

# Lancashire Combined Fire Authority

## Planning Committee

Meeting to be held on 15 July 2024

## Emergency Cover Review

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### Executive Summary

This report provides an update on the Emergency Cover Review (ECR) 2022-25 implementation, outlining the work that is ongoing and has been completed to date.

### Recommendation

Planning Committee are requested to note and endorse the update.

## Background

Lancashire Fire and Rescue Service (LFRS) is required to review emergency response arrangements periodically to ensure that provision remains effective and commensurate with our dynamic risk profile. This process is a robust assessment of historic data and emergent risk and is delivered in the format of an Emergency Cover Review (ECR).

The changes identified in the ECR 2022-25 reflect the most effective and efficient use of resources for the whole of Lancashire. Lancashire's Combined Fire Authority (CFA) agreed the proposed changes on 19 December 2022. The changes will result in LFRS:

- Maintaining all 39 fire stations and 58 fire appliances
- Maintaining our outstanding response standards
- Creating an increase in overall firefighter jobs by eight

An ECR implementation plan was developed with five key workstreams, updates on the workstreams can be found below:

### Introduce more resilient and flexible crewing arrangements

The changes of duty systems at some stations resulted in the re-introduction of the 2-2-4 wholetime duty system with 24 members of staff as opposed to flexible wholetime. The Service is still open to introducing flexible crewing arrangements subject to agreement with trade unions.

All members of staff affected were engaged with and changes to crewing arrangements were led by people's preferences in terms of the duty system they wished to work, subject to skill requirements and the demands of the Service.

A comprehensive training programme was delivered to meet the training needs analysis due to staff movement and the increase in establishment.

Property alterations at Morecambe, Fleetwood and Skelmersdale were completed to accommodate the increase in staff at those stations.

Implementation of all the proposed change of duty systems and establishment numbers, with the exception of Penwortham, took place on the 1 March 2024.

### **Optimise emergency cover through dynamic cover software**

The dynamic cover software continues to be used in LFRS. Control Room Operators at North West Fire Control (NWFC) have received familiarisation on the software utilising the standalone facility on the Lancashire pod. The next phase of the project will see Control Room Operators, over a three month period, continue to use the static pre-defined standby rules whilst considering any variation in movement by utilising the software and recording any differences they would have made. This, along with modelling based on various incident and activity scenarios will provide an overview of the impact of utilising the software instead of the pre-determined standby moves. Following evaluation of these results, it is anticipated that the software will be utilised to determine cover moves based on risk rather than static pre-defined lists. Whilst full consultation with all stakeholders in relation to the dynamic cover software was carried out as part of the ECR process, the Service will undertake further engagement with TU's and staff prior to full implementation.

### **Strengthen our response to climate change emergencies**

#### **Investing in Four Fire Appliances with Off-Road Capabilities**

A £500k budget has been approved (redirected funds) with projects established and managed through the Service Delivery Change Programme Board. This budget is not additional funding, as the two climate change appliances will be replacing two standard type B appliances so there is no additional capital investment required.

Although the original scoping identified a larger Unimog type appliance, a significant cost increase along with vehicle limitations has resulted in the scope changing slightly to ensure efficiency and value for money. The larger appliance will be a B-type with 4x4 capability, and specifications are being scoped.

The second appliance will be a smaller 7 tonne vehicle with 4x4 capability. A similar model has been viewed by the LFRS project team in Leicestershire FRS.

Both vehicles will then be evaluated prior to the potential purchase of two further vehicles (one large and one small).

#### **Introduce Flood Water Incident Managers and Flood Water Tactical Advisors**

Incident action plans have now been updated to ensure that the Flood Water Incident Managers are informed of any incidents within the water or large area flooding.

One flexi duty officer has now been trained as a Flood Water Tactical Advisor and is part of the national resilience capability. A second flexi duty officer is undertaking pre-courses and will attend the nationally accredited tactical advisor course once there is availability.

## **Strengthen firefighting and rescue capabilities in high-rise and commercial buildings**

### **Introduce a 45m Aerial Ladder Platform (ALP)**

Due to delays in the motor industry environment, the anticipated delivery of our new ALP is now December 2024. There will then be a period of familiarisation and training for operational crews prior to the appliance going on the run at Preston in early 2025.

### **Invest in two Additional Water Towers**

Due to the delays encountered within the motor industry the new appliances are due for delivery during quarter 3 of 2024/25. The first Water Tower is expected to be delivered around September 2024, there will be a period of familiarisation and training prior to the appliances going on the run. They are anticipated to be located at St Annes and Lancaster.

## **Broaden on-call firefighting capabilities to strengthen operational response**

### **Aerial Ladder Platform (ALP) Driving**

On Call staff at both Hyndburn and Morecambe have successfully utilised this skill on several occasions by driving the ALP to incidents.

### **Command Support Unit (CSU)**

The Command Support Unit (CSU) has now attended a number of large-scale incidents and successfully supported these over a protracted period. Initially the CSU was crewed by On Call staff from Bolton-le-Sands and Carnforth, however following a trial period, the CSU will be supported by Bolton-le-Sands and Hornby stations.

### **On Call and Specials Review**

Dual contract staff at Lancaster have been provided with additional PPE for swift water rescue resulting in the On Call appliance being able to support wholetime colleagues at water rescue incidents enhancing our response. Once delivered, Lancaster and St Anne's On Call units will be trained on the two new Water Towers which will provide additional resilience. Further work on the expansion of On Call capabilities to other Special Appliances such as the Water Bowser and Foam Unit is currently being explored as part of the On Call review workstream.

### **Business risk**

Production of the ECR is a business-critical planning function. LFRS must demonstrate a timely review of response arrangements in line with National Framework guidance issued by central government.

## **Environmental impact**

A key driver of the ECR process is to align to our climate change response plan. This will drive our operational response through speed of attack and ensuring the most effective and efficient resource is deployed with the aim of reducing harm to the environment.

## **Equality and diversity implications**

A full Equality Impact Assessment has been completed alongside an independent third party specialist to ensure any proposed changes do not impact negatively upon Lancashire's diverse community or LFRS' workforce.

## **HR implications**

The changes of duty systems and associated operational resource continues to have a direct effect on HR functions. HR are managing this through relevant processes including consultation and engagement.

## **Financial implications**

There are associated training and property expenditure due to the implementation of the ECR, however these are being managed within existing budgets. Any capital spends such as new appliances or dynamic cover software have allocated funds and are governed through individual projects reporting into the appropriate programme board.

## **Legal implications**

LFRS must demonstrate a timely review of response arrangements in line with National Framework guidance issued by central government.

## **Local Government (Access to Information) Act 1985**

### **List of background papers**

Paper:

Date:

Contact:

Reason for inclusion in Part 2 if appropriate: