

Appendix 1

Strategy Group meeting - Monday 15 June 2026

Attendees:

County Councillor Nigel Alderson

County Councillor Azhar Ali

County Councillor Joanne Ash

Councillor Graham Baker

County Councillor Peter Buckley

County Councillor Ian Duxbury

Councillor Jane Hugo

Councillor Fred Jackson

County Councillor Ashley Joynes

Councillor Bradley Langford

County Councillor Ged Mirfin

County Councillor Luke Parker

County Councillor Aidy Riggott

County Councillor Russell Walsh

County Councillor Ella Worthington

Independent Person – Julie Byrom

Independent Person – Ann Highton

Apologies:

County Councillor Andy Blake

County Councillor Usman Arif

County Councillor Sohail Asghar

County Councillor Mark Clifford

County Councillor Jordan Fox

County Councillor David Howarth

Councillor Zamir Khan

County Councillor Mackenzie Ritson

Councillor Salim Sidat

County Councillor Joel Tetlow

Introduction – Chief Fire Officer (CFO) Jon Charters

- Fire Funding
- National Framework Document
- College of Fire consultation
- Pay negotiations
- His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) – North England engagement event
- Sector risks -
 - Extreme weather events
 - Workforce recruitment, retention and skills
 - Culture, Leadership and Reform
 - Emerging Technology risks
 - Multi-agency resilience and National Security

- Fire safety regulation and Building Risk
- Prevention and Community Risk Reduction

Productivity and efficiency – Director of Corporate Services (DoCS) Steven Brown

- Track record of making efficiencies
- 2026-27 productivity and efficiency plan
 - Modern Ways of Working Forum
 - Lancashire delivered £1.616 million non-pay efficiencies in 2025-26 which equated to 6.79% of non-pay budgets
 - Dynamic Resource Management delivered £500,000 recurring budget saving in 2025-26.
 - Major recurring and one-off efficiencies from 2026-27 onwards
 - £1.8 million recurring from optimised wholtime crewing changes
 - Reviews planned for Protection and Prevention operating models
 - Other planned savings include fleet asset lives and digital ICT changes

Capital Projects including building condition surveys – Director of Corporate Services (DoCS) Steven Brown

- 5 year capital programme
- Major building schemes
- Service Headquarters masterplan
- Training Centre facilities
- Building condition surveys

Community Risk Management Plan (CRMP) and Service Review – Deputy Chief Fire Officer (DCFO) Steve Healey

- CRMP 2027-2032
 - Prevention Strategy
 - Protection Strategy
 - Response Strategy
 - People Strategy
 - Data, Digital and Technology Strategy
 - Financial Strategy
- Optimising resources programme
 - Prevention review
 - Protection review
 - Support services review
- CRMP timeline
 - 13 July 2026 – Draft CRMP presented to Planning Committee (approval to consult)
 - 14 July 2026 – 6 October 2026 – CRMP Consultation (12 weeks)
 - October 2026 – Formulate consultation report and prepare amended CRMP
 - 16 November 2026 – CRMP presented to Planning Committee
 - 14 December 2026 – CRMP presented for approval at CFA
 - April 2027 – CRMP 2027-2032 published
- Overview of potential ECR and Service Review

Innovation – Deputy Chief Fire Officer (DCFO) Steve Healey

- Changing landscapes
- Technology and equipment within the service;

- Robotic Firefighting Systems - Reducing firefighter exposure to hazardous conditions and contamination.
- Joint work on drone technology
- Internal and External Drones - Enhancing situational awareness.
- Thermal Imaging Cameras - Improving search and rescue effectiveness.
- Remotely Operated Vehicles (ROV) with Sonar Technology. National Resilience Asset.
- Development in digital, data and technology

Culture – Director of People and Development (DoPD) Liz Sandiford

- Promoting an organisational culture where everyone can thrive.
- Celebration of success events
- Establishment of a professional standards function
- Case management system
- Coaching and mentoring
- Leadership and development
- Wellbeing support