

Lancashire Fire and Rescue Service

Community Risk Management Plan

2027-2032

making Lancashire **safer**

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Foreword

Welcome to our Community Risk Management Plan for 2027-2032, which sets out how Lancashire Fire and Rescue Service will continue to make the county safer.

This plan explains foreseeable safety risks in Lancashire and how we will deliver services that aim to protect our communities from those risks.

Lancashire is a diverse and changing county. It is home to more than 1.6 million people and a wide range of risks - from fire and road traffic collisions to flooding and wildfires. These risks are not evenly distributed, which means our approach must be evidence-led, targeted, and adaptable.

Over recent years, we have seen a shift in demand. Fires now make up a smaller proportion of our work, while other types of emergencies such as rescues, severe weather incidents, and humanitarian activities are increasing in both scale and complexity. At the same time, we are operating in a challenging financial environment, with rising costs, global instability and uncertainty in future funding.

Despite these challenges, we have strong foundations. Our last inspection results recognised that we are one of the highest performing services in the country, reflecting our commitment to providing the best possible services.

This plan builds on those foundations. Our focus remains clear: preventing emergencies wherever possible with targeted outreach to our most vulnerable residents; protecting communities in the built environment and supporting local businesses to comply with fire safety legislation; and providing a swift and competent response when incidents do occur. Alongside this, we will continue to invest in our people, use digital, data and technological advancements to drive continuous improvement, and strive to deliver excellent value for money for the communities we serve.

Importantly, this plan has been shaped through engagement and consultation with our communities, staff, and partners. Your views helped us to understand what matters most and ensure that our priorities reflect the needs of Lancashire.



Looking ahead, we know that risk will continue to evolve. Environmental changes, population shifts, and wider global and societal pressures will influence the demands placed on our Service. This plan aims to ensure that we are sustainable, forward-looking, responsive and ready to adapt where needed, so that we can continue to make Lancashire safer.

Jon Charters
Chief Fire Officer
Lancashire Fire and Rescue Service

County Councillor Ged Mirfin
Chair
Lancashire Combined Fire Authority



About us

01

Our **purpose**

Our purpose is to make Lancashire safer. It is what we are here for. We are committed to ensuring that everything we do contributes to improving the safety of Lancashire's diverse communities.

Our **vision**

An ambitious fire and rescue service delivering outstanding services in Lancashire's communities.

Our vision is what we aspire to achieve over the life of this plan. We aim to be sustainable, adaptable, and ready to respond to future risks in Lancashire. Digital, data and evidence drive our approach to making communities safer.



Our **priorities**

Our priorities define the areas upon which we concentrate our activities and resources. They represent those matters we deem most significant in supporting the achievement of our purpose to make Lancashire safer and, each year, are translated into specific actions as set out in our Annual Service Plan. Continuous digital improvement supports efficiency and innovation across all our priorities.



Our **values**

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. We strive to make Lancashire safer in a way that is guided by strong principles of:

S

Service

Making Lancashire safer is the most important thing we do.

T

Trust

We trust the people we work with.

R

Respect

We respect each other.

I

Integrity

We do what we say we will do.

V

Valued

We actively listen to others.

E

Empowered

We contribute to decisions and improvements.

Core Code of Ethics

Our STRIVE values are supported by the national Core Code of Ethics for Fire and Rescue Services in England. The code sets out five ethical principles which provide a basis for promoting good behaviour and challenging inappropriate behaviour.



Putting our communities first
We put the interest of the public, the community and service users first.

Integrity
We act with integrity including being open, honest and consistent in everything we do.

Dignity and respect
Making decisions objectively based on evidence without discrimination or bias.

Leadership
We are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.

Equality, diversity and inclusion (EDI)
We continually recognise and promote the value of EDI both within Lancashire Fire and Rescue Service and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

About Lancashire Fire and Rescue Service

Lancashire Fire and Rescue Service exists to make Lancashire safer. We serve a large and diverse county with densely populated urban areas, coastal communities, historic market towns and extensive rural locations. Our role is broader than responding to fires. We work every day to prevent harm, protect people, property, and the environment, respond to emergencies, support national resilience and work with partners to keep communities safe.



Our team is made up of firefighters, specialist teams and support services, alongside our shared emergency control room at North West Fire Control, who work collectively to keep Lancashire safe. Together, we provide prevention activity in homes and communities, fire protection and business safety work and emergency response. Our operational capability is undertaken by our firefighters, either wholetime where this is their primary job or on-call where they respond to incidents from home or work as needed. Our flexible duty officers provide 24/7 cover across the county to deal with larger incidents offering tactical and strategic support. They are trained in a range of specialist skills that strengthen our frontline capability. Our operational capability also extends beyond frontline resources and includes the critical functions provided by North West Fire Control. Operating 24 hours a day, fire control staff provide an emergency response function, receiving and managing emergency calls, mobilising resources, supporting operational incidents and coordinating information between emergency responders and partner agencies.



In addition to our fire engines, we have a range of specialist assets positioned across the county that include aerial ladder platforms, command units, boats and swift water responders, specialist wildfire vehicles, drones and urban search and rescue teams. We use data and technology to continuously assess community risk and fire engine availability in real-time. Robust systems monitor, manage, and dynamically deploy our fire engines and firefighters to respond to emergencies across Lancashire.



Our operational capability is supported by a dedicated Leadership and Development Centre and a range of vital support departments. These teams provide the specialist knowledge, professional advice, systems and services needed to enable effective and efficient frontline activity. Their contribution includes developing our people, managing resources, maintaining essential infrastructure and technology, supporting robust governance and assurance, and using data and insight to inform decisions and improvement. By working collaboratively with operational teams, support departments help turn organisational priorities into practical outcomes, strengthen resilience, manage risk and ensure our services remain sustainable, compliant and responsive to the needs of our communities. Their role is therefore integral to the organisation's success, creating the conditions in which our people can perform at their best and deliver a consistently high-quality service.

We are governed by Lancashire Combined Fire Authority, which provides strategic leadership, scrutiny and oversight, and ensures that the Service meets its statutory responsibilities and uses public money effectively.



Where we are today

Lancashire is one of the most populated and urbanised shire counties within Great Britain, with a legacy of historical and industrial heritage. It includes significant urban growth, areas of high deprivation, expansive coastlines, major transport routes, industrial sites, ports, waterways, and locations of national importance. These features create varied types of risk and different demands on our Service.

Lancashire borders Cumbria to the north, North Yorkshire and West Yorkshire to the east, Greater Manchester and Merseyside moving to the south and the Irish sea to the west. It comprises 14 districts: the major conurbations are Lancaster, Preston, Burnley, Blackburn, Accrington, Chorley, and the seaside town of Blackpool, which receives over 20 million visitors per year.

The county's population is growing and changing. Over the last 15 years the population of Lancashire has grown by approximately 10%, rising to an estimated 1,601,645 by mid-2024. The number of domestic houses has grown by 15% over the same 15 year period.

The county contains significant deprivation with five districts ranking in England's top 20 most deprived. Blackpool is the most deprived district in the country, whilst Ribble Valley is in the least deprived 10%.

More people are living longer, some communities experience poorer health outcomes, and climate-related risks such as flooding, heat and wildfire are becoming more significant. Risk is not evenly distributed across Lancashire, so our approach must be targeted, evidence-led, and flexible.

WYRE

Population (2024)[1]	118,743
Area sq. km	283
Homes (2025)[2]	54,671
Household projections (2032)[3]	60,207
IMD rank (296)[4]	147

LANCASTER

Population (2024)[1]	145,006
Area sq. km	576
Homes (2025)[2]	62,625
Household projections (2032)[3]	65,804
IMD rank (296)[4]	135

FYLDE

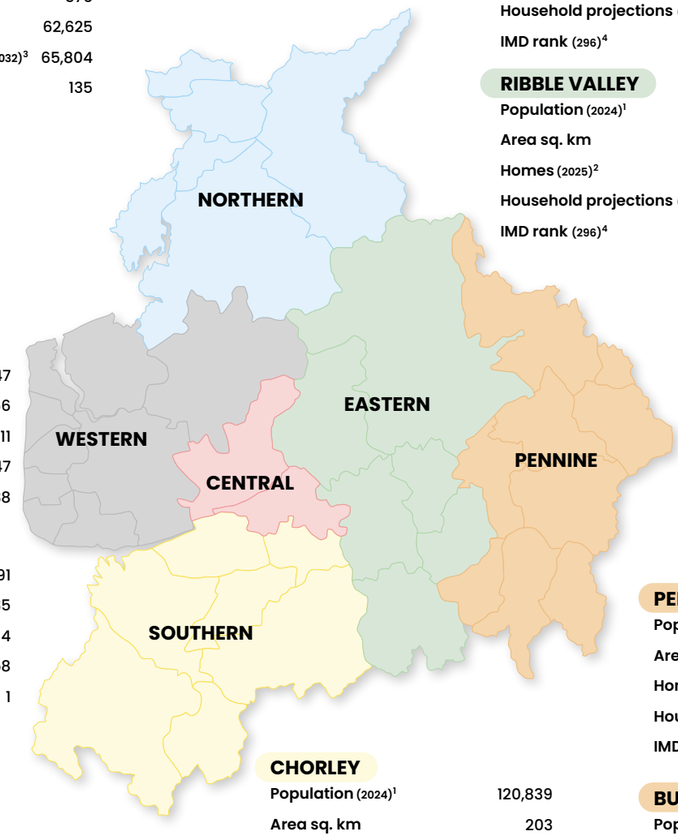
Population (2024)[1]	85,447
Area sq. km	166
Homes (2025)[2]	40,311
Household projections (2032)[3]	44,447
IMD rank (296)[4]	188

BLACKPOOL

Population (2024)[1]	144,191
Area sq. km	35
Homes (2025)[2]	65,014
Household projections (2032)[3]	66,558
IMD rank (296)[4]	1

PRESTON

Population (2024)[1]	162,864
Area sq. km	142
Homes (2025)[2]	64,608
Household projections (2032)[3]	70,570
IMD rank (296)[4]	57



BLACKBURN WITH DARWEN

Population (2024)[1]	162,540
Area sq. km	137
Homes (2025)[2]	59,950
Household projections (2032)[3]	62,204
IMD rank (296)[4]	11

HYNDBURN

Population (2024)[1]	86,058
Area sq. km	73
Homes (2025)[2]	35,643
Household projections (2032)[3]	37,154
IMD rank (296)[4]	16

RIBBLE VALLEY

Population (2024)[1]	65,794
Area sq. km	583
Homes (2025)[2]	28,832
Household projections (2032)[3]	31,935
IMD rank (296)[4]	273

CHORLEY

Population (2024)[1]	120,839
Area sq. km	203
Homes (2025)[2]	52,318
Household projections (2032)[3]	56,335
IMD rank (296)[4]	190

SOUTH RIBBLE

Population (2024)[1]	116,113
Area sq. km	113
Homes (2025)[2]	50,246
Household projections (2032)[3]	53,028
IMD rank (296)[4]	227

WEST LANCS

Population (2024)[1]	121,995
Area sq. km	347
Homes (2025)[2]	50,523
Household projections (2032)[3]	53,068
IMD rank (296)[4]	176

PENDLE

Population (2024)[1]	99,777
Area sq. km	169
Homes (2025)[2]	49,097
Household projections (2032)[3]	41,015
IMD rank (296)[4]	13

BURNLEY

Population (2024)[1]	99,233
Area sq. km	111
Homes (2025)[2]	41,145
Household projections (2032)[3]	43,427
IMD rank (296)[4]	4

ROSSENDALE

Population (2024)[1]	73,045
Area sq. km	138
Homes (2025)[2]	31,159
Household projections (2032)[3]	32,548
IMD rank (296)[4]	60

[1] Source - Office for National Statistics

[2] Source - Office for National Statistics

[3] Source - Office for National Statistics via LG inform

[4] IMD - The Index of Multiple Deprivation, commonly known as the IMD, is the official measure of relative deprivation for small areas in England

Drivers influencing our plan

Changing community risk: Climate change, emerging technologies, demographic change, deprivation, the built environment, major transport networks and evolving patterns of vulnerability are reshaping risk across Lancashire.

Demand and complexity: Demand is not only about volume. Incidents are increasingly varied and some are more complex, protracted and resource intensive than ever before.

Digital and data opportunity: Better use of data, digital tools, AI and automation can improve targeting, mobilising, productivity, learning and decision-making across the organisation.

Partnership working: No single organisation can manage every risk alone. Strong collaboration with local authorities, health partners, police, other fire and rescue services, resilience partners, and voluntary agencies remains essential.

Local Government Reorganisation and devolution aim to give local areas more power, money and accountability so they can improve public services. Proposals include the intention to align fire and rescue services, police and integrated care boards with strategic authority boundaries. In Lancashire this could change how we work with partners, governance and accountability, and how we plan and deliver services in the future.

Innovation and continuous improvement

Innovation is central to how Lancashire Fire and Rescue Service adapts to emerging risks, improves outcomes for our communities and delivers value for money. As the challenges facing the Service continue to evolve, from climate change and technological advances to changing community needs and workforce pressures, we are committed to finding new and better ways of working.

We have a strong track record of innovation across operational response, technology, workforce development and organisational improvement. We are proud to have invested in innovations which range from the development of nationally recognised drone and robotics capabilities, including the UK's first fire and rescue service remotely operated vehicle with sonar technology, to the introduction of specialist equipment, new command units and support systems, expansion of water towers and enhanced climate change response capabilities including Hagglund all-terrain vehicles and wildfire burn teams. We have also continued to invest in our canine capability and their ability to work with drones and lasers.

Digital transformation is also helping us improve decision-making, capture learning and deploy resources effectively through tools such as demountable mobile data terminals, operational debrief applications, assurance monitoring systems, business fire safety systems, dynamic cover tool, an on-call availability, recruitment and skills system, performance dashboards and data-led workforce planning.



Innovation is not limited to technology. We are investing in our people through leadership development, our Lift and Climb mentoring scheme, coaching, and wellbeing support including support dogs, peer support ambassadors, and on-call improvement programmes and initiatives that promote an inclusive and positive culture. Our commitment to continuous improvement is further strengthened through national leadership roles held by Lancashire staff, helping shape and contributing to national innovation and best practice across the fire and rescue sector.

Looking ahead, we will embed innovation in our culture and decision-making, using evidence, data and operational learning to identify improvements and explore emerging technologies, including heavy lift drones. Innovation will support our response to future challenges including climate change, evolving community risks, workforce sustainability and advances in digital technology.

By focusing on learning, collaboration and continuous improvement, we will remain adaptable, efficient and effective, delivering safer, modern and resilient services for Lancashire.

Strategic challenges

The drivers influencing our plan create strategic challenges for our service. To meet these demands we must adapt to the changing risk whilst maintaining affordability and supporting our workforce.

Financial challenges

The Service faces sustained financial pressures that will impact how we plan and deliver resources over the life of the CRMP. While overall demand may appear stable, the complexity of incidents is increasing, requiring broader investment in capability and response.

At the same time, there is uncertainty around future government funding and pay awards, making long-term financial planning more difficult. Inflationary pressures across pay, energy, construction and supplies continue to drive up costs, reducing flexibility in budgets.

The Service also faces rising capital and infrastructure costs, with ageing buildings requiring greater maintenance and investment, and significant increases in the cost of key assets such as fire engines and other specialist assets.

Overall, these combined factors create a challenging financial environment, requiring careful prioritisation and ongoing efficiency to maintain service delivery.

Workforce sustainability

As society changes, public sector workforce retention and availability are becoming more challenging across the Service. Sustainability is being affected by a mix of financial, social, wellbeing and labour market pressures, all of which influence the Service's ability to attract, retain and effectively use its people. On-call fire engine availability is a national challenge and whilst in Lancashire we have above average availability, we still face significant challenges. We need a skilled, healthy, inclusive and adaptable workforce with the leadership, competence and confidence, to meet current and future risk. Over the life of this plan, we will focus on improving retention, strengthening on-call and wholetime availability and making best use of our people, aligned to risk, demand and community needs.

Productivity and **efficiency**

We will improve productivity and efficiency to strengthen financial and workforce sustainability while maintaining operational standards. Our priorities are to optimise existing resources, align crewing models with risk and demand and use data to guide deployment.

Digital modernisation and long-term fleet planning will improve efficiency and maximise asset value. Our latest fire engines will have a planned lifespan of 20 years, compared with 12 years in recent times, helping to offset rising capital costs.

Through our Modern Ways of Working Forum, we will use digital innovation and technology to increase workforce capacity and deliver further efficiencies.

These priorities will guide resource allocation and modernisation to support affordability, operational capability and long-term service sustainability.

Our productivity and efficiency plans are available on our website.







Our CRMP 2027–2032

02

Our CRMP 2027-2032



Our Community Risk Management Plan (CRMP) is our overarching strategy.

Providing an overview of the foreseeable fire and rescue related risks covering a five-year period from 2027 to 2032, supported by a strategic assessment of risk and suite of core strategies. It sets out our high-level plans for tackling those risks through our people, prevention, protection, response, digital, and financial strategies, explaining the outcomes we want to achieve, the areas we will focus on and how we will measure success.

We use the National Fire Chiefs Council (NFCC) strategic framework as best practice, following the five essential components.



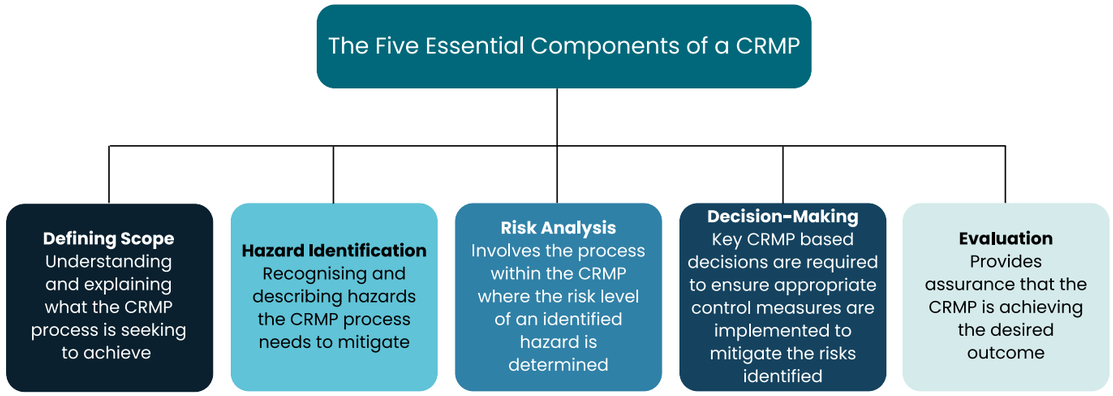


Figure 1: The five essential components of a CRMP (NFCC)

Over the life of this plan, we must continue to identify new risks, reduce preventable harm, protect people, property, and the environment, and provide a resilient emergency response. To do this well, we need a CRMP that is clear about what matters most, explains how our strategies connect, and outlines how we will measure progress.



