



Lancashire Fire  
and Rescue Service

# Community Risk Management Plan

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2027-2032





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# Foreword

## Welcome to our consultation.

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

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

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

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

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

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

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

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



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**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.**

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**Jon Charters**  
Chief Fire Officer





# About us

# 01



# Our purpose

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

# Our vision

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

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



# Our priorities

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



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



**Preventing fires and**  
other emergencies from  
happening



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



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



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



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



# Our values

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



## Service

Making Lancashire safer is the most important thing we do.

## Trust

We trust the people we work with.

## Respect

We respect each other.

## Integrity

We do what we say we will do.

## Valued

We actively listen to others.

## Empowered

We contribute to decisions and improvements.





# About Lancashire Fire and Rescue Service

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



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



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



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

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





# Where we are today

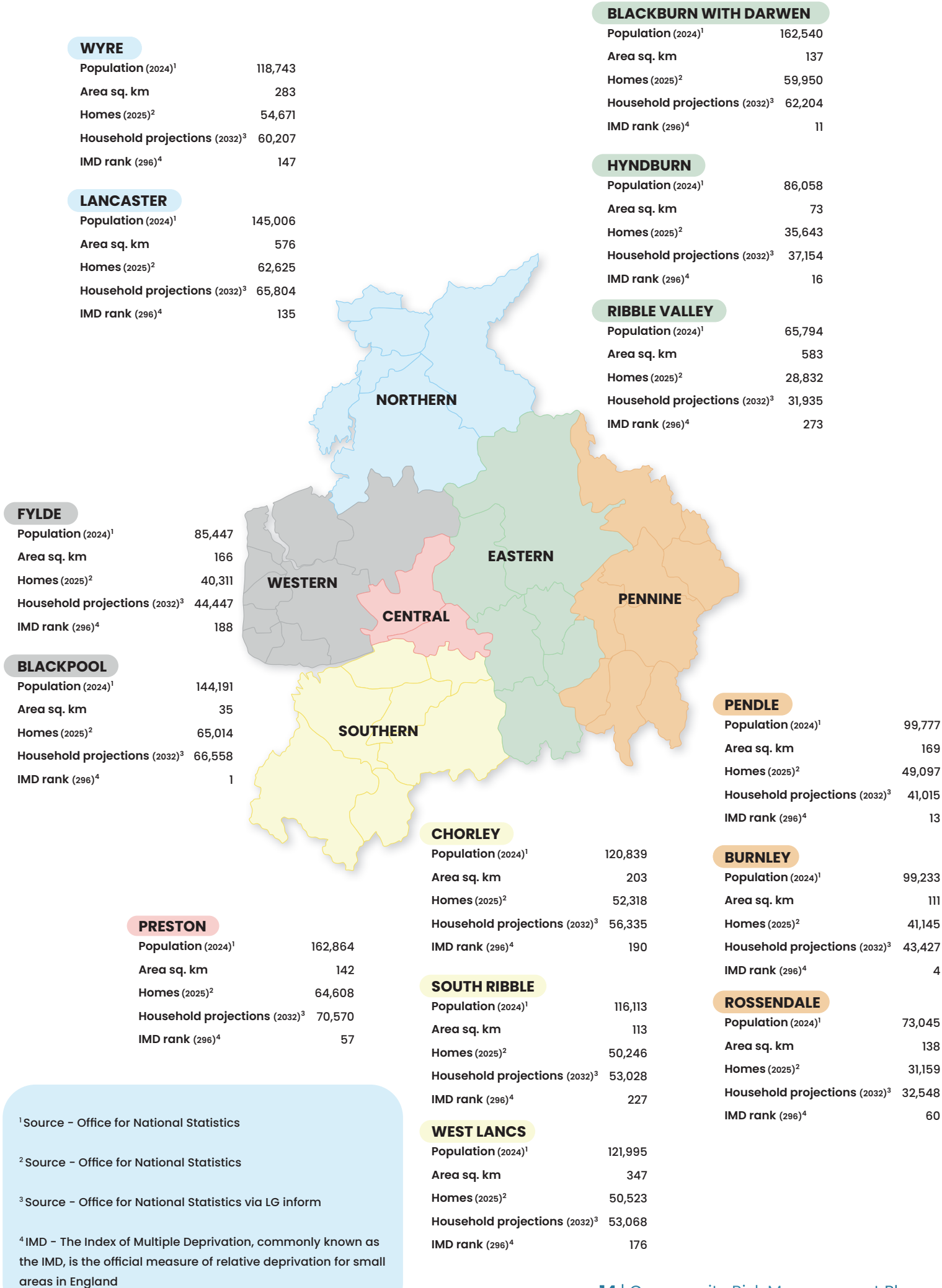
Lancashire is one of the most populated and urbanised shire counties within Great Britain, with a legacy of historical and industrial heritage. It includes significant urban growth, areas of high deprivation, expansive coastlines, major transport routes, industrial sites, ports, waterways, and locations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

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

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

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

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





# Drivers influencing our plan



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



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



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



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

## Strategic challenges

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

## Financial challenges

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

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

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

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



# Productivity and efficiency

## Workforce sustainability

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

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

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

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







# Our CRMP 2027-2032

# 02



# Our CRMP 2027-2032

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



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

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

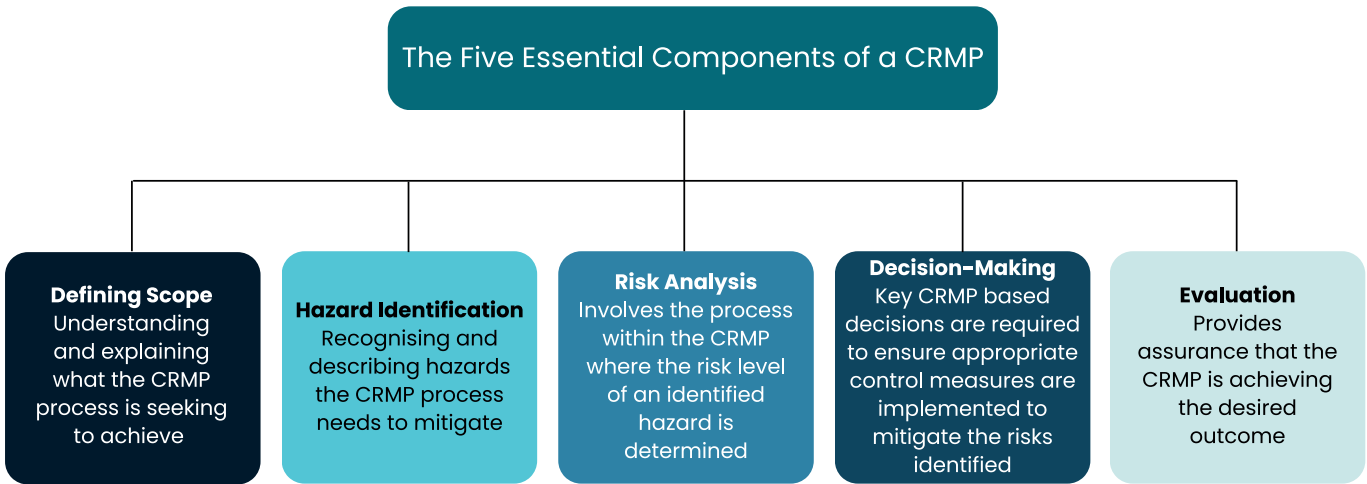


Figure 1: The five essential components of a CRMP (NFCC)

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





# Demand

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

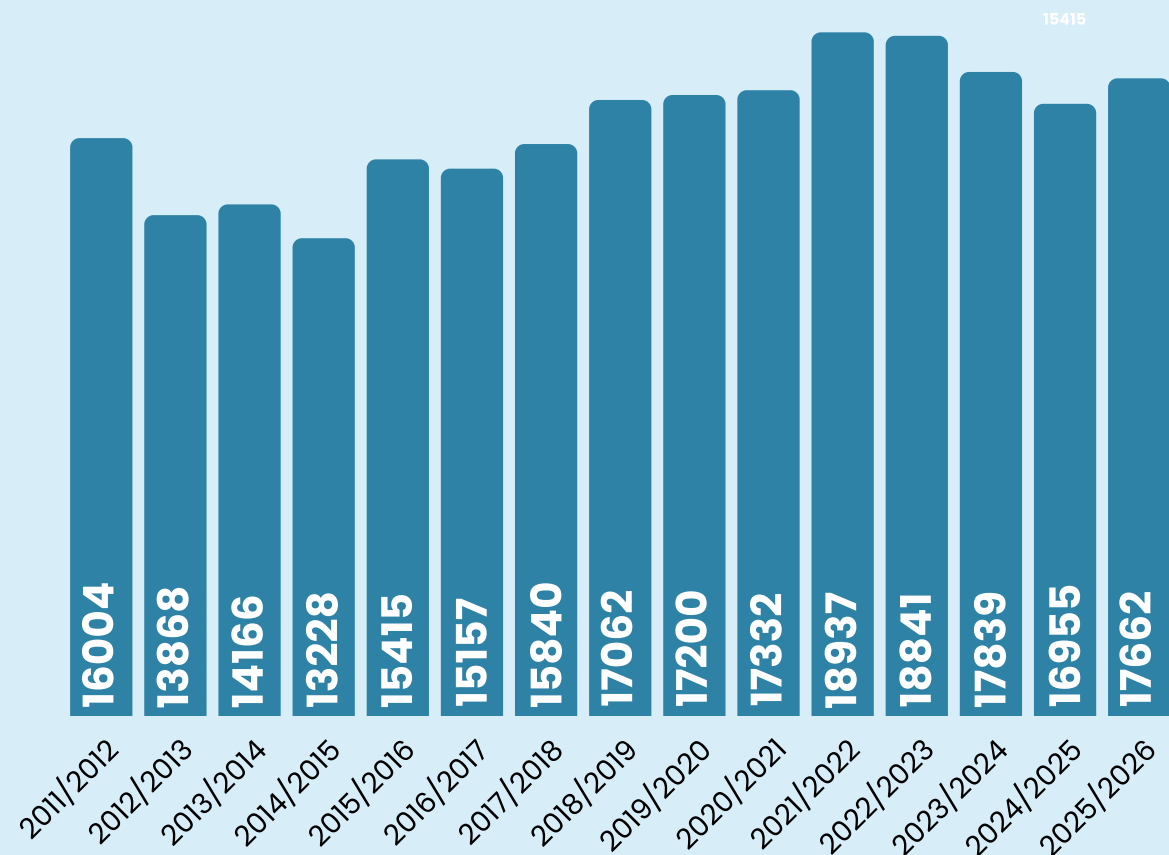


Figure 2: Overall activity by year

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

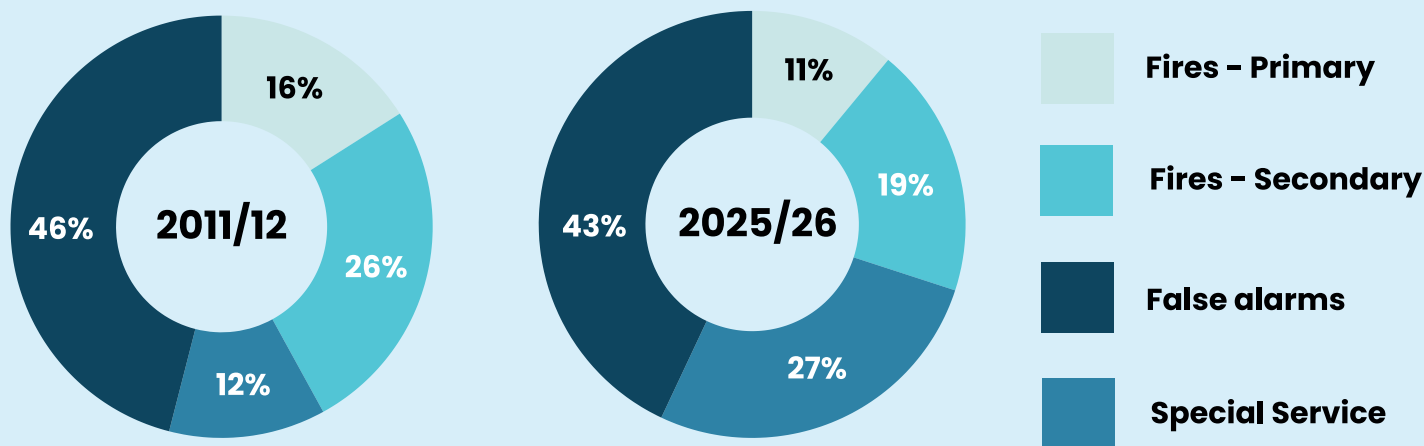
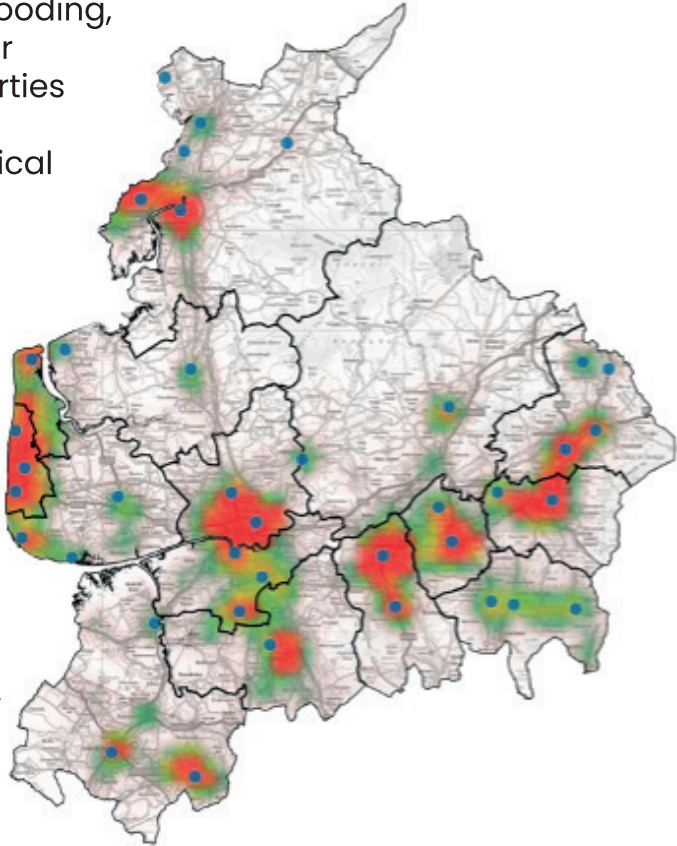


Figure 3: Change in incident types over time

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



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

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



# Resourcing and availability

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



**58**  
fire engines



**39**  
fire stations

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

Availability and Mobilisations  
Average Per Hour / Day

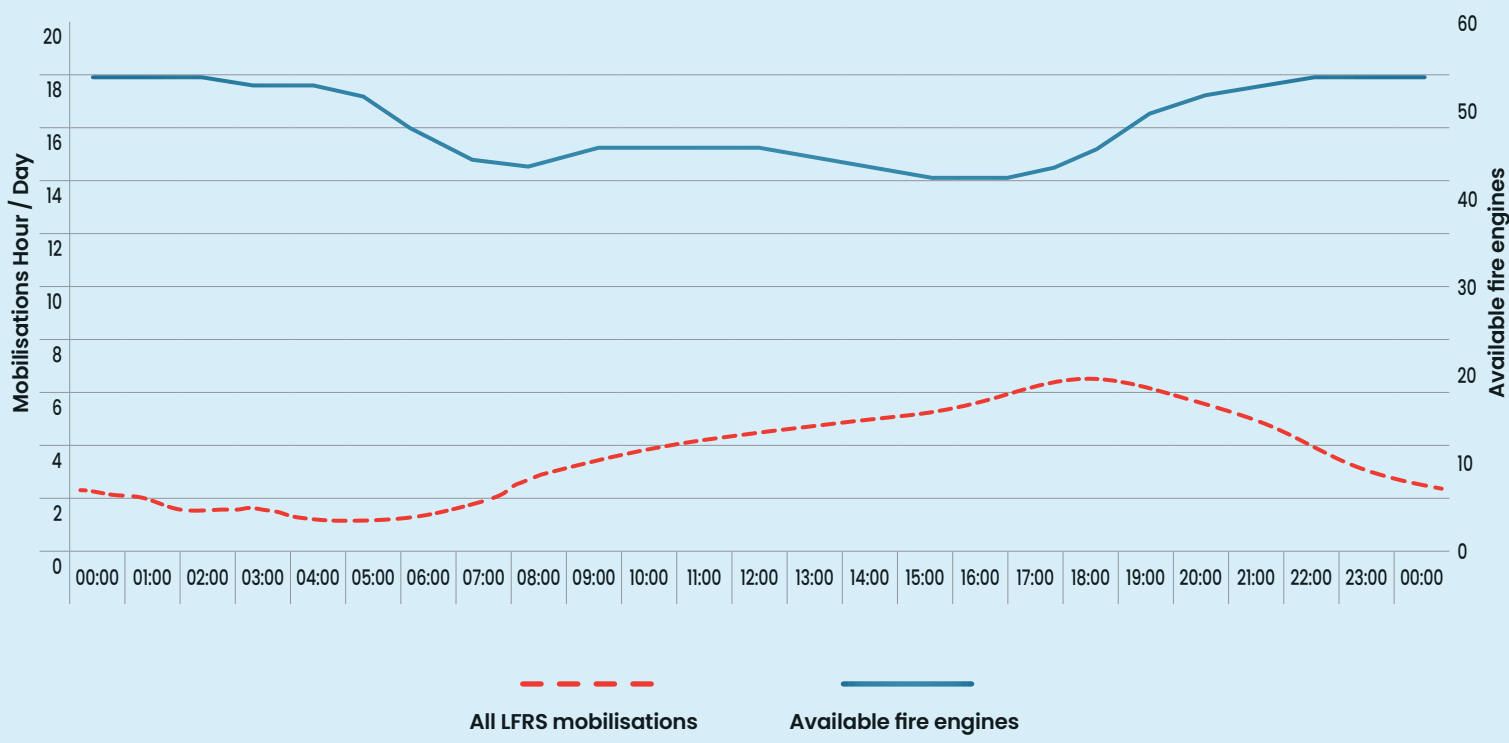


Figure 5: Availability and Mobilisations (average per hour/day)

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

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

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

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

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





# Identifying and assessing risk

# 03



# Equality of access

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

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

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

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

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

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

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

# Collaboration and partnerships

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

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

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







# Community resilience

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

## How we identify risk

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

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



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

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

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

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



# Fires

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

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

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

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

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

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

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



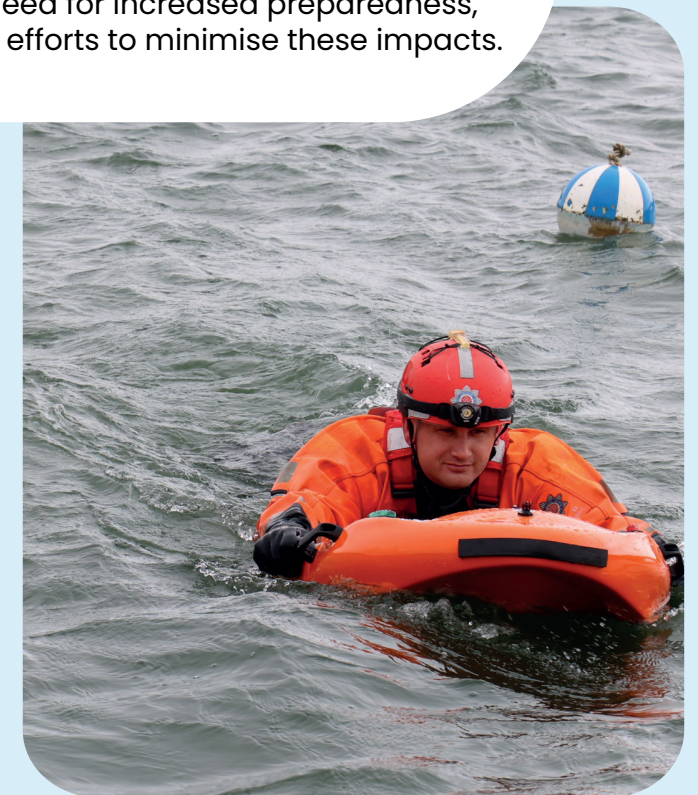
# Environment

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

## Flooding

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

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



## Wildfires

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

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





## Rescues

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

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

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

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

## Humanitarian

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

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



## Malicious attacks and terrorists incidents

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

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





# Assessing the risk of fire

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

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

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

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



# Response standards

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

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

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

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

7 minutes 32 seconds

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

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

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

8 minutes 35 seconds

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

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





# Our strategic priorities

# 04



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

### Our intent

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

Our approach links

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

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

### Delivering our people strategy

Our people strategy enables:

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

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

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

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

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



# Our people priorities

## 1. Culture, values, standards and behaviours

### Area of focus

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

#### What we will do:

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

### How we will measure progress

Staff survey results (values, inclusion, trust)

Organisational learning submissions and debriefs

Number and timeliness of professional standards cases

Confidence in reporting concerns

## 2. Employer of choice and workforce planning

### Area of focus

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

#### What we will do:

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

### How we will measure progress

Workforce diversity and representation

On-call availability levels aligned to risk and demand

The diversity of applicants to roles within LFRS



### 3. Leadership and management capability

#### Area of focus

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

#### What we will do:

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

#### How we will measure progress

Completion of management development programmes

Performance management outcomes

Staff feedback on leadership effectiveness

### 4. Talent management and succession planning

#### Area of focus

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

#### What we will do:

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

#### How we will measure progress

Internal promotion rates

Succession plans in place for key roles

Workforce risk gaps identified and mitigated

Appraisal completion and quality



## 5. Wellbeing, skills and workforce capability

### Area of focus

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

#### What we will do:

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

### How we will measure progress

Sickness  
absence  
indicators

Competence  
and training  
completion  
rates

Injury and  
safety trends

Feedback from  
training and  
operational  
assurance

## 6. Engagement, communication and change

### Area of focus

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

#### What we will do:

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

### How we will measure progress

Staff  
engagement  
and survey  
results

Participation in  
consultations  
and feedback  
mechanisms

Delivery  
of change  
programmes

Efficiency and  
productivity  
improvements





# Preventing fires and other emergencies from happening

## Our intent

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

## Delivering prevention excellence

Our prevention approach ensures:

**A targeted approach, focusing on those most at risk**

**A consistent and evidence-led service across Lancashire**

**An effective use of resources and digital offerings aligned to risk and demand**

**A learning-driven culture that continuously improves outcomes**

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

## Our prevention priorities

### 1. Home Fire Safety

#### Area of focus

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

#### What we will do:

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

#### How we will measure progress

**Number and proportion of HFSCs delivered to high-risk households**

**Reduction in accidental dwelling fires and related harm**

**Evidence of effective risk-based targeting**

**Outcomes from HFSC interventions and safeguarding activity**



## 2. Prevent Fires

### Area of focus

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

#### What we will do:

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

### How we will measure progress

Reduction in deliberate fires, secondary fires and wildfires

Number and effectiveness of targeted interventions and campaigns

Engagement with young people and at-risk groups

Outcomes from partner-led initiatives and joint working

## 3. Resilience to Severe Weather

### Area of focus

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

#### What we will do:

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

### How we will measure progress

Reduction in water-related fatalities and incidents

Reach and impact of water safety campaigns

Evidence of effective partnership delivery

Community awareness and engagement outcomes



## 4. Safer Roads

### Area of focus

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

#### What we will do:

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

### How we will measure progress

Reduction in  
RTC fatalities  
and serious  
injuries

Delivery  
and impact  
of targeted  
road safety  
campaigns

Evidence of  
behaviour  
change in  
priority groups

Partner  
feedback and  
joint outcomes

## 5. Stronger Resilient Communities

### Area of focus

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

#### What we will do:

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

### How we will measure progress

Number and  
outcomes of  
safeguarding  
referrals and  
interventions

Evidence  
of reduced  
vulnerability  
and improved  
outcomes

Impact of  
community  
engagement  
and prevention  
programmes

Continuous  
improvement  
driven by data,  
learning and  
evaluation





# Protecting people and property when fires happen

## Our intent

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

## Delivering protection excellence

Our protection approach ensures:

**A risk-based, intelligence-led approach that targets the highest risk premises and greatest threats to life**

**A consistent and proportionate regulatory service, balancing advice, engagement and enforcement**

**Effective use of resources and a competent workforce to manage risk, demand and complex buildings**

**A partnership-driven approach that improves compliance, strengthens systems and delivers safer buildings**

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

## Our protection priorities

### 1. Target Risk

#### Area of focus

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

#### What we will do:

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

#### How we will measure progress

**Delivery against the risk-based intervention programme (activity vs plan)**

**Number and outcome of audits, inspections and enforcement actions**

**Levels of compliance in high-risk premises**

**Impact of business safety campaigns and engagement activity**

**Reduction in serious fire safety breaches identified**



## 2. Safer Buildings

### Area of focus

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

#### What we will do:

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

### How we will measure progress

Compliance levels in higher-risk and high-rise residential buildings

Number and quality of interactions with accountable persons and regulators

Outcomes from building safety case reviews and audits

Workforce competence levels in protection and complex risk

Reduction in fire safety deficiencies in complex buildings

Number of building regulation consultations within timeframe

## 3. Stronger Systems

### Area of focus

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

#### What we will do:

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

### How we will measure progress

Quality and use of risk and intelligence data

Completion of BFSC activity and outcomes

Workforce competent and in-date for protection roles

Evidence of learning from incidents influencing activity

Effectiveness of cross-service working (prevention-protection-response)





