



Lancashire Fire
and Rescue Service

EMERGENCY COVER REVIEW

20 22



making Lancashire safer

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Introduction

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INTRODUCTION

Lancashire Fire and Rescue Service's purpose is to make Lancashire safer and we strive to deliver the highest standards of operational response to a wide range of risks and emergencies

Periodically we undertake an emergency cover review (ECR) to ensure that our emergency response remains effective and efficient, and that we are well equipped to respond to future challenges.

Our strategic assessment of risk identifies the greatest risks to the people and communities of Lancashire, and our community risk management plan and supporting strategies set out how we respond to them.

We have assessed the locations, numbers and types of fire stations and appliances against community risks and incident levels across the county. Duty systems have also been reviewed to establish more sustainable and effective crewing arrangements. The ways we operate evolve as risks to public safety change. The proposals in this ECR aim to strengthen the Service's response to climate change emergencies by introducing fire appliances that can travel off-road in areas prone to flooding and wildfires. We are also enhancing our capabilities in relation to high rise building and commercial fires, with no reduction in the overall number of fire

stations or appliances in the county.

Changes to crewing arrangements are proposed at some stations, based on risks and incident levels in the area, and the introduction of a more flexible and resilient duty system.

The proposals reflect an investment in frontline services and an increase in the number of firefighters that will ensure we continue to build a highly skilled, resilient and agile fire and rescue service, fit for the future.

We welcome your views on the proposals through our consultation.



Justin Johnston
Chief Fire Officer

A handwritten signature in black ink, appearing to be 'J. Johnston'.



County Councillor
David O'Toole
Chairman of the
Lancashire

A handwritten signature in black ink, appearing to be 'D. O'Toole'.

ABOUT LANCASHIRE FIRE AND RESCUE SERVICE



1.5 MILLION
POPULATION

Lancashire Fire and Rescue Service covers a county with a population of 1.5 million and a diverse landscape incorporating urban areas, coastal communities, market towns and rural villages.



19,000
INCIDENTS

Last year we attended almost 19,000 incidents and delivered over 17,000 home fire safety checks across the county.



63 MILLION
BUDGET

Our budget of £63 million comes from a government grant, council tax and business rates. Our services equate to a cost of 10p per person, per day. Further details are available at www.lancsfirerescue.org.uk/funding.

WE HAVE:



Over 1,100 staff.



39 fire stations, housing 58 fire engines and other specialist assets, with varied crewing arrangements.

While uncertainty remains around future funding forecasts, the Service is currently in a stable financial position that enables essential investment in frontline activity to deliver long-term improvements and value for money.

WHAT DOES THE EMERGENCY COVER REVIEW INVOLVE?

Our emergency cover reflects the most effective and efficient use of resources for the whole of Lancashire. Some areas have more resources than others because there are greater community risks and activity levels are higher.

The principles of an emergency cover review (ECR) are to:

- **Ensure we provide an effective and efficient response to fires and other emergencies at all times.**
- **Ensure our crewing arrangements are fit for purpose to meet the risk and incident levels**

We have examined the numbers and types of incidents at county and district levels over the last three years. This culminates in station level profiles showing changes in community risk, incident data, how resources are used, and availability of fire engines to respond to incidents. We use these profiles to determine where our resources should be located, how many we need and how we staff them.

Initial options are determined using professional knowledge and experience, then tested to better understand their potential impact. We achieve this by analysing the data, supported by independent analysts, and modelling the impact of any changes to emergency cover

compared with current provision.

These proposals reflect the most feasible options for providing effective emergency cover across Lancashire, in ways that recognise changing community risks, represent value for money and maintain response standards, particularly our response to critical fires. The changes are proposed over a three-year period starting in 2023, through to 2026.

EMERGENCY RESPONSE STANDARDS

Each year we aim to reduce overall fire risk in Lancashire and over the last 15 years we have seen risk go down by 23%.

Each fire and rescue service sets its own emergency response standards; ours are some of the most challenging in the country and our performance is among the best. We report performance against standards to the Lancashire Combined Fire Authority quarterly. Find out more at www.lancsfirerescue.org.uk/performance/.

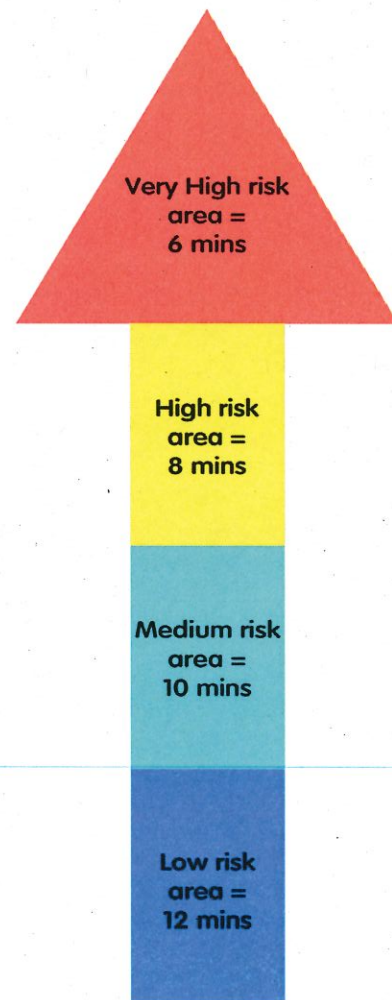
Lancashire is split into small geographical areas that are known as Lower-Layer Super Output Areas (LSOA), each containing between 1,000 and 3,000 people. Risks are calculated for each LSOA based on the probability of an incident occurring and the consequences if it does. This calculation grades each LSOA as one of four risk levels, from low to very high.

We have response standards in relation to critical fires, which are incidents involving a significant threat to life, structures or the environment.

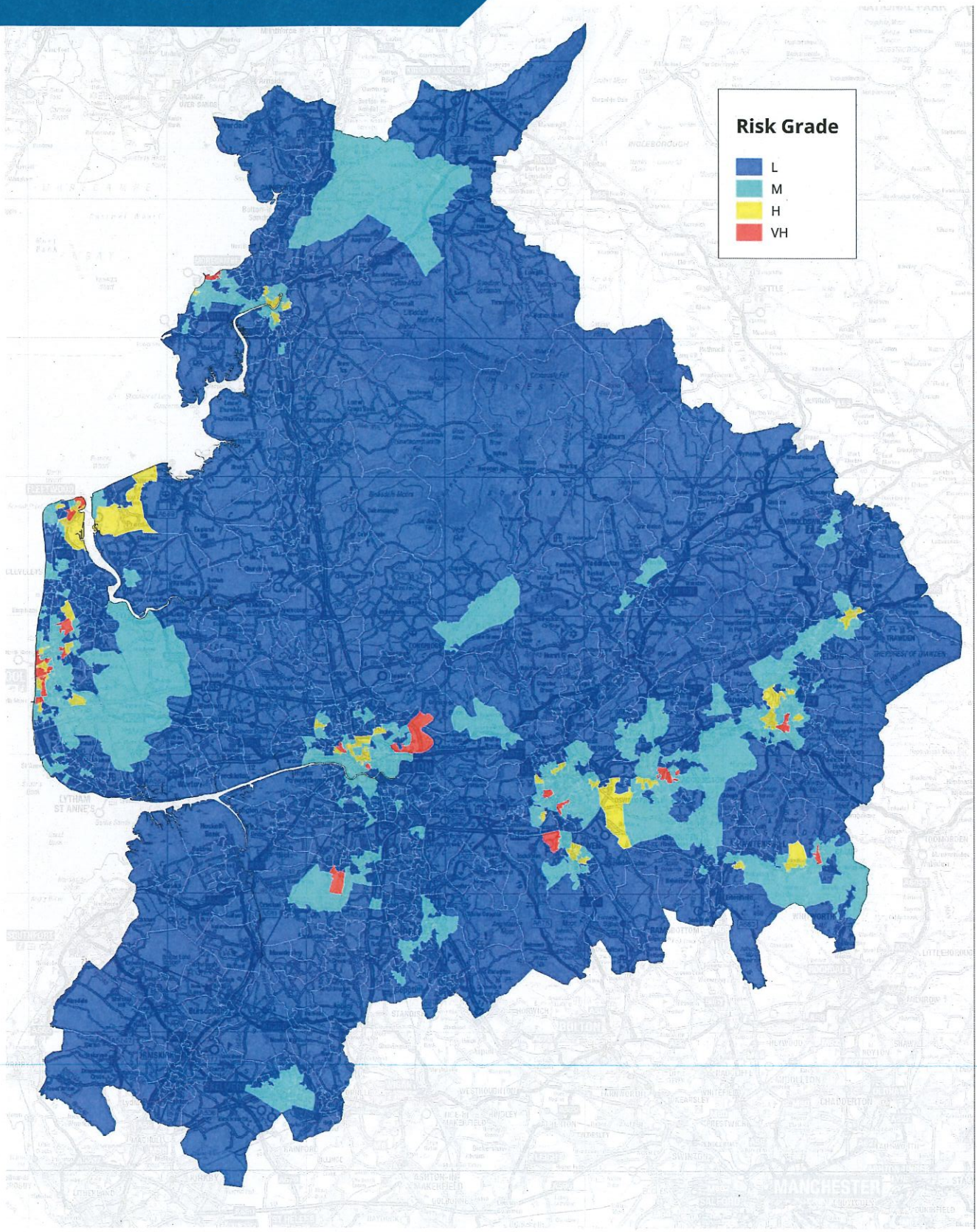
We also have a standard in relation to response times to critical special service incidents, which are not fires but still present a risk to life, such as road traffic collisions and rescues. The response standard for the first fire appliance attending a critical special service call is 13 minutes.

Response time: the time from the initial call to our control centre to the arrival of the first fire appliance at the incident.

Response standard: the response time we must achieve which is determined by risk levels in the area:



Risk levels in Lancashire



EMERGENCY COVER IN LANCASHIRE

The Service has 58 fire engines that we call 'appliances', with different purposes and equipment carried onboard. Rescue pumps are the most recognised, general-purpose appliances. We also have numerous special vehicles and equipment ranging from aerial ladder platforms to rescue boats. There are 39 fire stations across the county which all operate one or more of the following duty systems:



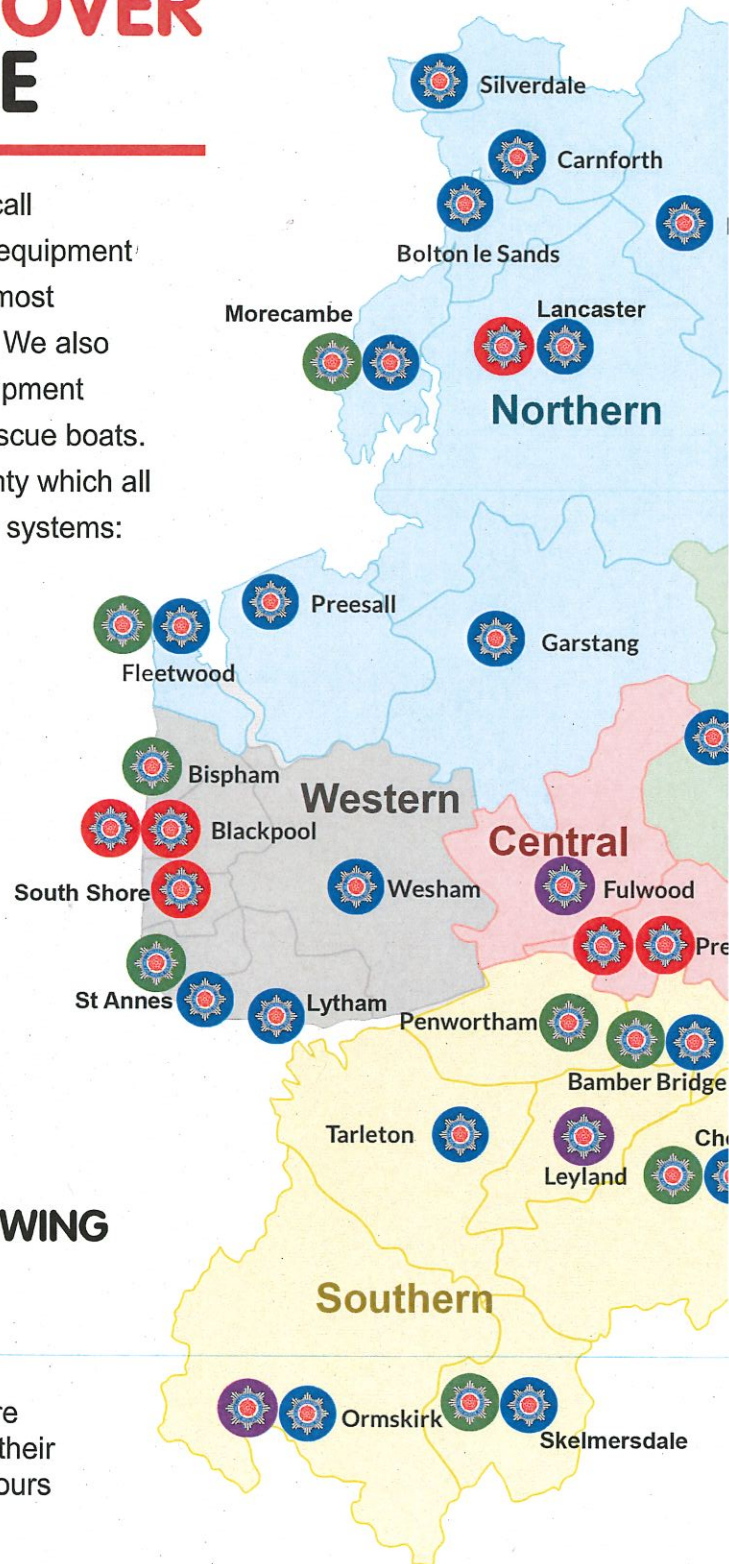
WHOLETIME 2/2/4 (WT 2/2/4)

Firefighters work a standard 42-hour week on a rota system of two 10-hour day shifts followed by two 14-hour night shifts. Staff are divided into four watches and provide 24-hour cover from the station.



FLEXIBLE DAY CREWING (FDC)

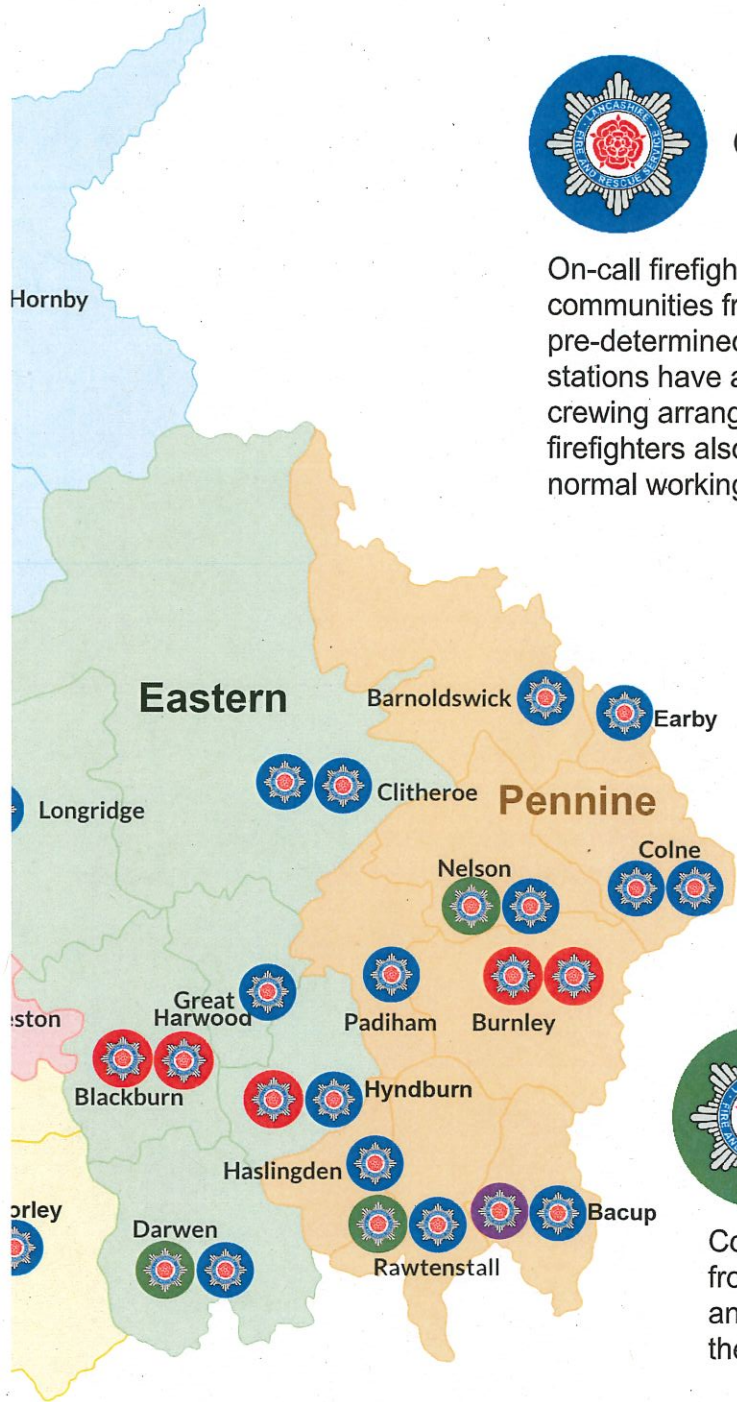
FDC stations are staffed by wholtime firefighters who provide cover from the fire station during the day and respond from their home address nearby outside of these hours (as per on-call firefighters).





ON-CALL

On-call firefighters respond to emergencies in their communities from home or work. They provide a pre-determined level of cover each week. Some fire stations have a combination of wholetime and on-call crewing arrangements and some wholetime firefighters also provide on-call cover outside of their normal working hours.



DAY CREWING PLUS (DCP)

Cover is provided by wholetime firefighters from the fire station during daytime hours and from purpose-built accommodation on the station grounds at night.



FIT FOR THE FUTURE

We plan to improve emergency response in line with new and emerging risks in Lancashire in the following ways:



1. INTRODUCE MORE RESILIENT AND FLEXIBLE CREWING ARRANGEMENTS.

2. OPTIMISE EMERGENCY COVER THROUGH DYNAMIC COVER SOFTWARE.

3. STRENGTHEN OUR RESPONSE TO CLIMATE CHANGE EMERGENCIES:

- Invest in fire appliances with off-road capabilities in areas at risk of wildfires and flooding.
- Introduce specialist flood water incident management.

4. STRENGTHEN FIREFIGHTING AND RESCUE CAPABILITIES IN HIGH-RISE AND COMMERCIAL BUILDINGS:

- Introduce a 45m aerial ladder platform into our fleet, our highest reach aerial capability to date.
- Invest in two additional water tower appliances.

5. BROADEN ON-CALL FIREFIGHTING CAPABILITIES TO STRENGTHEN OPERATIONAL RESPONSE.



1. Introduce more resilient and flexible crewing arrangements

To provide effective emergency cover, greater resilience, and increased flexibility for individuals, we propose introducing a flexible wholetime (FWT) duty system at seven fire stations between 2023 and 2026:

- Skelmersdale (DCP)
- Morecambe (DCP)
- Lancaster (WT 2/2/4)
- South Shore (WT 2/2/4)
- Fleetwood (DCP)
- Bispham (DCP)
- Hyndburn (WT 2/2/4)

Flexible Wholetime (FWT): It is proposed that firefighters undertake 12-hour day or night shifts providing 24-hour cover from the station. They can self-roster their shifts for maximum flexibility.

The flexible wholetime duty system (FWT) has been researched and recommended by a working group of firefighters to replace the day crewing plus (DCP) and wholetime 2/2/4 (WT 2/2/4) duty systems at some of our fire stations. It would see an increase in the total number of firefighters employed by 25 over three years, as more people are required to operate the system. Within that number, overall supervisory manager roles would increase providing more opportunities for promotion.



FLEXIBLE WHOLETIME

The introduction of FWT will maintain response times at four of the proposed DCP stations and will have a positive impact on the delivery of prevention and protection services. It will also strengthen resilience in relation to major incidents, or when simultaneous incidents occur.

On the DCP duty system, incidents attended overnight result in recovery time the following day to ensure staff wellbeing and reduce fatigue. This can impact on the delivery of community-based prevention and protection services, and training time.

Changing to the FWT duty system means a replacement crew comes on duty each morning to ensure services continue to be delivered and means more people providing more working hours across the 24 hour period.

Self-rostering provides as much flexibility as possible to firefighters while ensuring that required crewing levels are maintained. FWT presents our most flexible operational working arrangements to-date, opening up opportunities for firefighters to vary when and how much they work. This working pattern may also make a career in firefighting more attractive to a wider range of potential talent.

This proposal includes changing crewing arrangements at South Shore, Lancaster and Hyndburn, which currently operate the wholetime 2/2/4 (WT 2/2/4) duty system. A change to FWT would cause no impact on emergency response times at these stations and is necessary to maintain a balanced budget.

DCP will remain at five stations and we propose reducing crewing levels from 14 to 13, with the exception of Bamber Bridge and Chorley due to requirements for urban search and rescue provision. Similar duty systems operate effectively in other fire and rescue services with between 11 and 13 firefighters. A crewing level of 13 also reduces the cost of the duty system, keeping the overall emergency cover proposals within budget. There will be no reduction in the number of firefighters employed; with the introduction of the FWT duty system, this number will increase by 25.

Decisions on station crewing are based on incident levels, community risks and the location of neighbouring stations, aligned to our robust response standards. When incidents occur and the impact on recovery time (where applicable) has also been considered.

1. Introduce more resilient and flexible crewing arrangements

INTODUCE FLEXIBLE DAY CREWING AT ST ANNES

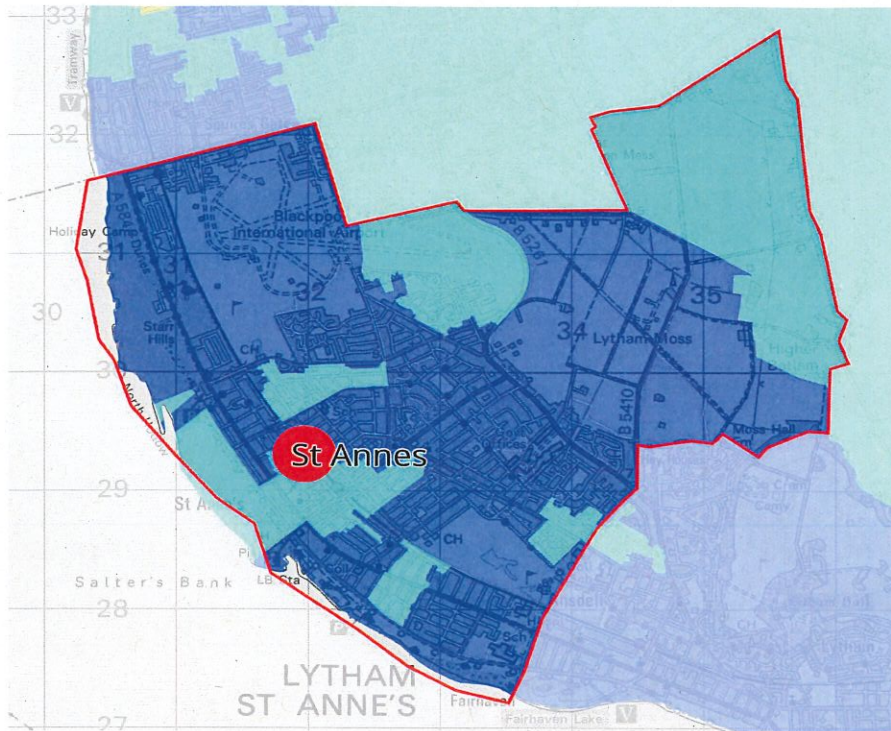
St. Annes fire station currently has two fire engines: one crewed by wholetime firefighters working the day crewing plus (DCP) duty system, and one crewed by on-call firefighters. It is located between South Shore and Lytham fire stations.

A predominantly low risk area, St Annes has some medium risk areas but no high or very high risk areas. Medium and low risk areas require a 10 and 12 minute response time to critical fires respectively.

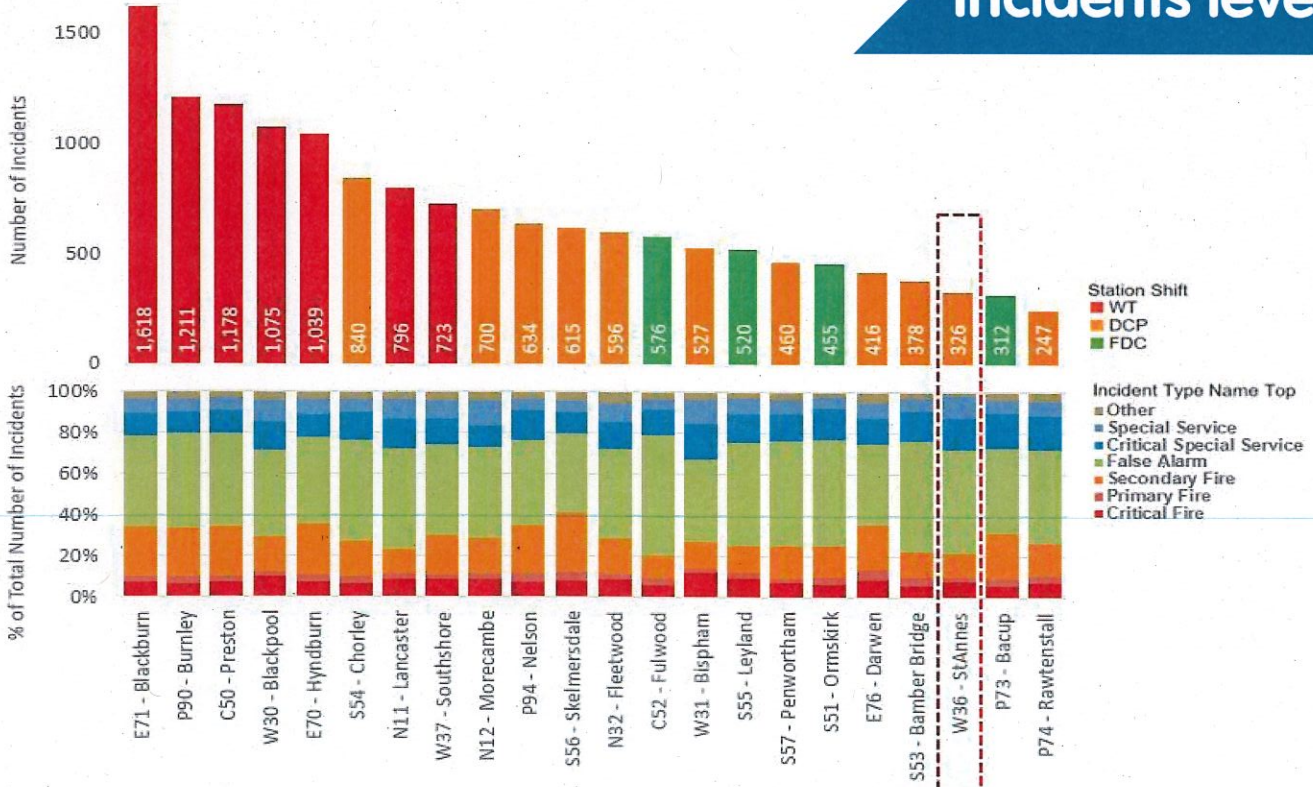
Incident levels in St Annes are low and the majority of incidents (64%) attended by the DCP appliance occur between 8am and 8pm. The majority of incidents in Lancashire occur between 10am and 10pm, with a peak time between 4.30pm and 5.30pm.



Risk map of St Annes



Incidents levels





INTRODUCE FLEXIBLE DAY CREWING AT ST ANNES

We propose:

- Replacing day crewing plus (DCP) crewing arrangements with flexible day crewing (FDC) (no change to on-call arrangements).

This would mean no change to emergency cover during the daytime however firefighters would respond from their home base at night (as per on-call arrangements), instead of from on-site accommodation. A change to FDC will increase the time it takes to respond to emergencies during the evenings but does not affect our ability to meet the required response standards:

Response standards required in St Annes	Emergency cover 8am - 6pm	Emergency cover 6pm - 8am	Impact on response times *	Response standards met **?
10 and 12 mins for medium and low risk areas	1x FDC appliance immediately available	1x FDC appliance (on-call response)	+2 mins 47 secs (on average) between 6pm-8am only***	
	1x on-call appliance	1x on-call appliance	No change	

*The response time is the time from the initial call to our control centre to the arrival of the first fire appliance at the incident.

**The response standard is the response time we must achieve which is determined by risk levels in the area.

***The average time from being alerted to an emergency to the appliance leaving the station, for DCP at night is 1 minute 46 seconds. The average time from being alerted to an emergency to the appliance leaving the station, for FDC at night is 4 minutes 33 seconds. The difference is 2 minutes and 47 seconds (on average).

Benefits

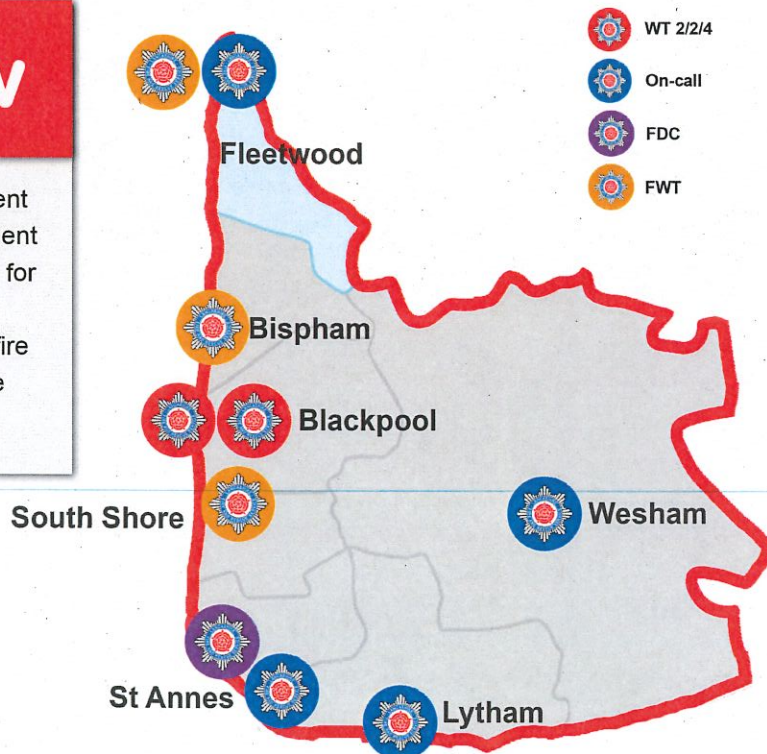
- Emergency cover aligns with risk and incident levels in St Annes.
- Required response standards in the area maintained.
- Station retains two fire appliances.
- No change to emergency cover during the daytime.
- FDC already works effectively at four other fire stations in Lancashire.
- Incident levels in St Annes are comparable with other station areas operating FDC crewing arrangements.

Considerations

- Adds 2 mins 47 secs on average to emergency response times at night.
 - FDC still provides suitable emergency cover to meet required response times.
 - On-call fire appliance at St Annes and the appliance at South Shore can also cover St Annes within required response times.
- Reduces available time in the evenings to deliver prevention and protection services / conduct training by two hours due to FDC shifts ending earlier than DCP shifts.
 - Urgent prevention and protection work can be carried out by crews from neighbouring fire stations if required.

Overall view

This proposal reflects effective and efficient emergency cover given the risk and incident levels in the area. Station is well situated for neighbouring fire stations to provide additional cover if required. A total of 10 fire appliances are available on or next to the Fylde coast.



1. Introduce more resilient and flexible crewing arrangements

INTODUCE FLEXIBLE DAY CREWING AT PENWORTHAM

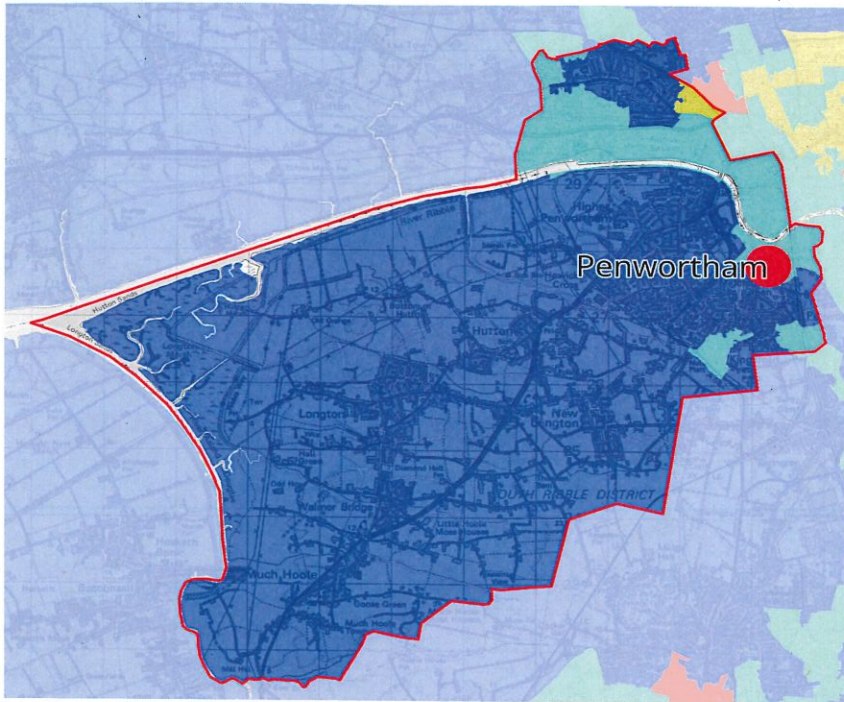
Penwortham fire station currently has one fire engine crewed by wholetime firefighters under the Day Crewing Plus (DCP) duty system. It is located within a cluster between Preston, Fulwood, Leyland and Bamber Bridge fire stations.

The risk levels in Penwortham are predominantly low and medium which require a fire appliance response time to critical fires of 10 and 12 minutes respectively. One area on the boundary with Preston is high risk, requiring a response time of 8 minutes.

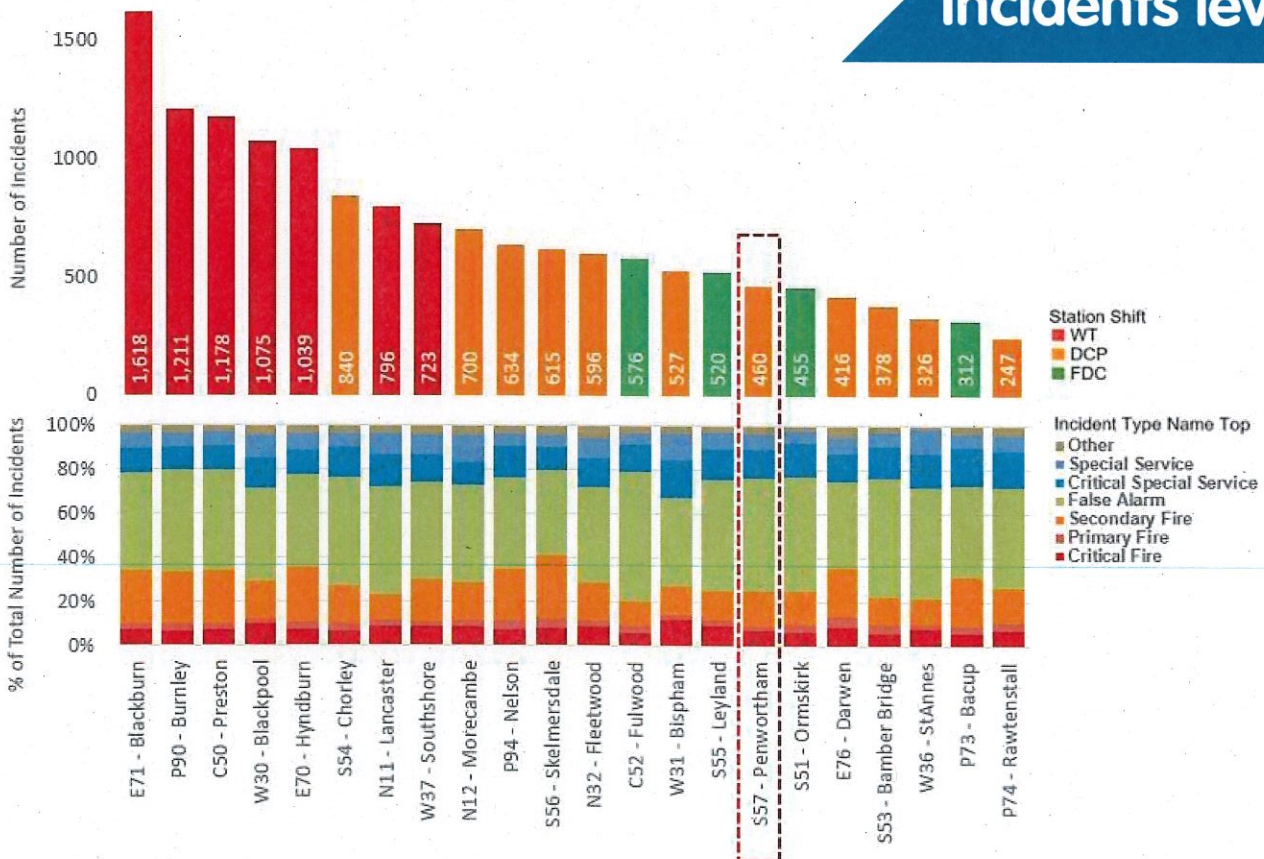
Incident levels in Penwortham are low and the majority of incidents (65%) attended by the DCP appliance occur between 8am and 8pm. The majority of incidents in Lancashire occur between 10am and 10pm, with a peak time between 4.30pm and 5.30pm.



Risk map of Penwortham



Incidents levels




INTRODUCE FLEXIBLE DAY CREWING AT PENWORTHAM

We propose:

- Replacing day crewing plus (DCP) arrangements with flexible day crewing (FDC).

This would mean no change to emergency cover during the daytime however firefighters would respond from their home base at night (as per on-call arrangements), instead of from on-site accommodation. A change to FDC will increase the time it takes to respond to emergencies during the evenings but does not affect our ability to meet the required response standards:

Response standards required in Penwortham	Emergency cover 8am-6pm	Emergency cover 6pm-8am	Impact on response times *	Response standards met**?
8, 10 & 12 minutes for high, medium and low risk areas	1x FDC appliance immediately available	1x FDC appliance (on-call response)	+ 2 mins and 47 secs (on average) at night***	

*The response time is the time from the initial call to our control centre to the arrival of the first fire appliance at the incident.

**The response standard is the response time we must achieve which is determined by risk levels in the area.

***The average time from being alerted to an emergency to the appliance leaving the station, for DCP at night is 1 minute 46 seconds. The average time from being alerted to an emergency to the appliance leaving the station, for FDC at night is 4 minutes 33 seconds. The difference is 2 minutes and 47 seconds (on average).

Benefits

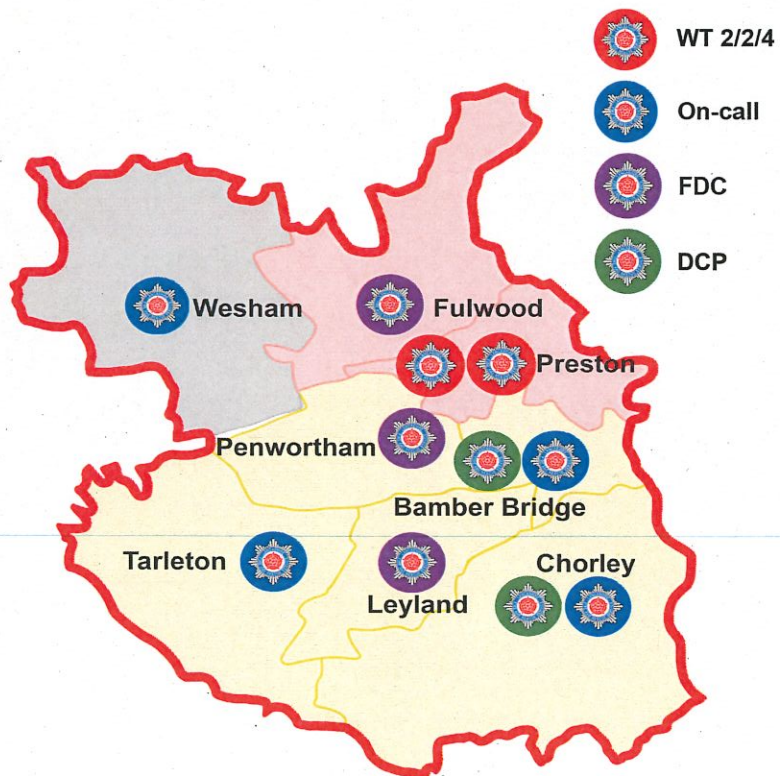
- Emergency cover aligns with risk and incident levels in Penwortham.
- Required response standards in the area maintained.
- Station retains its fire appliance.
- No change to emergency cover during the daytime.
- FDC already works effectively at four other fire stations in Lancashire.
- Incident levels in Penwortham are comparable with other areas operating FDC crewing arrangements.

Considerations

- Adds 2 mins 47 secs on average to emergency response times at night.
 - FDC still provides suitable emergency cover to meet required response standards.
 - Three fire engines at Preston and Bamber Bridge can also cover Penwortham within required response times.
- Reduces available time in the evenings to deliver prevention and protection services conduct training by two hours due to FDC shifts ending earlier than DCP shifts.
 - Urgent prevention and protection work can be carried out by crews from neighbouring fire stations if required.

Overall view

This proposal reflects effective and efficient emergency cover given the risk and incident levels in the area. Station is well situated for neighbouring fire stations to provide additional cover if required. A total of 11 fire appliances are available in the area.

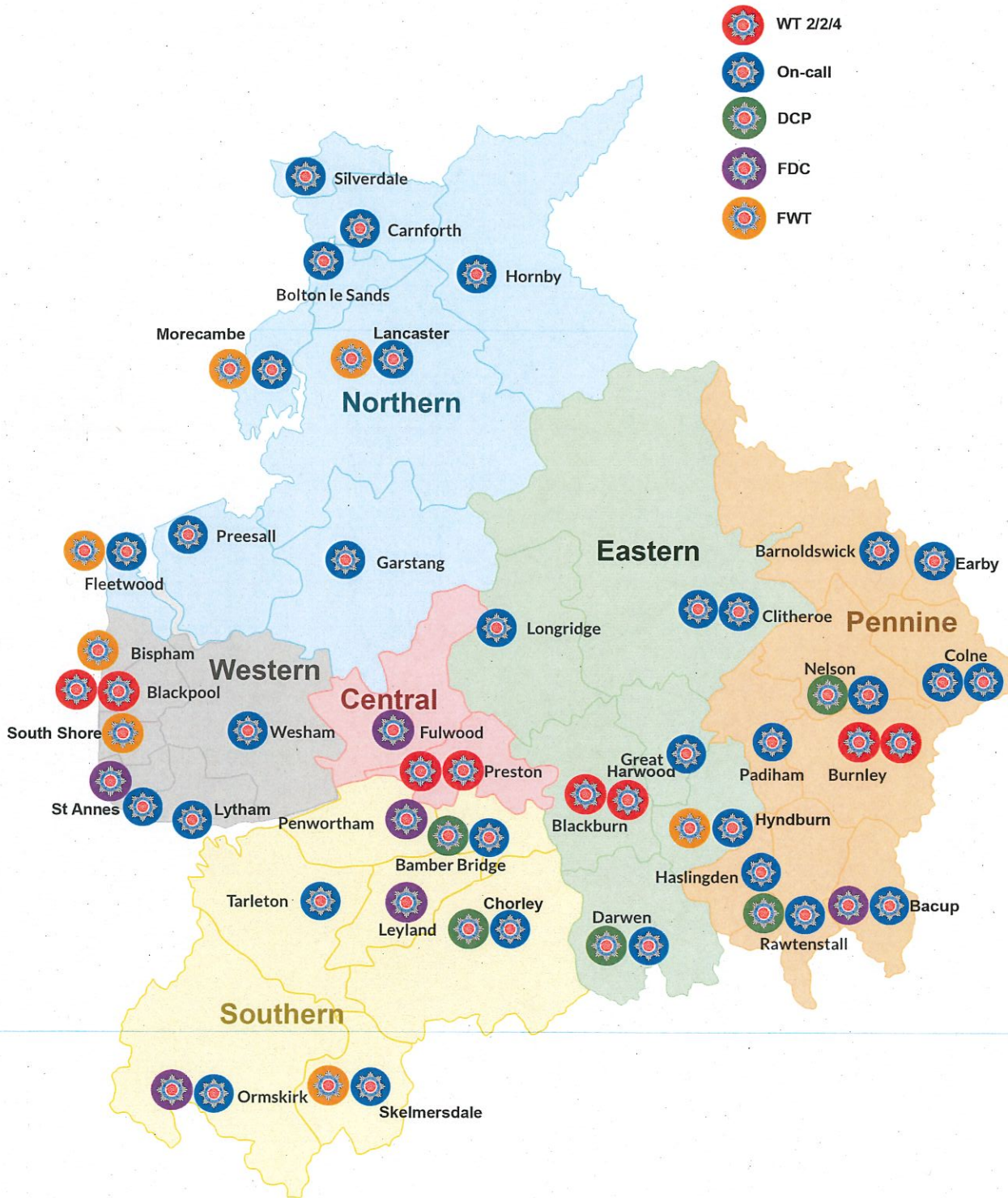


SUMMARY OF PROPOSED CHANGES TO CREWING ARRANGEMENTS

	Proposal	*Cover sufficient to meet response standards in the area	Impact on capacity to deliver prevention and protection services / conduct training	Overall view
2023-24	Morecambe changes from DCP to FWT	✓	+ 4 hours per day	Effective emergency cover in line with risk and incident levels.
	Skelmersdale changes from DCP to FWT	✓	+ 4 hours per day	Increased capacity for prevention and protection services / training.
	Lancaster changes from WT 2/2/4 to FWT	✓	No change	
2024-25	Fleetwood changes from DCP to FWT	✓	+ 4 hours per day	Effective emergency cover in line with risk and incident levels.
	Bispham changes from DCP to FWT	✓	+ 4 hours per day	Increased capacity for prevention and protection services / training.
	South Shore changes from WT 2/2/4 to FWT	✓	No change	
2025-26	St Annes changes from DCP to FDC	✓	- 2 hours per day	Effective emergency cover in line with risk and incident levels.
	Penwortham changes from DCP to FDC	✓	- 2 hours per day	Increased overall capacity for prevention and protection services/training. Total of 12 hours per day gained across the service over three years (taking into account loss of time in 2025-26).
	Hyndburn changes from WT 2/2/4 to FWT	✓	No change	

	Current emergency cover	Proposed emergency cover
Fire stations	39	39
Frontline fire appliances	58	58
Total number of wholetime firefighters	502	527
Overall annual cost	£31,893,669	£32,108,620
Overall performance in respect of achieving our response standards	Actual: 86.5%	Predicted: 86.4%

Proposed placement of fire stations, fire engines and crewing arrangements





2. Optimise emergency cover through dynamic cover software

Introducing a software system that provides dynamic cover data to inform decision-making on how best to deploy resources to incidents, will improve emergency cover and response times.

This type of system is already used successfully in several fire and rescue services. It works by providing operators with visual data on community risks and emergency cover in real-time. This will assist them to position firefighters and appliances dynamically and with greater precision to optimise emergency cover across Lancashire. It will lead to more efficient deployment of resources by identifying where appliances can be moved around the county to provide cover in other areas when significant or protracted incidents are underway. The software will also be used for scenario-planning and to look at how resources were deployed as part of incident debriefs.

We intend to introduce this way of working in our command support room in 2023-24 followed by wider rollout at North West Fire Control, where 999 emergency calls are handled. This investment will be funded through our existing capital budget.





3. Strengthen our response to climate change emergencies



INVEST IN FIRE APPLIANCES WITH OFF-ROAD CAPABILITIES IN AREAS AT RISK OF WILDFIRES AND FLOODING

Our strategic assessment of risk identifies the increasing risk of flooding and wildfires, which is already having significant impact on homes, businesses and environments in Lancashire. As a result, we have produced a Climate Change Operational Response Plan which details how we are mitigating and responding to these types of incidents.

To strengthen our emergency response to climate change incidents, we propose:

- **Investing in four fire appliances with off road capabilities in areas of high risk subject to successful trials.**

We will trial two bespoke all-wheel-drive fire appliances that are suitable for off-road travel in the eastern and/or northern areas of Lancashire, to give improved access to rural areas in the event of flooding and wildfires. These innovative vehicles will replace existing fire appliances during the trials and subject to successful evaluation, another two will be introduced to our fleet. The appliances will form part of our vehicle replacement programme, funded through our existing capital budget.

This investment will expand our developing wildfire and flood rescue response capabilities. Earlier this year we added two Hagglund all-terrain vehicles to our fleet which help us reach incidents that occur on moorland and similar areas. Every firefighter in the Service is due to receive specialist personal protective equipment for fighting wildfires this year, making Lancashire the first fire and rescue service in the UK to have full wildfire kit for all frontline responders. Together with our wildfire burn team, we will be better equipped to protect properties and areas at risk.

Examples of off-road fire appliances



Examples of Unimog vehicles adapted from military and forestry specifications into fire appliances, in a range of sizes, suitable for off-road travel.



Examples of a 7.5 tonne fire appliance which offers similar capabilities to a standard fire engine but with better access to hard-to-reach areas due to its reduced size and all-wheel-drive capabilities.

3. Strengthen our response to climate change emergencies

INTRODUCE SPECIALIST FLOOD WATER INCIDENT MANAGEMENT

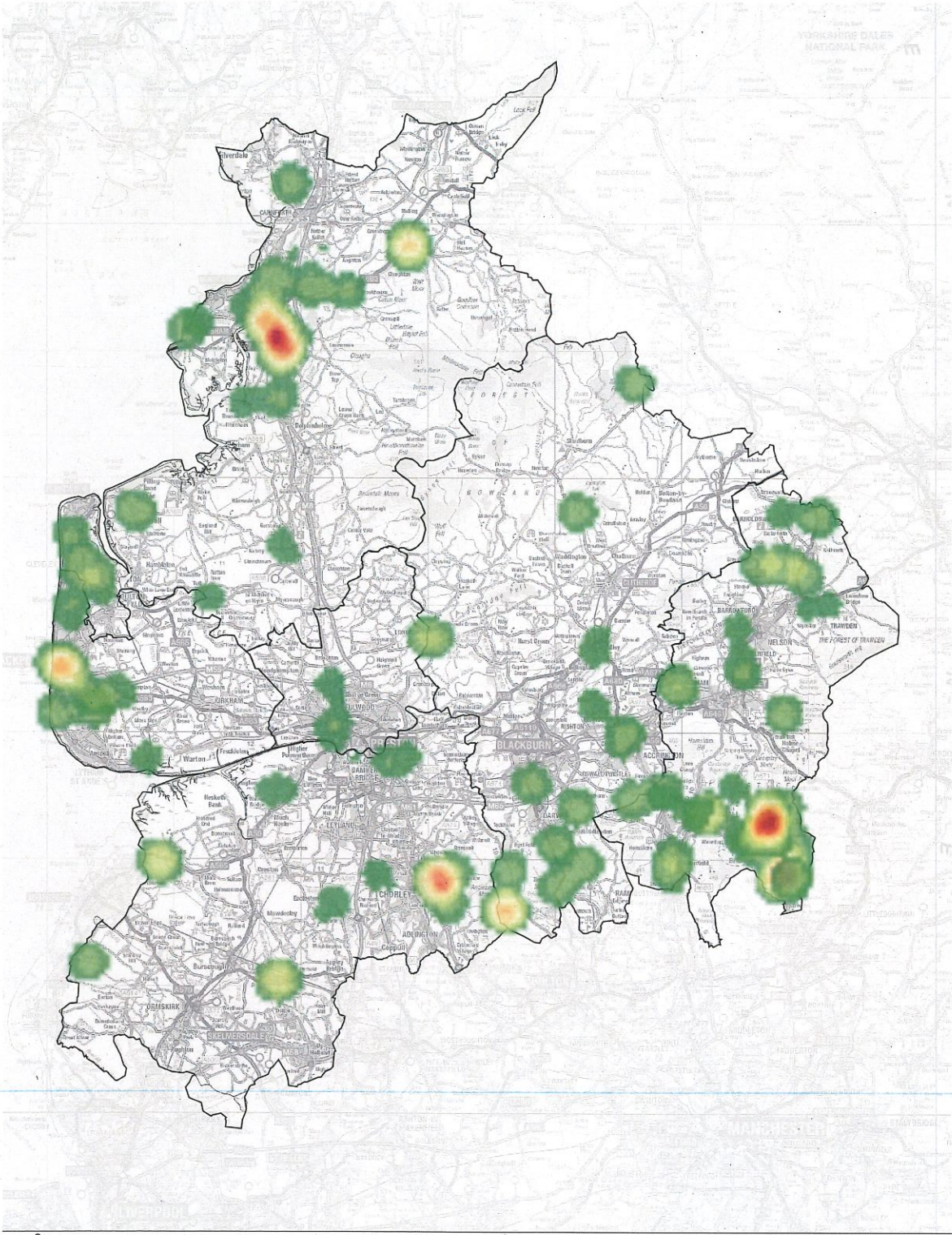
Following a successful trial, we plan to train and accredit a total of eight flood water incident managers, as well as establishing two flood water tactical advisors who will form part of national fire and rescue resilience arrangements.

These roles will improve how we deal with large-scale flooding incidents by providing emergency management at a tactical level. Their expertise will help to develop effective response plans for severe weather events and strengthen how we work with partner agencies during flooding incidents.

This initiative is the latest measure aimed at strengthening our response to the increasing risk of flooding. Every firefighter in the Service already has a bespoke flood suit and we have recently acquired a reserve rescue boat to give greater resilience during large-scale incidents.



Map of flooding and wildfire incidents (1 April 2017 - 31 March 2020)



Approximate Scale = 1:380899
(when printed at A4)

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4. Strengthen firefighting and rescue capabilities in high-rise and commercial buildings

INTRODUCE A 45M AERIAL LADDER PLATFORM, OUR HIGHEST REACH AERIAL CAPABILITY TO DATE

We have considered the learning from the tragic fire at Grenfell Tower and plan to introduce a 45m aerial ladder platform (ALP), our highest reach aerial capability to date.

There are currently four ALPs across the county with hydraulic ladder platforms capable of extending 32m in height from which water can be deployed onto a fire. The platform also provides a method of rescuing people.

Lancashire has increasing numbers of high-rise buildings with a significant number located in the Preston area. The city is also a central location from which to reach the rest of the county. This new appliance will be based at Preston, replacing the existing 32m ALP. It forms part of our vehicle replacement plan and is funded through our existing capital budget.

INVEST IN TWO ADDITIONAL WATER TOWER APPLIANCES

We intend to bring in two additional water towers to join two existing appliances, which are located at Blackburn and Skelmersdale. Water towers can penetrate slates, tiles and other building materials at height to spray water onto a fire within a building, enhancing firefighter safety and reducing fire damage to homes and businesses.

The new appliances will be placed in the north and west of the county, areas not currently covered within a water tower response time of 30 minutes and with higher volumes of commercial fires. They form part of our vehicle replacement plan and are funded through our existing capital budget.



5. Broaden on-call firefighting capabilities to strengthen operational response

Lancashire has 32 fire appliances crewed by on-call firefighters, who often have another job outside Lancashire Fire and Rescue Service. They are trained to deal with a wide range of incidents and work alongside wholetime firefighters, responding to emergencies in their communities from home or work.

We plan to expand training opportunities to enable on-call firefighters at some stations to crew the proposed off-road fire appliances in areas at high risk of climate change emergencies, and operate water towers. We will also explore the potential for our on-call firefighters to drive a range of special appliances to improve our speed of response for some of these vehicles. Broadening the range of skills and knowledge among on-call crews will strengthen operational response and resilience.



SUMMARY OF PROPOSALS

This emergency cover review proposes a three-year plan that will maintain our strong performance in relation to emergency response standards, strengthen operational capabilities and resilience in respect of changing risks in the county, and ensure we are well equipped to respond to future challenges.

We believe that the options for change provide the most effective and efficient emergency cover for the people of Lancashire:

- **Retain 39 fire stations and 58 fire appliances.**
- **Provide effective emergency cover in line with community risks.**
- **Proposals within budget, providing value for money with an additional £214,951 invested in frontline services.**
- **Maintain response standards throughout Lancashire.**
- **Introduce more resilient and flexible crewing arrangements.**
- **Strengthen our response to climate change emergencies.**
- **Strengthen firefighting and rescue capabilities in high-rise and commercial buildings.**
- **Increase wholetime firefighters in the service by 25.**
- **More promotion opportunities through increased number of supervisory manager roles.**



Recommendation - Year 1 (2023/24)

Station crewing:

- Morecambe and Skelmersdale change from day crewing plus to flexible wholetime.
- Lancaster changes from wholetime 2/2/4 to flexible wholetime.

Trial two off-road fire appliances to strengthen our response to climate change emergencies.

Introduce two further water tower appliances.

Introduce a 45M aerial ladder platform.

Implement a dynamic cover data software system within our command support room.

Introduce specialist flood water incident managers.

Broaden on-call firefighting capabilities to strengthen operational response.

Recommendation - Year 2 (2024/25)

Station crewing:

- Fleetwood and Bispham change from day crewing plus to flexible wholetime.
- South Shore changes from wholetime 2/2/4 to flexible wholetime.

Introduce specialist flood water tactical advisors.

Implement a dynamic cover data software system within North West Fire Control

Broaden on-call firefighting capabilities to strengthen operational response.

Recommendation - Year 3 (2025/26)

Station crewing:

- St Annes and Penwortham change from day crewing plus to flexible day crewing.
- Hyndburn changes from wholetime 2-2-4 to flexible wholetime.

Introduce two further off-road fire appliances to strengthen our response to climate change emergencies, subject to successful trials.

Broaden on-call firefighting capabilities to strengthen operational response.

CONSULTATION

We welcome your views on our proposals through our consultation. Your feedback will be considered by the Service and the Combined Fire Authority (CFA) before any decisions are made by the CFA later in the year.

We believe that the options for change provide the most effective and efficient emergency cover for the people of Lancashire.

Why are we consulting?

A lot of research and planning has gone into our emergency cover review to arrive at a set of proposals we feel will keep Lancashire Fire and Rescue Service running effectively and efficiently over the next few years. We have considered data, met with staff and trade unions, looked at new and emerging risks and explored new technologies and equipment to ensure our emergency cover is fit for the future.

But we want to know what you think of our proposals. Do you agree with them? What impact might they have on you? Is there anything else we should have considered?

Who are we consulting with?

We have identified a range of different people and organisations we feel could have important feedback on our proposals. This includes residents, businesses, community groups and other public services.

How are we going to reach them?

We have put together a set of questions in a survey to help us collect feedback on our proposals. This is available for anyone to complete online on our website at www.lancsfireandrescue.org.uk/emergencycover.

The survey includes videos and visual representations to help set out our plans. There is also an accessible plain text version.

We are providing paper copies at libraries across Lancashire for any residents who cannot access the internet.

We have compiled a comprehensive list of stakeholder contacts who will receive a direct invitation to complete the consultation survey.

We will be encouraging our partners and the organisations we reach to share this consultation widely with their own contacts and networks.

We will be advertising on social media, including Facebook, Twitter, Instagram and LinkedIn, and to our In The Know email subscribers to reach residents. We will also be sharing the details with local newspapers.

We also have a survey dedicated for our employees, which goes into more detail about crewing arrangements and the unique perspective they will have as people working in the service.

What will we do with the feedback?

We will review feedback regularly during the consultation period to understand any follow-up or targeted activity that may be required, for example focus groups.

Once the consultation closes, the responses will be analysed and an independent report produced. This will be used to review the feedback, consider how we can mitigate any areas of impact or act on suggestions given.

Our response to the consultation and a final set of proposals will then be taken to the CFA for final approval. We will share the consultation findings and outcome.

What is our consultation timeline?

- Consultation survey launches w/c 18 July for 12 weeks.
- Consultation findings will be reviewed monthly to understand the need for any further activity during the consultation period.
- Consultation closes w/c 10 October.
- Consultation feedback considered by the CFA planning committee on 21 November and final decisions made by the CFA on 19 December.

Further information

For further information visit www.lancsfirerescue.org.uk/emergencycover or email consulation@lancsfirerescue.org.uk.



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