



# Annual Service Plan 2019/20

# The year ahead



In 2018, an inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services confirmed that Lancashire Fire and Rescue Service is a strongly performing, forward-thinking Service with outstanding values and culture.

We are leading improvements and innovation in our sector with some of the best firefighting equipment and training facilities in the country, and a highly skilled and motivated workforce.

The year ahead will see us build on our achievements by staying focused on continuous improvement that makes the people of Lancashire safer, particularly the most vulnerable members of our communities. Many of our priorities are extensive, long-term initiatives that will transform the way we work and bring lasting benefits.

### Valuing our people

The way the Service promotes values and culture has been rated outstanding, which is a reflection of staff at every level of the organisation. Their expertise, professionalism and dedication make it possible for us to lead the way forward in responding to the Government's drive to reform and collaborate.

Our people are central to everything we strive to achieve. We remain steadfast in ensuring that they have the best equipment, training and development. This year we will also create more opportunities for our people to be involved, listened to, and to contribute experience, expertise and ideas.

### Staying operationally effective

Maintaining the highest levels of operational competence and performance remain firm priorities. We have strong foundations to build upon, however, the environment in which we work is increasingly complex and demanding. Continuous progress in how we prepare for, respond to and learn from incidents, including the Winter Hill wildfire, is vital to improve the quality of the services we deliver across Lancashire.

### Closer operational collaboration

We have successfully worked with other public services to broaden the range of activity we carry out while keeping in focus our purpose to make Lancashire safer.

We share the first fire and police air support unit and operational activities, such as gaining entry to properties where there is a medical emergency and searching for missing people, are making a real difference to people's lives.

We will continue to seek opportunities to improve community safety in ways that best match our skills, equipment and experience.

### Delivering value for money

The Service acted swiftly to offset reductions in funding in recent years and has an excellent track record of achieving efficiency savings, without impacting on services to the public.

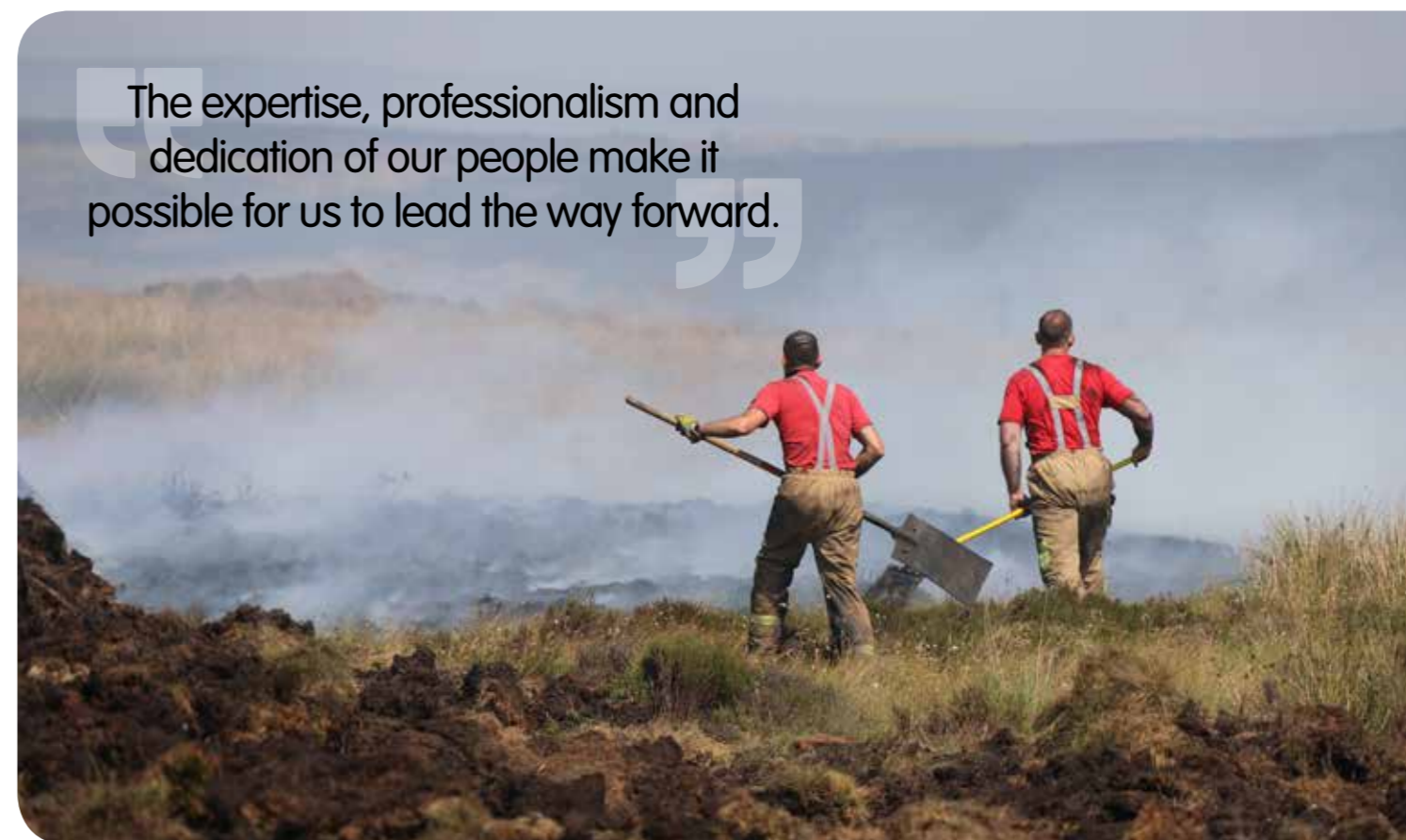
Despite a stable financial position, future funding is uncertain and further challenges lie ahead. We will continue to find ways to save money and make the best use of our resources, in order to maintain an efficient and affordable Service. Where possible, we will reinvest savings into front line activity that delivers long-term improvements and value for money.

