



ANNUAL SERVICE PLAN 2020-21

The year ahead

Lancashire Fire and Rescue Service is one of the best services in the country, recognised for how well we keep people safe and secure and how motivated and positive our people are.

This is due in part to a long history of continuous improvement that has kept the Service evolving, from the daily activity carried out within communities to leading new and innovative ways of firefighting.

It is also due to the skills and professionalism of our staff who serve Lancashire with pride. Every day we respond to emergencies, visit homes, businesses and schools and work behind the scenes to make a difference to people's lives.

A recent survey found that public satisfaction with fire and rescue services is high and we see this reflected locally with frequent messages of thanks and praise from residents.

Together we respond positively to challenges, are confident to try new ideas and have unwavering dedication to protecting people and property. These attributes are steering the Service positively through government reform, financial pressures and a changing environment.

In addition, we are actively working with government to ensure they understand the sector and its changing risk profile so that we are best placed to meet future demands.

In the year ahead we will draw on our strengths to improve the core services we provide with the aim of making Lancashire safer now and in the future.

Staying operationally effective

Maintaining the highest levels of operational performance is at the core of continuous improvement.

The types of emergencies the Service attends is increasingly varied and we rigorously review operational processes to ensure firefighter safety and an effective response.

In response to climate change, we have successfully adapted to support communities during severe flooding and wildfires, however societal, economic and population changes will continue to bring new challenges. We intend to be ready to deal with these challenges quickly and competently.

This year we will focus on how we can effectively and sustainably prevent where possible, protect from and respond to future risks posed by Lancashire's increasingly complex built environment.

We'll do this by assuring our people, processes and the technology we use identify opportunities to strengthen and improve the Service's capabilities in the event of a building failing to behave as expected in a fire.

Valuing our people

The collective expertise and experience of our people helps lead the Service forward. We will continue to provide the best equipment, training and development, along with opportunities to contribute to decisions and improvements.

In the same way that our STRIVE values are at the heart of everything we do, we are also placing health and wellbeing there too. By encouraging a culture that supports success that is achieved in a manner that reflects our values, we positively impact on health and wellbeing. It's less about what we do and more about the way that we do it.

We are also collaborating with the Fire Brigades Union and the University of Central Lancashire on research into the effects of contaminants that will hopefully lead to health and safety improvements.

We aspire to be outstanding in all that we do by being the best trained, best equipped, best accommodated and most professional fire and rescue service in the country.

Justin Johnston, Chief Fire Officer

Preventing fire 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 focus our efforts on helping people start safe, live safe, age safe and be safe on our roads, targeting our resources at those most vulnerable.

We also 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.

Home Fire Safety Check referral pathway review

The Home Fire Safety Check service is at the heart of our work to prevent fires and other emergencies directly with those most at risk. The purpose of this review is to ensure that the Service continues to target prevention activity at the most vulnerable people and properties in Lancashire.

We will:

- Improve the service by reviewing how we approach re-visits and those we are unable to contact along with management of referrals from partners.

Embed Adverse Childhood Experience (ACE) awareness

Understanding the impact of traumatic experiences in childhood on behaviour can help to deliver more informed and effective community fire safety and youth engagement activity.

We will:

- Embed ACE awareness across the Service through engagement with staff in a range of roles.

Built Environment Assessment Team (BEAT)

BEAT has been established to address the evolving risks posed by an increasingly complex built environment and the potential for buildings to perform unexpectedly, both now and in the future and in line with anticipated legislation changes. This involves increasing our knowledge and understanding of buildings in Lancashire to ensure we are equipped to respond effectively to all eventualities, including instances of rapid or unexpected fire spread.

We will:

- Assure our people, processes and the technology we use across operational response, training and protection remain effective and produce recommendations to strengthen and improve our core services over a sustainable period of time.

Responding to fires and other emergencies quickly and competently

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.

Strengthen 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. Following the successful launch of a debrief app, which ensures that any lessons identified during incidents and exercises are easily captured, development work is ongoing.

We will:

- Continue to develop the assurance monitoring system to improve the way we analyse, manage and report on the data that we receive.