## 4. Supporting delivery and performance

### Area of focus

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

#### What we will do:

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

### How we will measure progress

Volume  
and type of  
protection  
activity  
delivered

Outcomes  
from  
intervention  
activity and  
enforcement

Progress  
against  
risk-based  
intervention  
programme

Evaluation of  
campaigns  
and assurance  
activity

## Responding to fires and other emergencies quickly and competently

### Our intent

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

This strategy creates a clear link between

**risk** —→ **activity** —→ **performance**

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





# Our response priorities

## 1. Availability

### Area of focus

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

#### What we will do:

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

### How we will measure progress

Appliance  
and staff  
availability  
levels

Attendance  
times and  
response  
performance

On-call  
recruitment  
and retention

Accuracy of  
availability  
and  
forecasting  
systems

## 2. Competence

### Area of focus

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

#### What we will do:

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

### How we will measure progress

Staff  
competence  
for risk-critical  
skills

Completion of  
training plans  
and exercises

Delivery of  
learning  
actions from  
debriefs

Fitness levels  
and health  
indicators



### 3. Preparedness

#### Area of focus

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

##### What we will do:

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

#### How we will measure progress

Accurate risk information which is current and accessible

Delivery of multi-agency plans and exercises

Outcomes from business continuity testing

Preparedness for major and emerging risks

### 4. Operational excellence and continuous improvement

#### Area of focus

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

##### What we will do:

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

#### How we will measure progress

Incident outcomes and effectiveness

Firefighter safety indicators and learning

Completion of assurance and improvement actions

Evidence of continuous improvement

#### Delivering operational excellence

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

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

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

**An efficient response** – using resources proportionately

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

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





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

## Our intent

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

Our approach links

**data** —→ **insight** —→ **decision-making** —→ **improvement**

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

## Our digital, data and technology priorities

### 1. Digitally enabled workforce

#### Area of focus

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

#### What we will do:

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

#### How we will measure progress

Staff with access to mobile and digital tools

Workforce digital skills and confidence levels

Uptake of automation, digital forms and collaboration tools

Reduction in manual processes / administrative time



## 2. Data maturity and insight

### Area of focus

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

#### What we will do:

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

### How we will measure progress

**Data quality scores against defined standards**

**Datasets with clear ownership and governance**

**Usage levels of data dashboards and insight tools**

**Evidence of data-driven decision making in key areas**

## 3. Strong technical foundations

### Area of focus

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

#### What we will do:

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

### How we will measure progress

**Reduction in legacy systems and technical risk**

**System availability and reliability performance**

**User satisfaction with digital services and tools**

**Efficiency gains through automation and integration**



## 4. Cyber security and resilience

### Area of focus

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

#### What we will do:

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

### How we will measure progress

**Number and severity of cyber incidents**

**Compliance with national standards and frameworks**

**Workforce completion of cyber training and awareness**

**Results from audits, testing and assurance activity**

## 5. Value for money and continuous improvement

### Area of focus

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

#### What we will do:

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

### How we will measure progress

**Financial savings and return on investment**

**Services digitised or redesigned**

**Evidence of efficiency improvements**

**Delivery of planned change and improvement programmes**



# 6. Emerging technology

## Area of focus

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

### What we will do:

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

## How we will measure progress

Number of AI/automation use cases implemented

Measurable productivity and efficiency gains

Compliance with AI governance and ethics standards

User adoption of new technologies

# 7. National alignment and collaboration

## Area of focus

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

### What we will do:

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

## How we will measure progress

Level of alignment with national frameworks and standards

Participation in collaborative initiatives

Evidence of shared solutions and efficiencies

External feedback and sector benchmarking

## Delivering digital transformation

Our strategy underpins all areas of service delivery by ensuring:

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





# Delivering value for money in how we use our resources

## Our intent

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

Our approach links

**resource** —→ **risk** —→ **performance** —→ **outcomes**

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

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

## Our **value for money** priorities

### 1. Financial sustainability and resilience

#### Area of focus

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

#### What we will do:

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

#### How we will measure progress

**Delivery of balanced budgets across the planning period**

**Accuracy of financial forecasting and variance against budget**

**Level of reserves in line with agreed strategy**

**Effective management of financial risks and issues**

**Evidence of improved outcomes from investment decisions**

**Demonstration that resources are delivering measurable reductions in risk and demand over time**



## 2. Prioritisation and resource allocation

### Area of focus

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

#### What we will do:

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

### How we will measure progress

**Evidence of resource allocation aligned to risk profiles**

**Delivery of investment programmes against agreed priorities**

**Outcomes delivered from key investment decisions**

**Ongoing review and adjustment of resource deployment**

## 3. Productivity and efficiency

### Area of focus

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

#### What we will do:

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



## How we will measure progress



## 4. Asset sustainability and investment

### Area of focus

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

#### What we will do:

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

## How we will measure progress





# 5. Assurance, transparency and accountability

## Area of focus

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

### What we will do:

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

## How we will measure progress



## Delivering value for money

Our approach ensures:

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



# Delivering our plan

# 05

## Implementation, governance and assurance

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

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

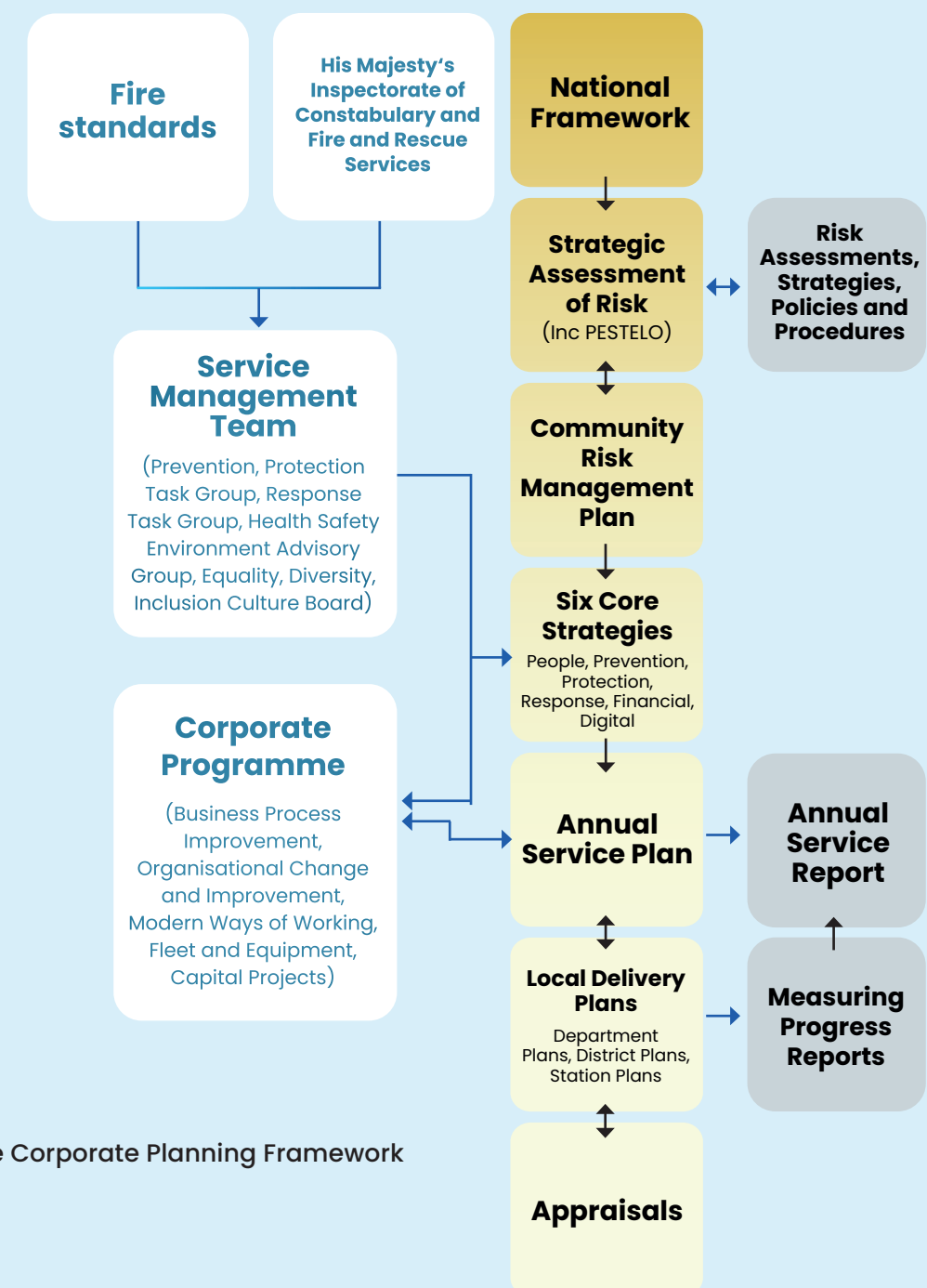


Figure 8: The Corporate Planning Framework



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

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

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



## Consultation and engagement

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



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





# How we will measure progress

## Key performance indicators

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

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

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

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



# FIRE & RESCUE

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

- 1.1 Overall staff engagement
- 1.2.1 Staff absence – wholetime
- 1.2.2 Staff absence – on-call
- 1.2.3 Staff absence – green book
- 1.3.1 Workforce diversity
- 1.3.2 Workforce diversity recruited
- 1.4 Staff accidents

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

- 2.1 Critical fire risk map score
- 2.2 Overall activity
- 2.3 Accidental dwelling fires (ADF)
- 2.3.1 ADF – harm to people – casualties
- 2.3.2 ADF – harm to property – extent of damage (fire severity)
- 2.4 Accidental building fires (ABF) (commercial premises)
- 2.4.1 ABF (commercial premises) – harm to property – extent of damage (fire severity)
- 2.5 ABF (non-commercial premises)
- 2.5.1 ABF (non-commercial premises: private garages and sheds) – harm to property – extent of damage (fire severity)
- 2.6 Deliberate fires total
- 2.6.1 Deliberate fires – dwellings
- 2.6.2 Deliberate fires – commercial premises
- 2.6.3 Deliberate fires – other (rubbish, grassland, vehicles etc)
- 2.7 Home fire safety checks
- 2.8 Numbers of other prevention activities delivered such as Childsafe / Wasted Lives
- 2.9 Business fire safety checks
- 2.9.1 Fire safety activity
- 2.10 Building regulation consultations (number and completed on time)