Everything we do is aimed at improving the safety of Lancashire's diverse communities. With outstanding values and strong leadership at the heart of the Service, we are well positioned to respond positively to future challenges and evolve in a way that reflects the changing risk and demand in our communities.

We aspire to be the best trained, best equipped, best accommodated and most professional fire and rescue service in the country.

Justin Johnston, Chief Fire Officer

The expertise, professionalism and dedication of our people make it possible for us to lead the way forward.



## Preventing fires and other emergencies from happening and protecting people and property when they do



We believe that the best way to make Lancashire safer is to prevent fires and other emergencies from happening in the first place. We will continue to focus our efforts on helping people start safe, live safe, age safe and be safe on the roads targeting our resources at those most vulnerable.

We will also continue to support local businesses to help them reduce fire risk and comply with legislation, and will lead effective enforcement activity where businesses fail to commit to safety.

### Deliver tailored prevention activity

This year we will continue to deliver key prevention activities within the communities of Lancashire, targeting those most at risk of experiencing fires and other emergencies.

#### We will:

- Embed our CookSafe and TeenSafe campaigns to prevent cooking-related fires and educate Year 7 students about a variety of topics respectively.
- Become an Adverse Childhood Experiences (ACE) aware organisation.

### Harness technology to improve protection activity

The Service makes effective use of technology to reduce costs and provide a more efficient service for the public. This year, we will focus on our protection area of business to explore how technology can enhance our work.

#### We will:

- Review how technology can be used to improve business safety and enforcement services.



We seek to deliver the highest standards of operational response. We continuously prepare and plan for emergencies so that we are able to respond with the right skills and equipment to deal with an incident quickly and competently.

### Evaluate tools to strengthen our response

Work to determine the potential to strengthen our collaborative response arrangements by trialling a pre-alert policy and evaluating a dynamic cover tool continues.

#### We will:

- Trial a pre-alerting system to measure the impact on performance levels of early mobilisation messages.
- Evaluate use of a dynamic cover tool on pump attendance times through geographical resource allocation.

### Strengthen our operational assurance

To make sure that the Service operates as safely and effectively as it can, we have robust planning, preparedness, response and learning processes in place. We will develop these by making it easier to share and view information and intelligence from multiple sources to inform our activity.

#### We will:

- Continue to develop a new assurance monitoring system app that collates information and intelligence from multiple sources, as well as linking to national learning.

## Responding to fires and other emergencies quickly and competently





### **Integrate a second water tower into our fleet**

The successful introduction of our first water tower appliance (Stinger) into our fleet has resulted in significantly enhanced firefighter safety and firefighting capability. The Stinger also minimises fire damage and associated costs to businesses and homes.

**We will:**

- Purchase and integrate a second Stinger appliance at Skelmersdale Fire Station.

### **Replace incident command units**

Our incident command units are critical to how we manage complex or large scale incidents. We've identified advanced capabilities that will lead to more effective incident management in the future. These include leading technology and more intuitive systems, and the ability to accommodate multi-agency briefings.

**We will:**

- Produce a specification for new command support units and commence procurement.

### **Optimise rota management**

The Service operates a number of wholetime and on-call shift systems to provide efficient cover that meets the risk and demand in Lancashire. Reviewing how we manage staffing levels across the shift systems will help us maintain availability of our front-line services more efficiently.

**We will:**

- Produce a simplified and more streamlined approach to rota management that ensures optimum staffing levels are maintained efficiently.

### **Establish a wildfire burn team**

Following the Winter Hill wildfire in summer 2018, we are expanding our firefighting tactics to include preventative burning, an effective technique used to control wildfires and protect areas at risk such as property. This capability will reduce the risk and impact of wildfires at the same time as improving firefighter safety.

**We will:**

- Establish a specialist team capable of pro-actively burning areas of land to reduce the spread and duration of wildfires, replicating best practice from around the world.

### **Lead nationally on the use of drones**

The Service's air support unit has transformed the way we fight fires by providing incident commanders with aerial intelligence, including infra-red capability to identify fires burning within a structure or underground. Our partnership with Lancashire Constabulary has also resulted in drones being used in missing people searches and public events. We plan to share our expertise with public services across the UK.

**We will:**

- Support other areas of the UK and abroad in need of operational assistance and progress our role as the national drone lead for both police and fire and rescue services.



# 2019/20 ANNUAL SERVICE PLAN

“Maintaining the highest levels of operational competence and performance remain firm priorities.”



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

The Service promotes a confident, vibrant and diverse culture based on values, where staff at all levels are engaged, feel valued and are empowered to make a positive contribution, whatever their role.

### Develop a strong organisational culture where our values are understood

Our **STRIVE** values guide the professional behaviours we expect of all our staff in working together to achieve our purpose of making Lancashire safer. Everything we do is guided by strong principles of service, trust, respect, integrity, value and empowerment. Effective performance management remains essential to help staff link their own roles and behaviours to the aim, priorities and values of the Service and enable our culture to continue to flourish.

#### We will:

- Use the results of an extensive staff and line managers' consultation to improve how we undertake the appraisal conversation.
- Performance manage the completion of appraisals ensuring that all members of staff have the opportunity to receive and give feedback.
- Develop a range of tools to improve the appraisal conversation including the provision of 360 feedback.

### Encourage and listen to employee voice

Our people are central to everything we strive to achieve and we recognise the positive influence on both organisational success and our employees' wellbeing, when people at all levels can contribute their experience, expertise and ideas.

#### We will:

- Launch a new intranet incorporating social networking to connect staff across the Service and provide a forum for engagement, consultation and knowledge sharing.

### Promote equality, diversity and inclusion

### within the Service

To ensure we serve our communities as well as we possibly can, we will recruit, develop and retain a workforce that is inclusive and reflects Lancashire's diverse communities.

