

Lancashire Fire and Rescue Service IRMP 2017 – 22

Welcome to our Integrated Risk Management Plan (IRMP)

Lancashire Fire and Rescue Service is a strongly performing organisation, in good financial health; despite the fact that during the course of our last IRMP we faced our most difficult operating conditions ever. During this time we had good plans, coped well and achieved strong results – saving £14m to meet budget deficits; making significant transformational changes to our services and achieving a 27% reduction in deliberate and accidental fires. We are well placed to focus this plan on meeting the future changing needs of communities.

Our aim remains the same: to make Lancashire safer. Understanding Lancashire's demographics and continuing to explore how they will change in the future provides us with the insight to ensure we continue to create the capacity and capability to meet these needs and fulfil our aim.

Future predictions indicate a trend of an ever growing and ever aging population; increasing weather-related events; growing frequency of road traffic collisions; increasing demand on health and social care services and rising incidents relating to mental health issues.

By focusing on clear priorities, we make effective use of our resources to address these issues; increasingly working with our strategic partners to deliver integrated public services. This period will see us rolling-out emergency first responding, a scheme where we respond to medical emergencies alongside colleagues in the North West Ambulance Service; and further development of our home visits to incorporate "safe and well" advice and interventions. Working collaboratively and in partnership, is nothing new in Lancashire but over the course of this IRMP we expect to play an active role in the development and delivery of integrated public services.

Our commitment to preventing, protecting and responding to incidents remains; with a clear focus on delivering services which aim to help people start safe, live safe, age safe and be safe on our roads.

We know that our success would not be possible without our team of professional staff who have at their hearts the desire to help people. We have always worked hard to provide the best equipment, excellent training and support to our teams but this plan places more emphasis on the things that we do to value our staff; recognising the key role they play in developing our organisation.

Finally, whilst our financial position is enviable, we must continue to make the best possible use of our resources at all times as pressure on the public purse remains a feature of our operating climate. Together, we assure you of our collective commitment to making Lancashire a safer place.

Our County

Lancashire comprises of the 12 districts within the Lancashire County Council area and two unitary authorities of Blackburn with Darwen and Blackpool. It covers just over 3,000 square kilometres including 123 kilometres of coastline from West Lancashire in the south to Morecambe Bay in the north, including the major tourist resorts of Blackpool, Fleetwood and Morecambe. With a resident population of 1.45 million, it is one of the most populated and urbanised shire counties in Britain, with a legacy of historical industrial heritage. Conurbations include Preston, Lancaster, Burnley, Blackburn, Blackpool and Skelmersdale. Large parts of the county are sparsely populated with coastal and estuary landscapes; moorland or arable countryside. Major motorways traverse the county with the M6 running through its entire length; as does the West Coast Mainline. There are ports at Heysham and Fleetwood and an airport in Blackpool. There are two nuclear facilities within the county – Heysham and Springfields – and industrial sites which require special plans to deal with hazards under COMAH legislation. Off shore wind generation and oil fields sit off the coast in Morecambe Bay. During 2017 we expect to see the construction of sites to deliver shale gas extraction or ‘fracking’. There are three large universities in Lancashire; Lancaster, Preston and Ormskirk, and the county’s major hospitals are in Blackburn, Preston, Blackpool and Lancaster.

Lancashire Combined Fire Authority

Lancashire Fire and Rescue Service (LFRS) is accountable to the Lancashire Combined Fire Authority (CFA) which is made up of 25 elected councillors drawn from Lancashire County Council, Blackburn with Darwen Council and Blackpool Council. The CFA is legally responsible for the enforcement of the Regulatory Reform (Fire Safety) Order 2005 which is applicable across England and Wales. This Order places the responsibility on individuals within an organisation to carry out risk assessments to identify, manage and reduce the risk of fire within public and commercial buildings. The CFA meets five times a year to make key strategic decisions and has a number of committees which focus on a particular area of scrutiny. You can find out more about the Authority [here](#).

Lancashire Fire and Rescue Service

LFRS deliver Prevention, Protection and Response functions across the county of Lancashire. We employ staff in a variety of roles who operate from 39 operational bases. We also work extensively with partner organisations to allow for a more efficient and effective delivery of services.

[Insert station map]

More information on LFRS and the current organisational structure chart can be found on our [website](#).

1. Integrated Risk Management Plan – Aim, Priorities and Values Overview

Our Aim – what we're here for:

Our aim describes what we are here for: **Making Lancashire safer** is our commitment to making sure that *everything* we do improves the safety of our diverse communities.