Respond to the impacts of climate change

Warmer temperatures, increased winter rainfall and decreased summer rainfall are predicted to impact on Lancashire in the future. The pace of climate change is unprecedented meaning the Service must assess the risks and determine how to respond.

We will:

- Continue to reduce carbon emissions, review our response arrangements for severe weather events, assess future firefighting techniques, equipment and vehicles and improve our buildings.

Evaluate tools to strengthen our response

Trials of a pre-alerting system at wholetime and on-call stations in the Preston and surrounding area have to-date proved successful in terms of reducing incident response times.

We will:

- Extend the pre-alerting system trial to fire stations in northern areas of the county to further measure the impact on performance levels of early mobilisation messages across different duty systems.

Replace incident command units and software

Our incident command units are critical to how we manage complex or large-scale incidents. We've produced and tested a specification for new vehicles that will lead to more effective incident management in the future.

We will:

- Start procurement of two replacement vehicle incorporating new incident command software.

Optimise rota management

Following a review of how we manage staffing levels across a number of wholetime and on-call shift systems, a simpler and more streamlined approach to rota management will be implemented to ensure optimum staffing levels are maintained efficiently.

We will:

- Work with operational and administrative staff to create revised guidelines and develop the rota management software to make detachment and overtime planning more efficient.

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 based on values and wellbeing

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. We will develop an organisational culture which promotes a healthy state of wellbeing and truly represents Service values by embedding our Leadership Framework.

We will:

- Deliver leadership development events to crew and watch managers and other leaders within the Service.
- Embed revised performance management arrangements focusing on meaningful conversations between line managers and employees.
- Use talent management arrangements to identify individuals who demonstrate positive leadership behaviours, and to identify opportunities to develop leaders for the future.
- Deliver 360-degree assessments to leaders to inform their personal development.
- Engage with staff so that all our employees are aware of the options and opportunities available to them.
- Integrate health and wellbeing into all aspects of the Service, providing staff with a range of support to maintain both physical and emotional wellbeing and increase personal resilience.

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 more reflective of Lancashire's diverse communities. We will also continue to promote equality in our workforce policies and practices.

We will:

- Trial flexible annual leave arrangements at Blackpool and South Shore fire stations.

- Identify opportunities to improve engagement with diverse community groups across Lancashire.
- Ensure that opportunities to work within Lancashire Fire and Rescue Service are promoted to all our diverse communities.

Expand apprenticeship opportunities

As an employer provider of apprenticeships and with apprentice firefighters working within the Service for the first time, we are committed to creating opportunities where vacancies arise and developing our staff through utilisation of the apprenticeship levy.

We will:

- Support our firefighter apprentices through their development programmes and continue to grow our apprenticeship offer.

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:

- Continue work to upgrade accommodation at South Shore, Blackpool and Hyndburn fire stations following staff consultation and progression of planning and legal considerations.

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 remain 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 continues on a programme of significant, long-term investment in improvements.

We will:

- Implement expansion of training facilities at Service Training Centre in Chorley, including improvements to the workshop and garages, instructor facilities and breathing apparatus training school.
- Undertake a review of Service-wide drill tower provision and create a strategy and specification for replacement.
- Roll out new duty rig uniform following staff consultation on alternative clothing and boots that provide greater comfort and protection.
- Install CCTV on all operational fire appliances to improve driver training and reduce the amount of time taken to investigate incidents.

Collaborate with other public services

We have a long history of successful partnership working to deliver improved services to the public. Through the Blue Light Collaboration Board we have a programme of identified opportunities that are explored for feasibility.

We will:

- Progress future options for fire scene investigation activity in relation to new regulations, working closely with Lancashire Constabulary crime scene investigators.

Replace performance and analysis software

The software currently used to research, analyse and report information relating to incident trends, prevention data and performance is reaching end-of-life as the needs of the Service develop.

We will:

- Review options available with a view to replacing the system with one that is fit for future needs and supports effective corporate intelligence.

Our Annual Service Plan 2020-21

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