Demand

Demand changes over time. Fires make up a smaller proportion of our incidents than they once did, while special service incidents, including road traffic collisions, flooding, water rescues and assisting other agencies, now account for a greater share of our activity. At the same time, some incidents are less frequent now but more complex, protracted and resource intensive.

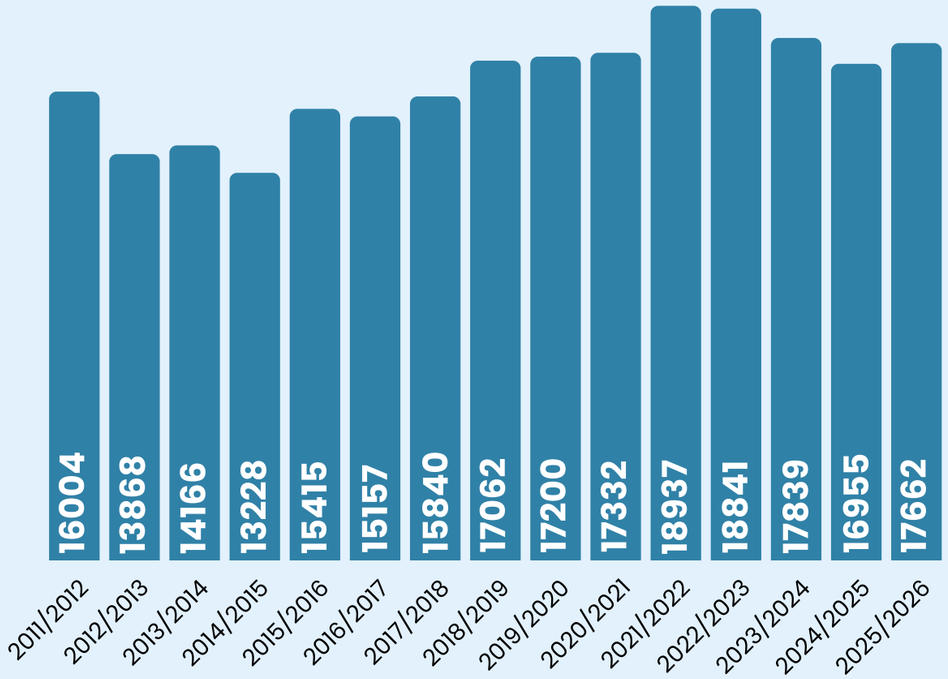


Figure 2: Overall activity by year

Whilst the number of incidents we respond to has fluctuated over the last 15 years, we have seen more overall demand in recent years than 10 or even 15 years ago. The type of incidents we respond to has also changed.

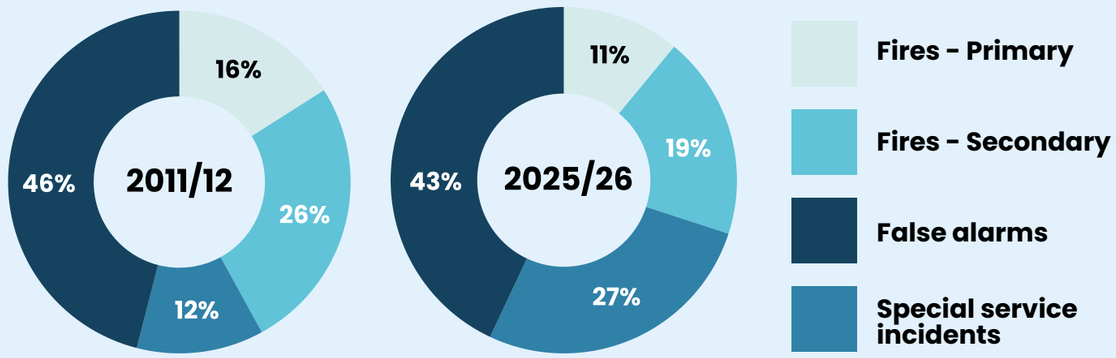


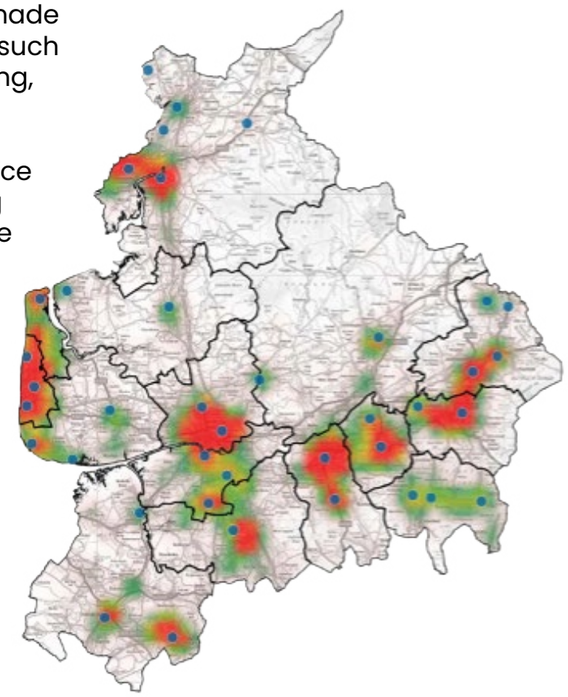
Figure 3: Change in incident types over time

- **Fires have dropped from representing 42% to only 30% of all incidents**. Primary fires are generally serious fires involving property or any fires involving casualties, rescues, or a fire attended by five or more fire engines. Lancashire has higher levels of primary fires compared to the national average. This can be linked to the areas of higher deprivation with increased risk factors. Secondary fires are generally small outdoor fires, not involving people or property. Through our prevention work, we continue to reduce the likelihood of fires occurring.

- **False alarms are broadly the same, representing 43% now compared to 46% in 2011-12.** False alarms are where we attend a location believing there to be an emergency but, on arrival, discover that it was a false alarm. This could be due to calls from the public who believe there is an emergency, malicious calls, or an automatic fire alarm (AFA) operating in error.

- Through our protection and call challenge work, we have reduced the number of incidents we attend triggered by AFAs in commercial buildings. **Only 0.4% of all AFA incidents in both commercial and domestic settings turn into a primary fire**. We will continue to review how we can reduce false alarms further and adapt where and how we respond to fire alarm activations.

- **Special service incidents have increased from 12% of all incidents to 27%.** Special service incidents are made up of many different activities such as road traffic collisions, flooding, and assisting other agencies, for example gaining entry to properties on behalf of the police and ambulance service during medical emergencies. We have a legal duty to collaborate with police and ambulance services under the Police and Crime Act 2017 and will continue to work in partnership to ensure the best outcomes for communities across Lancashire.



The map shows the location of our fire stations mapped against overall incident activity levels.

Figure 4: Location of fire stations and areas of activity in heat map

Resourcing and **availability**

To meet these demands we currently provide 58 fire engines across 39 fire stations. We strive to have the first fire engine at each of the 39 fire stations available 90% of the time.

58
fire engines

39
fire stations

Fire engine availability (wholetime and on-call) fluctuates throughout every 24-hour period. First fire engine availability is currently 89.55% on average.

Availability peaks between 22:00 and 05:00 with an average 54 fire engines (93%) available. During this period there are an average of two incidents per hour, which is our lowest period of demand.

Availability is lowest between 08:00 and 17:00 with an average 42 fire engines available (72%). During this period there are an average of five incidents per hour, one of which is a critical fire, and one a critical emergency special service call.

Peak demand is between 17:00 and 20:00, with an average of six incidents per hour, one of which is a critical fire, and one is a critical special service call. Availability of fire engines during this period is between 46 - 52 (79% - 90%).

Availability and mobilisations
Average per hour / day

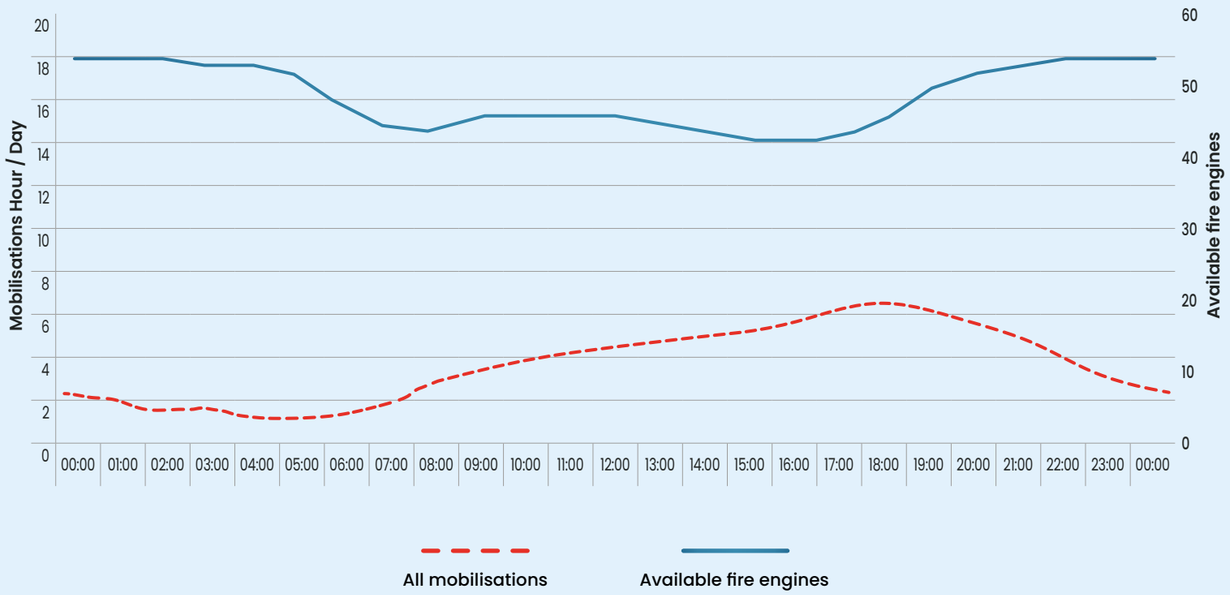


Figure 5: Availability and mobilisations (average per hour/day)

Whilst some incidents may only require one fire engine, larger or more complex incidents may need several.

The times when we have the most resources available do not always match the times when demand is highest. Likewise, the times when we have fewer resources do not always match the times when demand is lowest. However, even when demand is at its highest or fewer resources are available, we still have enough firefighters and fire engines to respond to incidents and maintain strong response times.

Compared with other fire and rescue services nationally, Lancashire ranks tenth for its annual budget, the size of the population it serves, the number of fire stations it provides and the number of primary fires it attends. However, we rank eighth for the total number of fire engines and joint fourth for the number of fire engines crewed by wholetime firefighters. The Service therefore maintains one of the highest numbers of wholetime-crewed fire engines nationally from a budget that ranks 10th. Sustaining the current level of provision within available resources is becoming increasingly financially challenging.

During the lifetime of this CRMP, we will review and adjust when our resources are available so they better match local risks and demand. We will also review how we measure these factors.



Identifying, assessing and responding to risk

03

Equality of access

We are committed to valuing and understanding the needs of all our communities. We know the importance of giving support to our residents at greater risk of fire. There are clear links between deprivation and risk of fire. Health outcomes in some areas of Lancashire lag behind England averages, with particularly low life expectancy in Blackpool and Blackburn with Darwen.

Lancashire's population is also changing, demographically the county is predominantly White, at 86.6%, with 13.4% of residents from Black and minority ethnic groups. The population aged 65 and over is growing faster than younger age groups, and a notable share of households consist of people aged 65 and over living alone, particularly in Fylde and Wyre.

Economic pressures also affect risk and access to support. Fuel poverty affects 13% of households in Lancashire, compared with 11% nationally.

Climate change can further increase inequality in risk. It can disproportionately affect specific groups, including older people during heatwaves, people living in poor-quality housing, communities in flood-prone or highly deprived areas, and rural or isolated communities.

We recognise that barriers such as health, ethnicity, language, beliefs, poverty and other societal factors may prevent some people from accessing our services. This means we must understand where risk is greatest, remove barriers wherever we can, and tailor our prevention, protection and response activity to meet different community needs.

We seek to meet the different needs of our residents by:

- ✓ Tailoring fire safety advice to meet the needs of individuals by adopting a person-centred approach.
- ✓ Undertaking proactive education with integrated personalised safety measures, and advanced people protection.
- ✓ Identifying potential fire hazards to particular groups, promoting safety.
- ✓ Tailoring safety measures to meet individual needs.
- ✓ Delivering a collaborative approach to safeguarding.
- ✓ Assessing the impact of our policies, plans and decisions on different communities, mitigating negative impact on groups and continually improving.

Collaboration and partnerships

We live in an increasingly volatile world and as our risk landscape continues to evolve, we too must continue to adapt to better prepare for, respond to and recover from the various threats that impact our Service and communities.

In order to adapt, we have a robust risk management process which identifies and assesses risk from across international, national, regional, and local hazards. To identify and assess international and national risks that we may have to prepare for and respond to, we utilise the National Security Risk Assessment and National Risk Register which is the government's assessment of the most serious risks facing the United Kingdom. On a regional and local level, we utilise the Lancashire Resilience Forum (LRF) Community Risk Register which provides an assessment of emergencies that are likely to occur locally and the impacts if they do.

Through close working with LRF partners, we share information, data and intelligence, to strengthen our understanding of the risks and vulnerabilities facing our diverse communities. This also supports our ability to identify current and emerging organisational risks and to prepare our firefighters for potential emergencies. We draw on information from a wide range of sources, including other emergency services, the NHS, and a broad range of public and private sector partners. This joined-up approach provides a more complete and informed understanding of risk, enabling us to design and deliver public services that are more relevant, efficient and effective.





Community resilience

As a fire and rescue service, we play a crucial role in community resilience by moving beyond traditional emergency response to focus on proactive risk reduction, public education and emergency preparedness alongside Local Resilience Forum partners. Our local presence, trusted relationships and operational capabilities enable us to help communities prepare for, respond to and recover from a wide range of threats and disruptive events, including severe weather, flooding, wildfire, major incidents, infrastructure failure and other civil emergencies. We contribute to home defence by protecting people, critical infrastructure and essential services; providing specialist capabilities, situational awareness and command support; supporting evacuation, rescue, humanitarian assistance and recovery activity; and helping vulnerable people and communities remain safe during periods of heightened risk. We will also support the Government's national resilience campaign by promoting practical steps that households and communities can take to understand local risks, plan for emergencies, and support others who may need additional help. To supplement our response arrangements, we work collaboratively with partners and draw on support from specialist organisations. Where appropriate and practicable, we will continue to pursue collaborative opportunities with other emergency services, local authorities, the NHS, the voluntary and community sector, and the armed forces where this demonstrably strengthens preparedness and adds value for our communities.

How we **identify risk**

Risk identification within our service is also informed by PESTELO analysis and supported by our Strategic Assessment of Risk which is updated annually. The risk management framework provides the ongoing assessment of emerging and changing risks and for the prioritisation of an appropriate response.

Our risk management process enables us to identify existing and emerging risks that occur in the day-to-day management of our fire and rescue service. We also analyse the types of incidents we attend including their likelihood and impact, alongside understanding community needs, and assessing current and future threats. This creates a clear picture of where and who are most at risk, allowing us to plan, resource and take targeted action through our prevention, protection, and response activities.



Read the Strategic Assessment of Risk on our website for a full analysis.

The Service's blend of data driven identification and assessment of risk through extensive engagement with fire service professionals, community leaders and stakeholders across various sectors highlights the incident types that present the greatest risks to the communities and people of Lancashire.

Our commitment is that we will continue to carry out a significant amount of proactive work to prevent adverse events from happening and as a result, reduce the risk to communities and our workforce.

When an event does occur, we commit to being fully prepared to respond and to minimising the impact caused. Given the varied incident types we continue to respond to, this will include responding collaboratively with partner agencies, cross border with other fire and rescue services, and nationally as part of national resilience assistance. Through this assessment of risk, we have identified all the incident types that we are likely to encounter. Our highest risk activities have been identified and are outlined on the next pages.

Fires









These include domestic fires, tall building fires, commercial and industrial property fires, deliberate fires, road vehicle fires, buildings under construction fires, and waste disposal site fires.

Sadly, every year, we witness devastating fires in people's homes that result in injuries and fatalities. Fires in tall buildings present an increased fire risk due to factors like their height, occupancy density, and potential for complex structure with limited access or egress. These incidents have the potential for severe injury and large scale loss of life, and pose significant hazards to responding agencies.

We also experience fires in commercial properties, such as the retail sector, industrial, manufacturing, hospital and educational facilities. These incidents can have a lasting impact on people, communities, economy and local infrastructure.

Road vehicle fires are primary fires occurring in vehicles used for transportation on public roads, including cars, vans, buses, motorcycles, lorries, and heavy goods vehicles. With emerging technologies and alternative fuelled vehicles, the way we fight and deal with road vehicle fires is changing.

Lithium-ion battery fires, particularly those involving e-bikes and e-scooters, are increasing rapidly. They can spread suddenly, release toxic gases and be difficult to extinguish. Battery storage sites, discarded batteries and electric vehicles (EVs) pose additional challenges, although EV fires remain uncommon relative to the number of conventionally fuelled vehicles. Fire and rescue services continue to adapt training, equipment, planning and prevention work to address these risks.

With an increasing population more properties are being developed, when buildings are under construction, they are more susceptible to fires and are likely to spread easily.

Fires at waste disposal sites can be complex and protracted causing a significant impact on local communities, residents' health, infrastructure and the environment.

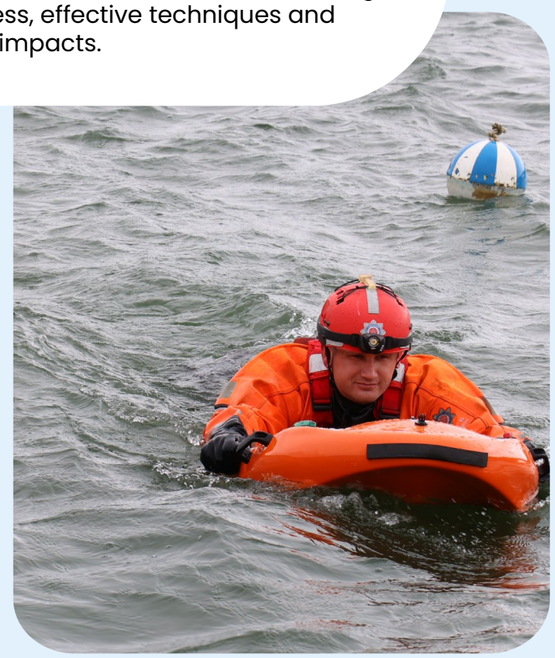
Each year we also experience deliberate fires in buildings that can cause severe injury and even death as well as significant damage.

Environment

These include wildfires, flooding and hazardous materials. Climate change is increasing the frequency and intensity of wildfires and wide area flooding, requiring us to adapt our strategies and resources to deal with these evolving threats. Both wildfires and floods can lead to significant economic and environmental damage, necessitating the need for increased preparedness, effective techniques and post-incident recovery efforts to minimise these impacts.

Flooding

Due to the diverse nature of the Lancashire landscape, our communities can be at risk from coastal and tidal flooding, river flooding (fluvial), surface water (pluvial) and reservoir flooding, albeit the likelihood of these events occurring varies from 1 in 5 years to 1 in 1000 years.



It has been identified through the Lancashire Resilience Forum Community Risk Register that there are approximately 65,000 properties at high or very high risk from flooding within Lancashire. Widespread flooding can devastate communities with the impact lasting for months and even years.



Wildfires

The wildfire season, severity and size of wildfires is increasing in duration. This could be attributed to climate change and other factors that have sustained or increased the fuel layer on moorland such as changes in land management, reduced animal grazing and competing priorities for moorland management.

Wildfires have historically occurred in spring and summer months and have the potential to spread rapidly over large geographic areas, leading to significant disruptions for life, property, and infrastructure. Hot, dry and windy weather are ideal conditions for wildfires to start and spread, and we are seeing more periods of these conditions. These types of incidents require vast quantities of water far in excess of what conventional firefighting appliances can deliver.

Rescues

This includes road traffic collisions, rescues from collapsed structures or confined spaces, rescues from water and other rescues.

Each year, residents of Lancashire, as well as people from other areas, experience deaths and serious injuries on our county's roads because of road traffic collisions.

Incidents involving collapsed structures can often be life threatening to those involved, pose significant hazards to responding agencies and can cause disruption and environmental risks within local communities.

There are several water-related risks across Lancashire including numerous rivers and reservoirs. Tragically, we observe drownings in these waterways each year. As a service, we routinely prepare for water rescue incidents, familiarisation of risk sites, and provide a significant rescue capability.

Humanitarian

Lancashire Fire and Rescue Service carries out a number of activities to support other agencies, such as gaining entry to properties where there's a medical emergency, bariatric rescues, persons in crisis, and searching for missing people.

Sadly, we are also responding to more suicides and suicide attempts. These have lasting effects on individuals, their social networks, communities and the emergency responders attending.

Malicious attacks and terrorist incidents

The threat of terrorism affects fire and rescue services as well as other emergency services. We must be prepared to respond quickly and effectively to reduce risks, save lives and protect communities.

Terrorist incidents may involve complex and coordinated attacks that pose significant challenges. Learning from public inquiries and incidents around the world informs how we prepare and train, so that firefighters can safely and effectively respond to risks posed by terror related and high-threat incidents.



Assessing the risk of fire

Lancashire is split into small geographic areas that are known as Lower-layer Super Output Areas (LSOAs). These each contain between 1,000 and 3,000 people and there are currently 945 LSOAs within the county. We have an indicator which measures the fire risk in each LSOA. Risk is determined using fire activity over the previous three fiscal years along with a range of demographic data, such as population and deprivation. The fire risk score for each LSOA is calculated using the formula shown below. Each LSOA is categorised by risk grade as low, medium, high, or very high, which in turn underpins our resource allocation and proactive prevention activities, and is reported on within our key performance indicators.

$$\frac{\text{Dwelling Fires}}{\text{Total Dwellings}} + \left(\frac{\text{Dwelling Fire Casualties}}{\text{Resident Population}} \times 4 \right) + \text{Building Fire} + \left(\text{IMD} \times 2 \right) = \text{Risk Score}$$

The table below highlights the breakdown of each LSOA based on our fire risk map formula. Through our proactive prevention and protection work, the overall fire risk map gradings have been reducing year on year. In 2026, over half the population of Lancashire is now in a low LSOA (59.9%), whilst just 1.1% of Lancashire's population is in a very high LSOA (1.1%).

Risk Category	Population	% of Population	No. of LSOA's
Very High	17,402	1.1%	11
High	82,441	5.1%	47
Medium	542,540	33.9%	325
Low	959,262	59.9%	562
Total	1,601,645	100%	945

Response standards

Each fire and rescue service sets its own response standards. In Lancashire, ours are among the most robust in the country. We measure response times from the time of the 999 call to our fire control to the arrival of the first fire appliance at the incident.

Critical fire incidents are fires likely to pose a significant threat to life, structures or the environment. Previously, we used our fire risk map to classify each LSOA and set different response standards. In developing this CRMP, we drew on evaluations and consultation responses to establish a single response standard, in line with most fire and rescue services.



Our single response standard for **critical fires** is an average of

10 minutes

Critical special service incidents are non-fire emergencies involving a risk to life, such as road traffic collisions, rescues and hazardous materials incidents.



Our single response standard for **critical special service incidents** is an average of

13 minutes

Our commitment to responding quickly to emergencies remains unchanged. We will continue to send the nearest available fire engine(s) to critical incidents, ensuring Lancashire's communities receive a fast and effective emergency response that remains among the fastest in England.

Our strategic priorities

04



Our strategies set out how we will manage, reduce and respond to the risks identified within this Community Risk Management Plan. They explain what we will do, why it matters, and how success will be measured. Guided by risk, evidence and community need, these strategies describe how we will work with our staff, partners and communities to prevent emergencies, protect people and property, respond effectively when incidents occur, and ensure we remain a modern, efficient and resilient fire and rescue service for Lancashire.

Valuing our people so they can focus on making Lancashire safer



Our intent

We will develop and sustain a professional, skilled, diverse and resilient workforce, ensuring we have the right people, with the right skills, in the right place at the right time to deliver our CRMP and make Lancashire safer. We seek to recruit people with a wide range of backgrounds, skills, knowledge and experience.

Our approach links

people → **capability** → **performance** → **outcomes**

ensuring we remain adaptable, inclusive and able to respond to change, financial pressures and emerging risks.

Delivering our people strategy

Our People Strategy sets out how we will attract, develop, support and retain the skilled, healthy and resilient workforce needed to make Lancashire safer. It will help us build an inclusive, high-performing culture in which our people demonstrate our values, have the right skills and leadership, and are supported to respond to changing community risks and future service demands.

- **A skilled and competent workforce aligned to risk**
- **A diverse and inclusive organisation reflecting our communities**
- **A resilient workforce able to adapt to change**
- **A high-performing culture driven by values and leadership**

These ensure our workforce directly supports the delivery of the CRMP and Service priorities.

Our people priorities

1 Culture, values, inclusion, standards and behaviours

Create a workplace where STRIVE values, inclusion and the Code of Ethics are embedded, and everyone feels valued, respected and able to contribute.

2 Equality, diversity, employer of choice and workforce planning

Create an inclusive and representative workforce by attracting, recruiting, developing and retaining people from the widest possible range of backgrounds, with the skills and capabilities needed to meet current and future Service requirements.

3 Leadership and management capability

Develop leaders who model the Service values, lead change, manage performance and inspire high performance.

4 Talent management and succession planning

Identify and develop talent to ensure future leadership, critical skills and workforce sustainability.

5 Wellbeing, skills and workforce capability

Support a healthy, resilient and highly trained workforce capable of delivering operational effectiveness.

6 Engagement, communication and change

Create a culture where staff are engaged, informed and actively involved in shaping the Service.

7 Reduce the risk of contaminants exposure

Reduce risks linked to fire contaminants through operating procedures, targeted awareness and behaviour-change activity, and site audits that quality assure contaminant risk management.

Preventing fires and other emergencies from happening



Our intent

We will prevent fires and other emergencies and reduce harm, focusing our resources where they will have the greatest impact. Our approach is risk-based, person-centered and evidence-led, targeting those most at risk while supporting safer, stronger and more resilient communities across Lancashire. We will make the most efficient use of our resources through a flexible delivery model utilising community fire safety teams, operational firefighters and digital and self service solutions.

Our approach links

risk → partnerships → interventions → safer communities

Delivering prevention excellence

Our Prevention Strategy sets out how we will reduce the likelihood of fires and other emergencies and lessen the harm they cause. Using data, local intelligence and partnership working, we will focus support on the people, places and behaviours most at risk, promote safer choices and help communities across Lancashire become safer and more resilient.

- **A targeted approach, focusing on those most at risk**
- **A consistent and evidence-led service across Lancashire**
- **An effective use of resources and digital offerings aligned to risk and demand**
- **A learning-driven culture that continuously improves outcomes**

Performance will be managed through a balanced framework of activity, quality and impact, ensuring prevention delivers measurable reductions in risk and harm.

Our prevention priorities

1. **Home fire safety**
   Reducing accidental dwelling fire risk and harm.

2. **Prevent fire setting**
   Preventing deliberate fires, wildfires and secondary fires.

3. **Resilience to severe weather and emerging risks**
   Reducing harm from extreme weather-related incidents.

4. **Safer roads**
   Improving safety on our roads.

5. **Stronger communities**
   Improving outcomes for our communities.

Protecting communities through safer buildings



Our intent

We will reduce fire risk in buildings by ensuring those responsible for premises understand and meet their legal duties, and that buildings are safe, compliant and protect people if a fire occurs. This will be delivered through intelligence-led regulation, partnership working and proportionate enforcement, aligned to risk and harm.

Our approach links

risk → activity → compliance → safer buildings

Delivering protection excellence

Our Protection Strategy sets out how we will reduce fire risk in regulated premises and the wider built environment. Through risk-based inspection, advice, business engagement and proportionate enforcement, we will support those responsible for buildings to meet their fire safety duties, improve compliance and help ensure that people, property and communities are protected.

A risk-based, intelligence-led approach that targets the highest risk premises and greatest threats to life

A consistent and proportionate regulatory service, balancing advice, engagement and enforcement

Effective use of resources and a competent workforce to manage risk, demand and complex buildings

A partnership-driven approach that improves compliance, strengthens systems and delivers safer buildings

Performance will be managed through a balanced framework of activity, quality and impact, ensuring protection activity delivers measurable improvements in compliance, building safety and risk reduction.

Our protection priorities

1 Targeting and managing risk
Targeting and managing risk in high-risk and regulated premises.

2 Safer buildings
Improving safety in complex and higher-risk buildings.

3 Stronger systems
Enabling system-wide risk reduction supporting delivery and performance.

4 Supporting delivery and performance
Deliver a high-performing, risk-led protection service, focused on outcomes and continuous improvement.

Responding to fires and other emergencies quickly and competently



Our intent

We will provide a safe, effective and timely emergency response, aligned to risk and demand. Our approach ensures we have the right people, skills and resources in the right place at the right time, supported by strong leadership, risk intelligence and continuous improvement.

This strategy creates a clear link between

risk → activity → performance → outcomes

ensuring our response is resilient, intelligence-led and high performing, underpinned by a strong health and safety culture and operational excellence.

Delivering response excellence

Our Response Strategy sets out how we will provide a safe, effective and timely emergency response that reflects risk and demand across Lancashire. We will ensure that the right people, skills, vehicles, equipment and operational information are available in the right places, while strengthening preparedness, resilience and learning so that we can respond effectively to current and emerging risks.

Our response priorities

1 Operational response

Deliver a sustainable, efficient and effective response model, that enables a quick and proportionate response, with people and resources aligned to risk and demand.

2 Operational competence

Ensure our workforce is competent, confident and adaptable, able to respond safely to current and emerging risks.

3 Operational preparedness

Be a risk-informed, intelligence led and well-prepared organisation, ready to respond to routine incidents but also complex, large-scale and emerging incidents.

4 Operational effectiveness and continuous improvement

Deliver high-performing, learning-driven emergency response, achieving the best outcomes for communities.

Using digital, data and technology to drive continous improvement



Our intent

We will use digital, data and technology to deliver a more effective, efficient and resilient fire and rescue service, ensuring our workforce has the tools, skills and information needed to serve our communities safely.

Our approach links

data → **insight** → **decision-making** → **improvement**

supporting prevention, protection and response activity, while maintaining secure, reliable and modern systems.

Delivering our digital, data and technology strategy

Our Digital, Data and Technology Strategy sets out how we will use modern, secure and reliable technology and high-quality data to improve services and decision-making. By strengthening digital capability, modernising systems and using evidence more effectively, we will support our people, increase efficiency and innovation, and help every part of our service deliver better outcomes for Lancashire's communities.

Our digital priorities

1 Digitally enabled workforce

Ensure all staff have access to the right technology, data and skills, enabling them to work efficiently, collaborate effectively and deliver high-quality services.

2 Data maturity and insight

Develop trusted, accessible and connected data, enabling evidence-based decision making across all service areas.

3 Strong technical foundations

Provide a modern, resilient and integrated technology estate that supports operational delivery and future innovation.

4 Cyber security and resilience

Protect our systems, data and services through strong, proportionate cyber security and resilience arrangements.

5 Value for money and continuous improvement

Ensure investment in digital, data and technology delivers efficiency, value for money and continuous improvement.

6 Emerging technology

Use emerging technologies, including AI and automation, to improve productivity, decision-making and service delivery.

7 National alignment and collaboration

Align with national standards and work with partners to deliver consistent, collaborative and future-ready digital services.

Delivering value for money in how we use our resources



Our intent

Value for money is achieved by balancing economy, efficiency and effectiveness, ensuring that resources are used proportionately to reduce risk and improve outcomes. We will ensure that public money is used responsibly, transparently and sustainably, aligning resources to risk and demand while maintaining financial resilience.

Our approach links

resource → risk → performance → outcomes

ensuring that investment decisions deliver the greatest impact for our communities and support the long-term sustainability of the Service.

The delivery of this plan is aligned to the Medium-Term Financial Strategy, ensuring that proposals are affordable, sustainable and consistent with the Combined Fire Authority's financial planning assumptions. We will drive continuous improvement by redesigning services, embracing innovation and making best use of digital, data and technology to maximise value from our resources.

Delivering value for money excellence

Our Finance Strategy sets out how we will manage public money responsibly and direct resources to the areas where they can have the greatest impact on risk and community safety. Through sound financial planning, transparent decision-making and a continued focus on efficiency and value for money, we will support sustainable services and ensure we can adapt to changing risks, priorities and funding pressures.

Our finance priorities

1 Financial sustainability and resilience

Maintaining a stable and sustainable financial position, ensuring the Service can deliver its priorities both now and in the future.

2 Prioritisation and resource allocation

Directing resources to activity that has the greatest impact on risk reduction, statutory compliance and service delivery.

3 Productivity and efficiency

Improving productivity and efficiency to maximise the value delivered from available resources.

4 Asset sustainability and investment

Ensuring that estate, fleet and equipment are safe, effective and sustainable, supporting current and future service needs.

5 Assurance, transparency and accountability

Ensuring strong governance, transparency and accountability for how resources are used.

Delivering our plan

05

Implementation, governance and assurance

This CRMP is the Service's medium-term strategic plan. It is supported by the Strategic Assessment of Risk, core strategies for prevention, protection, response, people, digital and finance and the annual service planning process.

Each year, the Service produces an Annual Service Plan which sets out the key projects, milestones and measures for the coming year. This will align to available resources, emerging risk, corporate governance and the outcomes in this plan.

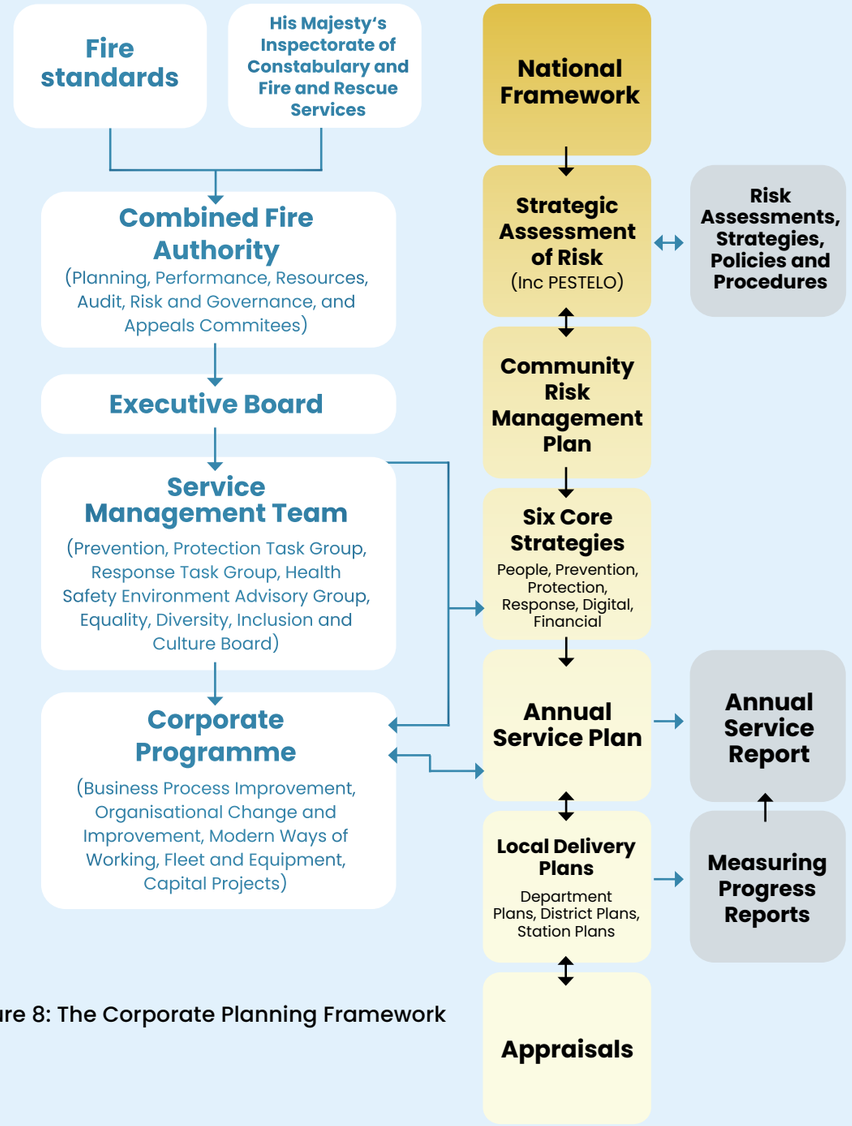


Figure 8: The Corporate Planning Framework

The planning framework on the previous page shows how the elements of our planning strategy depend on one another. Delivery will be overseen through the Service's governance framework, supported by performance reporting, strategic reviews, risk management and Combined Fire Authority scrutiny.