Although it is important, our aim is more extensive than simply responding to fires and other emergencies. We use our skills, experience and resources to make people safer in much broader terms across life's stages; helping people to **start safe; live safe; age safe and be safe on our roads**.

Our Priorities – what we do:

Our **priorities** are the things we think are most important to helping us achieve our aim of making Lancashire safer. We focus our resources on these areas and use them to develop and deliver the activities we set out every year in our [Annual Service Plan](#).

- **Preventing** fires and other emergencies from happening
- **Protecting** people and property when fires happen
- **Responding** to fire and other emergencies quickly and competently
- **Valuing** our people so they can focus on making Lancashire safer
- **Delivering** value for money in how we use our resources

Our priorities are so important to us that our CFA uses Key Performance Indicators to measure performance against them every three months. Progress is reported to the Performance Committee in the [Measuring Progress](#) report.

Our Values – what we believe in:

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 which we manage through our performance management framework.

As a Service, we STRIVE to achieve our purpose of making Lancashire safer by making sure what we do is guided by strong principles of Service, Trust, Respect, Integrity, Value and Empowerment.

STRIVE	We do our best and make every effort to make Lancashire safer
S ervice	Making Lancashire safer is the most important thing we do and we work in a diligent and competent way.
T rust	We trust the people we work with and we contribute to a positive workplace.
R espect	We demonstrate consideration of others and we recognise how our behaviour may impact on others.
I ntegrity	We do what we say we will do and we work in a professional, positive, non-judgemental way.
V alued	We actively listen and recognise the contribution of others, whatever their role, background, idea, view or approach.
E mpowered	We are encouraged to contribute to decision making, to resolve problems and we are accountable for our decisions, actions and behaviour.

2. Our Future

National Change

The way in which all fire and rescue services are governed is changing. At a national level responsibility for fire and rescue policy has transferred from the Department for Communities and Local Government to the Home Office. The move will influence our future as it is an enabler to the government's commitment to deliver greater joint working between public services.

The government is committed to fire service reform in the coming years and a programme of reform will see changes to:

- **Efficiency and collaboration:** delivery of integrated public services which will see us continue to build on our partnerships. It will also build on joint procurement opportunities and co-location to achieve efficiencies
- **Accountability and transparency:** this will allow Police and Crime Commissioners the ability to take on responsibility for fire and rescue services locally if a suitable business case were made. It will also deliver changes to our inspection regime and the way we measure performance
- **Workforce Reform:** this will challenge us to transform the diversity of our workforce and embed our values

The National Fire Chiefs Council (NFCC) is a newly formed professional body that is scheduled to replace the Chief Fire Officers Association (CFOA), having been developed to provide professional advice to government on matters such as operational guidance, professional standards and best practice. This supporting body will help fire and rescue services build strong relationships and improve communications with each other and with the government and our partners.

It is clear from the national picture, that for all fire and rescue services, further change is on the horizon. Whilst we cannot at present identify all the changes that we will face, we can ensure our service is committed to change and improvement; this will be visible through the activities identified year on year within our Annual Service Plan.

Local Change

Locally the horizon is already changing; proposals are being developed for a [Combined Authority for Lancashire](#). A Combined Authority provides a governance model to work with government across a range of issues affecting the county. This has the potential for a single representative body to shape Lancashire's future in respect of integrated public services and we need to be aware of the future developments.

The ambition is to have integrated public services at the heart of local communities to give everyone the opportunity for a healthier life. We are committed to support the delivery, with our partners, of the Lancashire and South Cumbria Sustainability and Transformation Plan. Our partners in health are facing the same challenges fire and rescue services faced ten years ago, in that they recognise the need to become

more prevention focused to cope with demand. This plan details opportunities to work together to reduce demand by investing in prevention activities as we recognise that firefighters can make a real difference.

3. Serving Our Diverse Communities

We recognise that we can only provide an effective service to our communities if we recognise the diversity within our communities and enable our workforce to meet their needs and concerns.

Our annual report on equality and diversity is one of the ways we communicate how we are meeting our obligations to recognise diversity and promote equality. It reflects our work with our diverse communities as well as reporting key equality data and information. We set and publish our equality objectives based on an assessment of risk to our communities.