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

- 3.1 Critical fire response – 1st fire engine attendance
- 3.2 Critical special service response – 1st fire engine attendance
- 3.3 Fire engine availability

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

- 4.1 Progress against allocated budget
- 4.2 Partnership collaboration
- 4.3 Overall user satisfaction



# Progress and achievements during the current CRMP

# 06

## Progress since the 2022–27 CRMP

### What have we achieved?

#### For our communities

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

#### For our workforce

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

#### For our organisation and partners

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

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





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

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

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

### "Outstanding"

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

### "Good"

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

### Some of the highlights from the report include:

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

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

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



# People

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



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

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



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

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

# Prevention



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



Reduction in the number of accidental dwelling fires



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



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

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

\* Formally known as Prince's Trust



# Protection



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



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



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



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

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

# Response



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



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



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

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

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

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

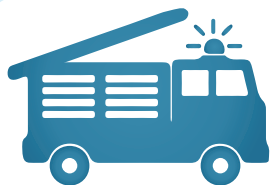


# Digital, data, productivity, and value for money

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



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



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

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

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





# Appendix 1: How we developed this plan

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

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

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

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

# Appendix 2: How we will measure progress

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

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

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

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

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



# Glossary

| Acronym              | Description                                                                                                                                                                                                                                                        |
|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| AFA                  | Automatic Fire Alarm                                                                                                                                                                                                                                               |
| BME                  | Black or Minority Ethnic groups                                                                                                                                                                                                                                    |
| CFA                  | Combined Fire Authority                                                                                                                                                                                                                                            |
| CRMP                 | Community Risk Management Plan                                                                                                                                                                                                                                     |
| Cross border working | Different fire services have different geographical areas of responsibilities. When we work with other services, we work across our borders                                                                                                                        |
| CRR                  | Community Risk Register                                                                                                                                                                                                                                            |
| False Alarms         | Where the fire and rescue service attends a location believing there to be a fire but, on arrival, discover that it was a false alarm. This could be due to a fire alarm operating in error, calls from the public who believe there is a fire, or malicious calls |
| FRS's                | Fire and Rescue Services                                                                                                                                                                                                                                           |
| Hazmat               | Hazardous Materials                                                                                                                                                                                                                                                |
| IMD                  | Indices of Multiple Deprivation – the official measure of relative deprivation for small areas in England. The IMD combines the individual seven domains to produce an overall relative measure of deprivation                                                     |

| Acronym              | Description                                                                                                                           |
|----------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| LFRS                 | Lancashire Fire and Rescue Service                                                                                                    |
| LRF                  | Lancashire Resilience Forum                                                                                                           |
| LSOA's               | Lower-layer Super Output Areas – a standardised geographic hierarchy used in the UK for compiling and reporting small-area statistics |
| MHCLG                | Ministry of Housing, Communities and Local Government                                                                                 |
| MOU                  | Memorandum of Understanding                                                                                                           |
| MTA                  | Marauding Terrorist Attack                                                                                                            |
| NFCC                 | National Fire Chiefs Council – represents fire and rescue services at a national level                                                |
| NOG                  | National Operational Guidance                                                                                                         |
| NRR                  | National Risk Register                                                                                                                |
| NWAS                 | North West Ambulance Service                                                                                                          |
| On-call firefighters | Firefighters who often have another job outside LFRS and respond to emergencies in their communities from home or work when needed    |
| PESTELO              | Political, Economic, Socio-cultural, Technological and Infrastructure, Environmental, Legislative, and Organisational risk analysis   |



| Acronym                   | Description                                                                                                                                                                                                                          |
|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Prevention                | Making safety interventions in the homes of those most at risk of fire and supporting people to adopt safe practices                                                                                                                 |
| Primary fires             | Generally serious fires involving property or any fires involving casualties, rescues, or any fire attended by five or more fire engines                                                                                             |
| Protection                | Supporting businesses and landlords to keep their buildings safe and taking action if they do not                                                                                                                                    |
| Response                  | Responding to fires and a wide range of other types of emergencies quickly and competently                                                                                                                                           |
| RTC                       | Road Traffic Collision                                                                                                                                                                                                               |
| SAoR                      | Strategic Assessment of Risk                                                                                                                                                                                                         |
| Secondary fires           | Generally small outdoor fires, not involving people or property                                                                                                                                                                      |
| Special service incidents | Made up of many different activities such as such road traffic collisions, flooding, and assisting other agencies (for example gaining entry to properties on behalf of the police and ambulance service during medical emergencies) |
| Service support           | Specialist functions that support frontline services and ensuring that the service operates effectively                                                                                                                              |
| Service support staff     | Specialist employees who provide technical expertise in a range of functions                                                                                                                                                         |
| Wholetime firefighters    | Firefighters who work full-time with LFRS                                                                                                                                                                                            |