We will review the plan annually and refresh it following significant changes in risk, legislation, policy, funding or organisational design. Transparent reporting will keep the public, staff and stakeholders informed.



How we developed this plan



Our CRMP draws on analysis of local incident data, demographic changes and environmental hazards, alongside financial forecasts. This evidence informs how we deploy firefighters, equipment and prevention programmes to optimise public safety.

Public, staff and stakeholder engagement is central to shaping our CRMP priorities and approach. We received feedback from over 4,500 individuals and organisations, including residents, businesses, partners and employees. Consultation took place in two phases; the first explored community priorities, the second sought views on the draft plan. Feedback helped align this CRMP with community needs and expectations, and ensure that our resources are prioritised to address risk, demand, and vulnerability across Lancashire. Consultation responses will continue to inform implementation and delivery of services throughout the life of this CRMP.

How we will measure progress

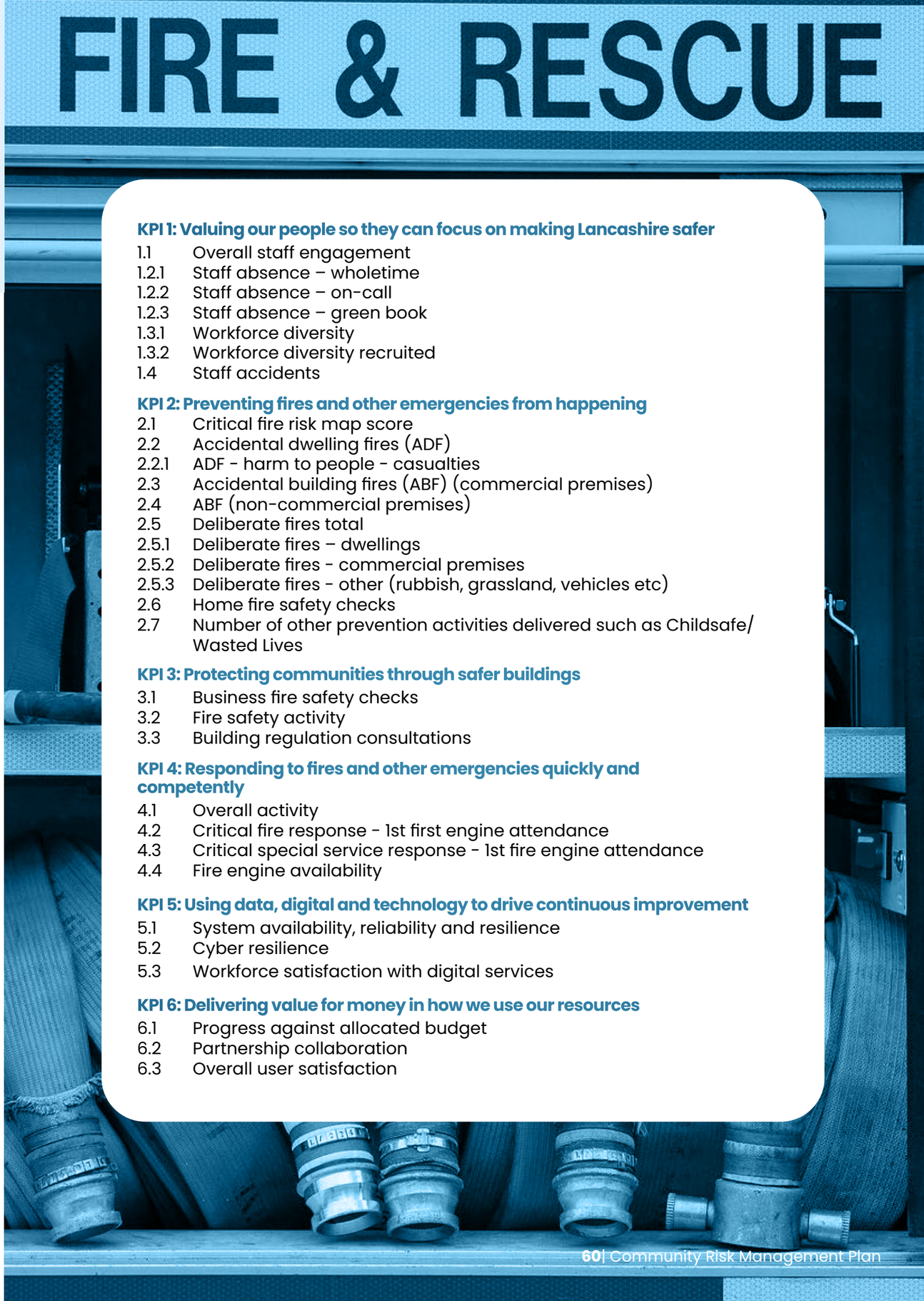
We will use data, evaluation, feedback and learning to explain the impact of our actions, remain accountable, improve performance and make best use of resources. We will monitor delivery of our CRMP, priorities and objectives through our Annual Service Plan and district and departmental plans, linking activities to strategic outcomes.

The Combined Fire Authority will oversee key areas, with other activities scrutinised throughout the year by the Service Management Team and relevant management meetings. Our governance and business planning will review progress, maintain strategic alignment and share best practice across departments. Individual appraisals will help staff understand their contribution to community outcomes. Data analytics and reporting tools will support real-time assessment, while community feedback will help demonstrate our wider social impact.

Our service-level key performance indicators (KPIs) align with our core strategies and measure progress against our objectives, effectiveness, efficiency and value for money. The Combined Fire Authority scrutinises performance quarterly, with results published in our Measuring Progress Reports at **www.lancsfireresc ue.org.uk/performance**. Local indicators track changes in activity and risk to inform planning and resource allocation.

Our current KPIs, refreshed and expanded through the development of and consultation on this CRMP, are outlined on the next page.





KPI 1: Valuing our people so they can focus on making Lancashire safer

1.1 Overall staff engagement
1.2.1 Staff absence – wholetime
1.2.2 Staff absence – on-call
1.2.3 Staff absence – green book
1.3.1 Workforce diversity
1.3.2 Workforce diversity recruited
1.4 Staff accidents

KPI 2: Preventing fires and other emergencies from happening

2.1 Critical fire risk map score
2.2 Accidental dwelling fires (ADF)
2.2.1 ADF - harm to people - casualties
2.3 Accidental building fires (ABF) (commercial premises)
2.4 ABF (non-commercial premises)
2.5 Deliberate fires total
2.5.1 Deliberate fires – dwellings
2.5.2 Deliberate fires - commercial premises
2.5.3 Deliberate fires - other (rubbish, grassland, vehicles etc)
2.6 Home fire safety checks
2.7 Number of other prevention activities delivered such as Childsafe/ Wasted Lives

KPI 3: Protecting communities through safer buildings

3.1 Business fire safety checks
3.2 Fire safety activity
3.3 Building regulation consultations

KPI 4: Responding to fires and other emergencies quickly and competently

4.1 Overall activity
4.2 Critical fire response - 1st first engine attendance
4.3 Critical special service response - 1st fire engine attendance
4.4 Fire engine availability

KPI 5: Using data, digital and technology to drive continuous improvement

5.1 System availability, reliability and resilience
5.2 Cyber resilience
5.3 Workforce satisfaction with digital services

KPI 6: Delivering value for money in how we use our resources

6.1 Progress against allocated budget
6.2 Partnership collaboration
6.3 Overall user satisfaction

Progress and achievements

06

Progress since the 2022-27 CRMP

What have we achieved?

For our communities

- Continued delivery of targeted prevention activity for those most at risk of fire and other emergencies.
- Strong protection performance, including risk-based inspection activity and continued work to reduce unwanted fire signals.
- Sustained response standards and strong performance in HMICFRS inspections.

For our workforce

- Investment in training, leadership and workforce development.
- Continued focus on staff wellbeing and a supportive culture where everyone feels respected.
- Development of specialist skills and innovation in operational capability to meet changing risk.

For our organisation and partners

- Improved use of data, technology, and performance management to support decision-making.
- Ongoing collaboration through the Lancashire Resilience Forum and wider partnerships.
- Continued focus on productivity, efficiency and value for money.

These achievements provide a strong foundation, but the environment in which we operate continues to change and new risks are emerging.

His Majesty's Inspectorate of Constabulary and Fire and Rescue Services

HMICFRS plays a crucial role in fire and rescue services in England by providing independent assessments and reports on their effectiveness and efficiency.

In 2025, Lancashire set the national benchmark for excellence, achieving the best ever inspection outcome by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services. The Service was awarded six 'outstanding' and five 'good' ratings across the 11 inspection areas. Five areas of promising practice were also recognised in the report.