Our Communities

Making Lancashire safer requires us to work with all parts of our diverse communities and to deliver services fairly and equitably– irrespective of ethnicity, gender, age or background. By being better able to understand the needs of people from different backgrounds, we can respond more effectively in an emergency and are more likely to reach them with critical safety information that may prevent them becoming a victim of fire or other emergencies in the first place. This focus also helps us develop and tailor our services to meet specific risks or needs that a particular part of our community may have. **We have agreed the following equality objectives that relate to how we work with our communities:**

- Reduce the number and impact of fire and other emergencies to our diverse communities across Lancashire
- Develop and deliver a Prevention service targeting our most vulnerable communities
- Support local businesses to reduce the risk of fire and remain compliant within fire safety legislation

Our Workforce

We employ in the region of 1200 staff, with the majority of our workforce employed in an operational capacity. Our Workforce Plan identifies the strategic challenges faced by our staff and the actions we will undertake to meet those challenges. As an employer our aim is to develop a diverse workforce and ensure that our STRIVE values help us to develop a working environment where everyone can feel engaged, valued and respected whatever their backgrounds; where we can work together without fear of bullying, discrimination or harassment. We invest in organisational development ensuring that our leaders have the required skills and competencies to meet the challenges now and in the future. **We have agreed the following equality objectives that relate to our workforce:**

- Promote equality in our workforce policies and workforce practices
- Develop our staff to ensure they can respond competently meeting the different needs of our diverse communities

4. Integrated Risk Management

How we Manage Risk

Integrated risk management planning helps us meet the responsibilities placed on us by the [Fire and Rescue National Framework for England](#). This requires us to have an IRMP which identifies and assess all the foreseeable fire and rescue related risks and challenges which may arise and sets out how we plan to mitigate these risks. Integrated risk management planning is designed to give fire and rescue services the flexibility to use our resources in the most effective way to save lives, improve public safety and reduce emergency incidents.

Our IRMP is delivered through the production of an [Annual Service Plan](#). Each year the Service Management Team discuss and develop our Annual Service Plan to deliver a clear steer on the priority activities we will lead to manage the real issues we face in front of us year on year built around our five priorities.

Risk in Lancashire will always remain dynamic: it changes over time, differs by area and demographic and needs different interventions to reduce the likelihood of the risk occurring or to lessen its consequences. We identify these risks in our [Strategic Assessment of Risk](#) which is refreshed annually and also informed by the Lancashire Resilience Forum [Community Risk Register](#). Through our risk management framework we continually assess changing risk and prioritise our response framework.



Where areas of risk to LFRS and our business operations are identified they are managed in accordance with our Risk Management Strategy. The purpose of this strategy is to define a simple practical framework to manage risk and it outlines how the organisation recognises, assesses and mitigates key risks where appropriate.

Our business continuity plans are in place to ensure that the critical business functions LFRS provides continue to operate, despite serious incidents or disasters that might otherwise have interrupted them.

Our planning is also influenced by other legislation:

- Fire and Rescue Services Act 2004
- Fire and Rescue Service (Emergencies) (England) Order 2007
- Civil Contingencies Act 2004
- Regulatory Reform (Fire Safety) Order 2005
- Health and Safety at Work Act 1974



How we Calculate Community Risk

Our [Strategic Assessment of Risk](#) provides information on the demographics of our diverse communities which helps to indicate households and businesses that are more likely to experience a fire or other emergency.

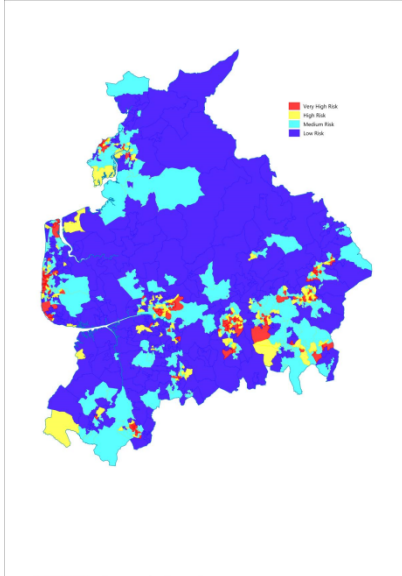
We calculate risk across the households of Lancashire by using small geographic areas known as Lower Layer Super Output Areas (LLSOA). There are 941 LLSOAs in Lancashire each containing between 1000 to 3000 people. We apply a risk formula to each of these areas based upon historic fire data and social deprivation data to give each LLSOA a risk grade of low, medium, high or very high to produce a fire risk map. We are committed to reducing the number of very high and high risk areas. Over the last 10 years we have reduced the overall risk in Lancashire by 20%.