#### We will:

- Ensure that opportunities to work with Lancashire Fire and Rescue Service are promoted to all our diverse communities.
- Consult communities to shape our activity in this area through our equality, diversity and inclusion steering group.
- Continue to attend local, regional and national events with our Pride fire engine promoting the Service as a diverse employer that meets the needs of all its communities.

### Expand apprenticeship opportunities

We are committed to extending apprenticeship opportunities where vacancies arise and developing our staff through utilisation of the apprenticeship levy. With the establishment of new standards we want to broaden the range of apprenticeships we offer to include operational firefighting.

#### We will:

- Embed apprenticeships within the Service and apply to become an employer provider, which will allow us to recruit firefighter apprentices for the first time.

### Build a strong and resilient workforce

The physical and mental health and wellbeing of our



staff is at the forefront of our efforts to ensure that our workforce is equipped to deal with the changing demands of the Service. Strengthening our health and wellbeing framework is how we will achieve this.

#### We will:

- Continue to embed and raise awareness of our new Trauma Risk Management (TRiM) support programme which is available to all staff.
- Assess the Service against the Blue Light Wellbeing Framework and develop an improvement action plan.

### Redevelop Preston Fire Station

Preston Fire Station is approaching the end of its operational life. We intend to create a new, modern station in the same location that serves both our staff and the local community well.

#### We will:

- Develop detailed plans for a new fire station and award the tender for building work to commence in 2020.

### Upgrade fire station accommodation

Investment in fire stations is part of our commitment to ensuring that our people have the best accommodation to support their health and wellbeing and provide a positive working environment.

#### We will:

- Upgrade accommodation at South Shore, Blackpool and Hyndburn fire stations.

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



We aim to use our resources efficiently to provide the best possible fire and rescue service for the people of Lancashire and to ensure that the Service is affordable, now and in the future.

### Invest in training and equipment

We are steadfast in ensuring that our people have the best equipment and training available to deliver quality services now and in the future. This year work will continue on a programme of significant, long-term investment in improvements.

#### We will:

- Confirm plans and seek planning permission to expand training facilities at Service Training Centre in Chorley, including improvements to the workshop and garages, instructor facilities and breathing apparatus training school.
- Refurbish the firehouse at Service Training Centre to introduce the ability to train for basement fires, and ensure it remains fit for future purpose and provides realistic fire environments in which to train.
- Review duty rig uniform with a view to providing alternative clothing and boots that are suited to a wider range of activity.
- Install CCTV on all operational fire appliances to improve driver training and reduce the amount of time taken to investigate incidents.

### Collaboration with other public services

We have a long history of successful partnership working with other public services and continue to seek opportunities for closer operational collaboration, where we can deliver improved services to the public.

#### We will:

- Build on our collaboration programme with Lancashire Constabulary which is already looking at a wide range of collaborative opportunities, including joint accreditation of our staff to undertake fire scene investigations.
- Continue to explore site sharing opportunities.

### Information management strategy

Work to modernise how we collect, store and use information and create more efficient ways of working is progressing through our information management strategy.

#### We will:

- Expand our centralised document management system to further enable storing, finding and delivery of the right information to the right people at the right time.
- Refine and develop our planning and performance system to deliver data directly to the people who need it and provide consistent planning tools alongside.

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## **Preventing fires and other emergencies from happening and protecting people and property when they do**

- Deliver tailored prevention activity
- Harness technology to improve protection activity

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

- Evaluate tools to strengthen our response
- Strengthen our operational assurance
- Integrate a second water tower into our fleet
- Replace incident command units
- Optimise rota management
- Establish a wildfire burn team
- Lead nationally on the use of drones

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

- Develop a strong organisational culture where our values are understood
- Encourage and listen to employee voice
- Promote equality, diversity and inclusion within the Service
- Expand apprenticeship opportunities
- Build a strong and resilient workforce
- Redevelop Preston Fire Station
- Upgrade fire station accommodation

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

- Invest in training and equipment
- Collaboration with other public services
- Information management strategy



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[www.lancsfirerescue.org.uk](http://www.lancsfirerescue.org.uk)