"Outstanding"

- At understanding the risk of fire and other emergencies.
- At protecting the public through fire regulation.
- At responding to major and multi-agency incidents.
- At making best use of resources.
- At promoting the right values and culture.
- At getting the right people with the right skills.

"Good"

- At preventing fires and other risks.
- At responding to fires and other emergencies.
- At making the fire and rescue service affordable now and in the future.
- At ensuring fairness and promoting diversity.
- At managing performance and developing leaders.

Some of the highlights from the report include:

- Our excellent performance at keeping people safe and secure from fire and other risks.
- Our outstanding understanding of risk and how we use data and technology to keep our communities safe.
- Our sector-leading protection work, including our risk-based intervention programme and our commitment to reducing unwanted fire signals.
- Our strong values and inclusive culture, with staff feeling supported, listened to, and proud to work here.
- Our innovative use of resources, from mobile data terminals and drones to our investment in training and development.

The inspectorate praised the Service for its excellent performance and recognised our collaborative approach with partners, and our ability to adapt to new challenges and legislation. The Service's commitment to inclusivity, staff wellbeing, and community engagement were also highlighted as sector leading. Our commitment to continuous improvement was also recognised. As a service we recognise the importance of developing areas for improvement and learning from best practice and other services. The full report can be read on the HMICFRS website.

Lancashire Fire and Rescue Service has continued to make Lancashire safer by preventing emergencies, protecting people and buildings, responding effectively, and investing in staff, equipment, technology, and partnerships.

People

Continued to embed STRIVE values and the national Core Code of Ethics, supported by engagement, training, and clearer expectations of behaviour



Strengthened culture and accountability through equality impact assessments, confidential reporting, criminal records checks, and professional standards arrangements

Expanded development opportunities through leadership programmes, ILM qualifications, mentoring, coaching, project management training, and improved development handbooks



Improved wellbeing and safety through peer support ambassadors, trauma and emotions training, body worn camera trials, additional personal protective equipment, and improved fitness equipment

Invested in better facilities at fire stations and progressed long-term plans for modern training, office, and headquarters facilities

Prevention

HFSC

Delivered more than
22,000
Home Fire Safety Checks
each year, increasing to over 23,000 annually, targeted at people most at risk



Reduction in the number of accidental dwelling fires

Improved access to home fire safety support through better partner referrals, online forms, training, and use of risk data



Reached children, young people, and road users through school fire safety, Fire Cadets, King's Trust* courses, and road safety education

Strengthened water safety and wildfire prevention through partnerships, moorland protection orders, public campaigns, and targeted advice

* Formally known as Prince's Trust

Protection

Introduced and expanded Business Fire Safety Checks, helping lower-risk premises while specialist staff focus on complex and higher-risk buildings



Delivered **3,348 checks in 2023-24** and **3,637 in 2024-25**, helping more businesses understand and meet their fire safety duties

Improved how higher-risk premises are identified, inspected, and supported in line with changing fire safety legislation



Responded to Grenfell Tower Inquiry learning through tall building inspections, regulator engagement, and strengthened building safety work

Improved protection services through digital tools, mobile working, built environment training, and enforcement where serious failings were found

Response

Achieved an average response time to critical fire incidents of

7 minutes 44 seconds

and

8 minutes 35 seconds

to critical special service incidents, from the time of call to the first fire engine arriving.



Used dynamic cover software to place crews and fire engines where they are needed most using real-time risk and demand information

Invested in 13 new fire engines, incident command units, technical rescue units, water towers, and a 45-metre aerial ladder platform

Strengthened high-rise, commercial building, water rescue, wildfire, flooding, and rural response capability through new equipment and specialist training

Introduced UK-leading innovation including an underwater drone, advanced sonar scanner, drone testing for wildfire prevention, and a UK-first on-call planning tool

Applied national learning from Grenfell Tower and Manchester Arena through improved evacuation, trauma care, joint working, and incident command arrangements

Digital, data, productivity, and value for money

Made greater use of digital technology and data through a new data warehouse, Power BI dashboards, mobile device management, and digital tools for services



Fitted fire engines with rear demountable mobile data terminals so crews can access information more easily at incidents and in communities



Installed CCTV on frontline appliances and service vehicles to improve safety and help reduce collision-related costs

Delivered productivity and efficiency plans, improved rota management, and worked with other fire and rescue services to achieve better value for money

Progressed environmental sustainability through electric and hybrid vehicles, charging points, building surveys, and future carbon reduction planning

For more information on our performance, **visit www.lancsfirerescue.org.uk/performance**



Glossary

Acronym	Description
ABF	Accidental Building Fire
ADF	Accidental Dwelling Fire
AFA	Automatic Fire Alarm
ASP	Annual Service Plan
AI	Artificial Intelligence
BFSC	Business Fire Safety Check
BME	Black or Minority Ethnic groups
CCTV	Closed-circuit television
CFA	Combined Fire Authority
CRMP	Community Risk Management Plan
CRR	Community Risk Register
FDO	Flexible Duty Officer

Acronym	Description
FRSs	Fire and Rescue Services
HAZMAT	Hazardous materials
HFSC	Home Fire Safety Check
HMICFRS	His Majesty's Inspectorate of Constabulary and Fire and Rescue Services
IMD	Indices of Multiple Deprivation - the official measure of relative deprivation for small areas in England
KPI	Key Performance Indicator
LFRS	Lancashire Fire and Rescue Service
LRF	Lancashire Resilience Forum
LSOA's	Lower-layer Super Output Areas - a standardised geographic hierarchy used in the UK for compiling and reporting small-area statistics
M365	Microsoft 365
MDT	Mobile Data Terminal
MHCLG	Ministry of Housing, Communities and Local Government

Glossary

Acronym	Description
MOU	Memorandum of Understanding
MTA	Marauding Terrorist Attack
NFCC	National Fire Chiefs Council - represents Fire and Rescue Services at national level
NHS	National Health Service
NOG	National Operational Guidance
NRR	National Risk Register
NSRA	National Security Risk Assessment
NWAS	North West Ambulance Service
PESTELO	Political, Economic, Socio-cultural, Technological and Infrastructure, Environmental, Legislative and Organisational risk analysis
PPE	Personal Protective Equipment
RTC	Road Traffic Collision
SAoR	Strategic Assessment of Risk
STRIVE	Service, Trust, Respect, Integrity, Valued, Empowered

Term	Description
Accountable persons	People or organisations with legal duties for managing building safety in higher-risk buildings.
Automatic fire alarm	A system that detects signs of fire and raises an alarm automatically.
Business continuity	Arrangements that help the Service continue essential activities during disruption.
Business Fire Safety Checks	Checks carried out to improve compliance in lower-risk business premises.
Community resilience	The ability of communities and partners to prepare for, respond to and recover from emergencies.
Critical fire incident	A fire incident that is likely to involve a significant threat to life, structures or the environment.
Critical special service incident	A non-fire incident where there is a risk to life, such as road traffic collisions, rescues or hazardous materials incidents.
Cross border working	Working with neighbouring fire and rescue services across geographical boundaries.
Dynamic resourcing	Using current risk, demand and availability information to place fire engines and crews where they are most needed.
Emergency cover review	A review of how emergency response resources are provided and used to support resilience, efficiency and community safety.
False alarms	Incidents where the fire and rescue service attends a location believing there is an emergency but, on arrival, finds there is no fire or other emergency. This may be due to an automatic fire alarm operating in error, a call made in good faith, or a malicious call.
Fire risk map	A map that categorises small areas by fire risk using recent fire activity and demographic data to support prevention, resource allocation and response performance measures.

Glossary

Term	Description
Higher-risk buildings	Buildings where fire safety risk is greater because of factors such as height, use, occupancy or complexity.
Humanitarian assistance	Activities that support people and partner agencies during incidents such as medical emergencies, searches for missing people, rescues and welfare-related emergencies.
Annual Service Plan	A yearly plan outlining key projects, milestones and measures for the fire and rescue service.
Key performance indicator	A measurable indicator used to evaluate progress against objectives and performance standards.
National resilience	Arrangements that enable fire and rescue services to support large-scale, specialist or cross-border incidents beyond normal local response.
On-call firefighters	Firefighters who often have another job outside LFRS and respond to emergencies in their communities from home or work when needed.
Prevention	Activities that reduce the likelihood of fires and other emergencies, including safety interventions for people most at risk and advice to help people adopt safer behaviours.
Primary fires	Generally serious fires involving property, casualties or rescues, or fires attended by five or more fire engines.
Protection	Activities that support businesses, landlords and responsible persons to keep buildings safe and comply with fire safety duties, including taking action where required.
Response	Activities that provide a timely and competent emergency response to fires and other emergencies.
Responsible person	A person or organisation with legal duties for fire safety in premises.
Risk-based intervention programme	A programme that prioritises prevention, protection or response activity according to assessed risk and potential harm.
Secondary fires	Generally small outdoor fires that do not involve people or property.

Term	Description
Service support	Specialist functions that support frontline services and help the Service operate effectively.
Service support staff	Specialist employees who provide technical expertise across a range of functions.
Special service incidents	Non-fire incidents such as road traffic collisions, flooding, water rescues and assisting other agencies, for example gaining entry to properties on behalf of the police or ambulance service during medical emergencies.
Unwanted fire signal	An automatic fire alarm signal that results in fire and rescue service attendance but is not caused by a fire.
Wholetime firefighters	Firefighters who work full-time for LFRS.