Fire Risk Change

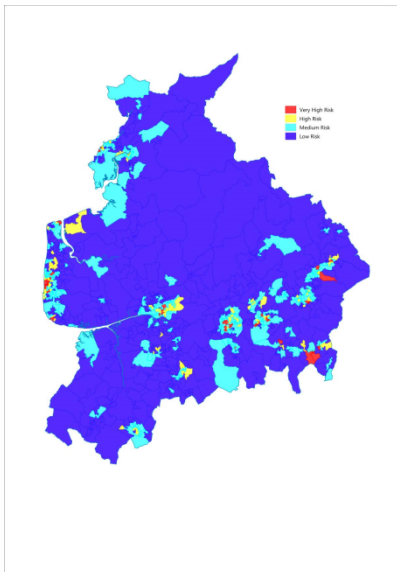
		2006 - 09		2007-10		2008-11		2009-12		2010-13		2011-14		2012-15		2013-16	
Score	Risk Grade	Score	SOA Count	Score	SOA Count	Score	SOA Count	Score	SOA Count	Score	SOA Count	Score	SOA Count	Score	SOA Count	Score	SOA Count
Greater than 75	VH	5928	70	5040	60	5026	60	4434	53	3388	40	2714	32	3332	41	2578	32
Between 56 & 75	H	7476	119	7410	118	7194	114	6402	100	5876	93	6040	95	5440	86	4890	76
Between 36 & 55	M	13234	299	13672	310	13284	303	13676	313	13180	301	13208	306	12130	281	13578	314
Less than 36	L	10564	452	10410	452	10734	463	11046	474	11784	507	11686	508	12366	533	11944	519
Risk score		37202		36532		36238		35558		34228		33648		33268		32990	
Change from baseline risk score		-9.3%		-11.0%		-11.7%		-13.3%		-16.6%		-18.0%		-18.9%		-19.6%	

The fire risk map shows us where the most frequent and the most serious fires occur, telling us where we need to provide the fastest fire engine response. This information helps us decide where to locate our resources, particularly when we undertake a review of our fire cover arrangements. As we always prefer to prevent fires occurring we also use the risk map to target our prevention & protection activity.

2006:



2016:



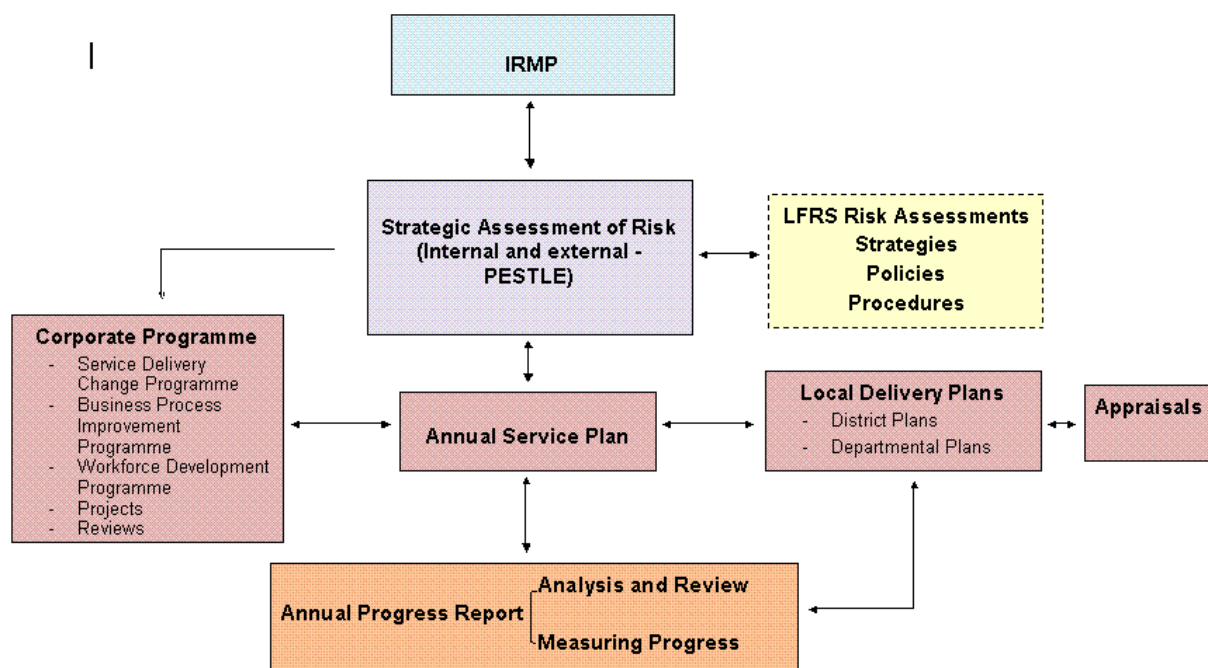
5. How We Plan

Corporate Planning

Corporate planning is a systematic process of determining the organisations goals to be achieved in the foreseeable future. Corporate Planning within LFRS includes the development of our IRMP, providing support for change and transformational Projects and Programmes, as well as providing critical assurance of the progress of these bodies of work.

Corporate planning needs to follow a rigorous yet flexible process that permits the organisation to assess and respond to opportunities and threats. The process must allow for adjustments as the environment in which it operates evolves.

The planning framework is represented in the diagram below, which sets out the various sources of information which inform the planning process and the inter-dependencies between the various elements of LFRS planning strategy.



Annual Planning

Our corporate planning is designed to support continual improvement. Every year the Service carries out a PESTLE analysis which looks at our external and internal Political, Economic, Sociological, Technological, Legal and Environmental influences and how they may have changed. We use this to refresh our [Strategic Assessment of Risk](#). This informs the IRMP and the [Annual Service Plan](#) which are two of the main outcomes of the Corporate Planning process. These plans set out the strategic direction of the organisation for both the medium and short term, which give guidance for the content of Department and District plans.

Governance

The Service's Corporate Programme Board (CPB) provides accountability and governance to effectively deliver the Projects and Programmes detailed in the Annual Service Plan. Independent reporting to the CPB provides transparency of our decision making process to support significant projects. Each projects progress is measured using a RAG (Red, Amber, Green) status to indicate how well a project is performing thus providing the opportunity for scrutiny and challenge.

For our major projects further scrutiny is provided through the Fire Authority who are responsible for ensuring the implementation of appropriate risk management structures and processes, and to provide sufficient resources to meet agreed objectives. The CFA's committee structure is in place to manage our broad governance arrangements, for further details [click here](#).

The Fire Authority has an agreed [Consultation Strategy](#) which details how we will consult with the public about proposals for significant change which may be contained within our Annual Service Plan.

The annual [Statement of Assurance](#) aims to provide the necessary accountability and transparency to the people of Lancashire and evidence that their Fire and Rescue Service continues to deliver under the expectations detailed within both the [National Framework](#) and our own IRMP. It details the measures to assure that the Combined Fire Authority's performance is efficient, economic and effective in relation to finance and governance. It also details our measures of operational assurance to demonstrate that our services are delivered in line with our statutory responsibilities and with due regard to the expectations set out in our IRMP including cross-border, multi-authority and national incident arrangements.

Financial Planning

Since April 2013 we have saved £14m. Throughout this time we have had strong plans; achieved good results and delivered unprecedented change which has secured the viability of the Service. Our strong financial risk management is evident in our [Medium Term Financial Strategy](#), which illustrates that we are well positioned over the medium term to support continued investment in people, training and equipment.

Looking forward as part of the Local Government Finance Settlement the Secretary of State announced an offer of four year funding settlements for local authorities in return for publishing an [efficiency plan](#). This provisional settlement showed a £5.5m funding reduction over the four year period. The Fire Authority is seeking to accept the four year funding settlement, which would mean that the Authority will know what it will receive in government grant every year up to 2020 and will be better able to forward plan to manage budget reductions. In order to meet these reductions the Authority will need to deliver against its efficiency plan and as part of this process it has already identified over £2m of savings in future years. However the level of funding reductions means that further efficiencies will need to be found in future years.

People Planning

We employ in the region of 1200 staff in many roles, working a range of duty systems, across multiple locations. Our Workforce Plan helps us to deliver our priorities by ensuring that we have the right number of people, with the right skills, employed in the right place, at the right time. The plan considers:

- The workforce challenges we will face in the medium term
- The profile of our workforce
- Labour demand, turnover and supply forecasting
- Recruitment and retention with links to developing a more diverse workforce
- Succession planning and talent management
- Job design and multiskilling

Firefighters need to carry out extensive and on-going training. The specialisms and training requirements are referenced within the Workforce Plan as it impacts on our ability to undertake workforce planning.

Our Organisational Development Plan outlines our approach to enabling sustained organisational performance through the involvement of our people who have the necessary qualifications, experience, knowledge, skills and competencies to meet our needs now and in the future.

6. How we Direct and Deliver Operations to Achieve our Priorities

Our Approach

Fulfilling our aim of making Lancashire safer requires us to make sure that *everything* we do improves the safety of our diverse communities. Our approach to achieving this reflects the fact that risk in Lancashire is dynamic. Fire disproportionately affects certain demographic groups, and whilst the cause is often quite generic, it is the underlying aspects associated with the individual that is the root cause of the fire. For example:

- those living alone
- those with health issues
- drug and/or alcohol use
- those with mobility issues
- those affected by socio-economic deprivation and poor housekeeping

Different problems often require different solutions; no one risk reduction measure alone will improve public safety. In recognising this, we will continue to use an integrated approach involving; prevention, protection and emergency response.

Whilst the third aspect - what happens when an emergency occurs – is still probably most familiar to the public, our primary focus remains based on the first two: prevention and protection. The rationale for this approach is simple:

- Prevention is better than cure whatever the issue.
- Minor injury is less traumatic than a serious one, or even worse a fatality.
- Superficial damage is preferable to total loss.

Prevention and protection services and our structure for delivery were reviewed over the course of the last IRMP to ensure that we are delivering appropriate services in line with our changing operating environment. As a result we have changed our working practices with a strategic focus on the quality of the services that we deliver. These services are delivered around four themes: helping people to **start safe; live safe; age safe and be safe on our roads** with a focus on working collaboratively with other organisations.

Insert the 'jigsaw' diagram of start safe/live safe/age safe/road safe

Against a backdrop of ever-changing risk, being well prepared to deal with any eventuality is increasingly important with good plans, effective training and staff who are well prepared. Preparing to deal with fires and other emergencies enables us to give the best response. When an emergency happens we **respond** to the incident quickly and competently with the right resources.

Supporting these delivery priorities is a recognition that we need to have staff who are well trained, supported and valued within the organisation and **resources** to enable us to do what we need to do, whilst offering our communities **value for money**.

To support our aim it is our duty to ensure that we consider and identify all areas where collaborative working could improve service delivery, achieve efficiencies and ensure an effective response to all incidents that we attend. We must now look to explore opportunities to respond differently - integrating with other public services - to meet the changing risks and needs of our diverse communities.

We have already started on this journey; delivery of an emergency first responder model in conjunction with the North West Ambulance Service has seen firefighters save lives within their communities at incidents other than fire. Expansion of these services will continue to be developed as our partners needs continue to emerge across our communities. This will always be balanced against that which we have a statutory duty to deliver (Fire and Rescue Services Act 2004).

Preventing fires and other emergencies from happening

We will seek to prevent fires and other emergencies, such as road traffic collisions, flooding, wildfire and search and rescue activities, from happening in the first place as we believe this is the best way to make Lancashire safer. We focus our efforts on helping people start safe, live safe, age safe and use our roads safely; targeting our resources at those most vulnerable.

Our ambitions:

- Seek to continue to reduce the number and impact of fire to our diverse communities.
- Bring about positive change in peoples behaviours to improve their safety.
- Educate the children and young people of Lancashire in fire safety awareness.
- Reduce the number of people killed and seriously injured on our roads.

How we will do this:

- Use a targeted approach to ensure that we reach those who are most vulnerable and at risk from fire.
- Increase access routes to all our services to help people start safe, live safe, age safe and be safe on our roads.
- Deliver a comprehensive safe and well service.
- Deliver youth engagement and education programmes in fire safety awareness.
- Co-locate our community safety advisors within multi agency hubs to help develop more integrated safety services.
- Use education as the primary means to support a multiagency approach to reduce risk on our roads through the Lancashire Partnership for Road Safety and support the Chief Fire Officers Association (CFOA) national strategic aims and objectives.

Moving from Home Fire Safety Checks to a Safe and Well Service

Over the last decade our Home Fire Safety Check service has been at the heart of our prevention activity and has been hugely successful at driving down fire risk, resulting in a dramatic drop in demand for emergency response and huge reductions in the number of fire deaths and injuries. Delivery methods have recently been improved to a more targeted, risk based approach for home visits, to ensure those most in need receive our direct intervention. Those assessed as low risk now receive a new digital service, receiving specific advice and safety interventions via email. This links to our ambition to deliver more digital services, delivering digitally by default, where we are able.

In delivering our ambitions aligned to the Lancashire and South Cumbria Sustainability and Transformation plan, we are working to introduce a new 'Safe and Well' service. Our staff will facilitate direct contact with vulnerable people on behalf of other agencies to provide a vital role delivering wider health benefits in our communities. The service will include brief intervention and advice to reduce risk, falls risk assessments, alcohol and mental health advice, improved understanding and access to other services. This sees us working more closely with colleagues in health and social care - working together to support them in improving health and quality of life outcomes for those most at risk in our communities.

Helping people to start safe, live safe, age safe and be safe on our roads.

To ensure constant improvement in all parts of our prevention priority, the Service has dedicated thematic groups which review current practice and results. Where new areas of work are identified or improvements are required, they are identified within the Annual Service Plan. The Service has four dedicated thematic groups:

Start Safe

We will focus our efforts and resources towards educating, supporting and protecting children and young people so that they are able to start their lives safely and grow up to be safe adults and good citizens. This includes design and delivery of multi layered education and development activities.

Live Safe

We will focus our efforts and resources towards assisting the people who live and work in our communities to minimise the risk of fire and other related accidents occurring. Supporting people to live safely helps bring about positive change in peoples behaviours within their homes thus improving their safety, quality of life and health outcomes. Each year we plan a wide number of activities covering key stages in life. Our live safe package aims to educate individuals and families about their lifestyle choices.

Age Safe

We will focus our efforts and resources towards ensuring that our prevention work is delivered in the most effective way to support the individual needs of our older communities. By tailoring our services we can target our prevention work to minimise the risk of fire and other related accidents occurring; whilst working closely with our

partner agencies to realise the best outcomes for our older communities.

The number of older people in Lancashire is increasing so we have to ensure that our prevention work is delivered in the most effective way. Analysis of statistics shows us that 50% of all fire deaths involve those aged 65 or over. It is also evident that some people from within this group have increasingly complex needs. Our work therefore needs to be flexible enough to address a wide range of risks whilst remaining cognisant of those who wish to maintain their independence. Priorities in this area are centred around:

- How we identify persons most at risk from fire (including processes and data)
- The services and products we can use to reduce risk
- How we analyse the effectiveness of our service
- Improving the ways in which we engage with older people

Road Safety

Road safety affects everyone in Lancashire and is not just about the mechanics of roads, vehicles and street design, but as much about attitudes, perceptions and the way that we value and share our roads. Over the past decade significant progress has been made in making Lancashire's roads safer by reducing the number of casualties and improving the road network for all road users, however, since 2013, like many areas across Great Britain, casualty numbers in Lancashire have risen.

'Towards Zero Lancashire' is the Lancashire Partnership for Road Safety joint response approach to road safety – a ten year strategy which is underpinned by a more detailed annual action plan and is in place to support the delivery of five key outcomes:

- Reduce road traffic fatalities by user group, age and districts of Lancashire
- Reduce severity and numbers of road traffic injuries by user group, age and districts of Lancashire
- Improve outcomes for 'vulnerable' road users in Lancashire
- Improve and change road safety attitudes and behaviours
- Improve community response to road safety

Lancashire Fire and Rescue Service is a member of the partnership and delivers activity to directly support achieving these outcomes including training and education programmes and awareness events.

Protecting People and Property When Fires Happen

We will reduce regulatory burden by supporting local businesses to help them reduce fire risk and remain compliant with fire safety legislation (Regulatory Reform (Fire Safety) Order 2005) and will lead effective enforcement activity where businesses fail to commit to fire safety.

Our ambitions:

- Reducing risk in buildings both for the public and our fire fighters.
- Reduce the regulatory burden by supporting local business to reduce the risk of fire and remain compliant with fire safety legislation.
- Work with our partners to continue to reduce the number of fires caused by arson.

How we will do this:

- Deliver our Business Safety Strategy.
- Continue to establish Primary Authority Schemes (PAS) to both support strategic businesses and learn how to improve our support.
- Enforce fire safety regulations across the county when required.
- Investigate suspected arson cases to produce evidence that will support the criminal justice process.

Responding to Fire and Other Emergencies Quickly and Competently

We seek to deliver high standards of operational response. We prepare and plan for emergencies so that when an emergency happens and we have to respond, we do it quickly, with right training, the right information and the right equipment to deal with the incident effectively and safely.

Our ambitions:

- Work with our partners to deliver collaborative response opportunities.
- Prepare and plan for emergencies so that when they occur we respond effectively and safely whilst minimising the impact to the environment.
- Learn from incidents to be better prepared and respond to future emergencies.
- Ensure we provide an effective response to fire and other emergencies at all times.
- Ensure our crewing arrangements are fit for purpose to meet the risk levels of the community.
- Ensure our firefighters are equipped with the best possible risk information whilst responding to incidents.
- Research, develop and adapt firefighting techniques and procedures to strengthen our capabilities and improve safety.

How we will do this:

- Work with our partners to deliver response models to incidents other than fire e.g. emergency first responder.
- Continue to train and equip our staff with the best information, training and equipment to carry out their roles as efficiently, effectively and safely as possible.
- Continue to identify key lessons through effective debriefing to ensure that our future operational response continually evolves.
- Continue to have in place and test our robust business continuity plans to ensure the resilience of the service and our operations.
- Review and refresh our operational procedures to align with National Operational Guidance.
- Carry out and consult on an Emergency Cover Review to ensure appropriate future provision of our resources and crewing arrangements.
- Continue to develop our capabilities to ensure a coordinated operational response with other blue light services to multi agency incidents e.g. Emergency Services Mobile Communication Programme.
- Continue to adapt our capabilities in response to climate change e.g flooding and wildfire.

Valuing Our People so They Can Focus on Making Lancashire Safer

While making Lancashire safer is our primary aim; to be successful at this we seek to develop a confident, vibrant and diverse culture where our staff at all levels are engaged, feel valued and empowered to make a positive contribution, whatever their role.

Our ambitions:

- To provide a highly skilled and competent workforce that is broadly representative of the diverse nature of the communities we serve.
- To provide a safe and healthy working environment and a safe workforce with low rates of accidents and injuries.
- Ensuring that all our staff understand our aim, our priorities and their personal contribution to achieving these.
- Ensuring our STRIVE values – doing our best to make every effort to make Lancashire safer – is understood, upheld and reflected in day-to-day behaviours.
- Help our managers to lead in a command and control style when on the incident ground and to lead in an engaging style at other times.
- Help our managers to lead their people – developing their skills, competencies and capacity to lead and to manage change effectively.
- Providing staff with opportunities for learning and development.

How we will do this:

- Understand our culture to ensure our STRIVE values are embedded through a values based performance management framework.

- Deliver our Organisational Development Plan to support staff with learning opportunities and training.
- Ensure there are organisation-wide communication and engagement processes in place.
- Promote equality in our workforce policies and workforce practices.
- Continue to embed our [safety, health and environment policy and monitor performance via annual reviews](#).
- Continue to implement a programme of activities and support to promote and develop better staff health and wellbeing.
- Work effectively with our Trade Unions ensuring a productive industrial relations environment.

Delivering Value for Money in How we Use Our Resources

We aim to use our resources efficiently and effectively to provide the best possible, resilient fire and rescue service for the people of Lancashire.

Our ambitions:

- To produce a balanced budget which provides resources matched to the level of risk in order to deliver our Service's aim, priorities and values.
- Ensure that our resources mean that we can be in the right place at the right time, with staff that are equipped with the right skills, equipment and training to respond to any emergency that we are called upon to attend.

How we will do this:

We will manage our Revenue Budget across the settlement period:

- We have submitted a bid for a fixed four year settlement covering 2016-2020.
- We will deliver a balanced Revenue Budget delivering services as outlined in this IRMP and other plans, whilst maintaining future council tax increases at reasonable levels.
- We will continue to deliver efficiencies in line with targets, as outlined in our Efficiency Plan.
- We will utilise reserves to meet any funding shortfalls, whilst maintaining these at an adequate level.
- We will continue to invest in improvements in service delivery, facilities, equipment and training.
- We will manage our Capital Budget across the settlement period:
 - We will deliver a balanced Capital Budget matching requirements to available resources.
 - We will ensure that the Authority's capital investment supports corporate priorities identified in asset management plans.

- We will ensure that all capital investment decisions represent value for money, consider the future impact on revenue budgets, as well as minimising the impact on the environment.
- We will continue to effectively plan to provide assurance that our vehicles, equipment, building and ICT meet current and future needs through our asset management plans.
- Refrain from pursuing financially unsustainable schemes, unreliable funding streams or funding that is not related to our aim of making Lancashire safer.
- Proactively seek opportunities for joint working with partners to more fully contribute to wider public safety outcomes.
- Ensuring compliant procurement processes to purchase the right products or services at the right time, for the right cost.
- Carrying out periodic reviews of our emergency cover; prevention and protection services and supporting functions.

7. Key Performance Measures

The Combined Fire Authority sets us challenging targets for a range of performance indicators which help them to monitor and measure our performance in achieving success meeting our priorities.

We have a number of headline targets, known as Key Performance Indicators (KPIs) and these are set out in our [Annual Service Plan](#). All KPIs are reported to the Authority's Performance Committee each quarter. [Measuring Progress](#) reports are available from our website. At the end of the year we produce an [Annual Performance Report](#) which is often presented as a film.

We also have local indicators which help us plan our resources, and monitor trends to establish whether action is needed to address changing risk.



8. Contacts

You can email us: rmp@lancsfirerescue.org.uk

You can write to us: Risk Management Plan
Service Development Department
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If you would like a copy of this document in large print, audio, braille or another language please telephone 01772 866791.

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