



OVERVIEW AND SCRUTINY COMMITTEE

11 JUNE 2014
MORECAMBE TOWN HALL

EMERGENCY COVER REVIEW

ASSISTANT CHIEF FIRE OFFICER
DAVID RUSSEL

1. Emergency Cover Review

- What is an Emergency Cover Review?
- Headline information.

2. Understanding the ‘Operating Environment’

- Financial Context.
- Operational Context.

3. Consultation

- What did we do?
- What did we receive?

4. Emergency Cover Review

- Outcome



LANCASTER FIRE STATION FUTURE PLANS

- Current position

2 fire engines

Both of which are Wholetime.

- Future position

2 fire engines

1 Wholetime and 1 Retained Duty System.

- Implementation 1 April 2016.
- In practical terms – Lancaster will maintain two fire engines.



WHAT IS AN EMERGENCY COVER REVIEW?

- Strategic County-wide review of:

- **Fire stations** (39)
- **Fire engines** (60)
- **Operational staff** (1100)

To ensure they are in the right place and in the right numbers to respond according to the levels of risk and activity.

Duty Systems Operated:

- **Wholetime (WT)** / 4 watches / £1M.
- **Day Crewing Plus (DCP)** / 1 watch / £600K.
- **Day Crewing (DC)** / 2 watches / £600K.
- **Retained Duty System (RDS)** / £100K.



EMERGENCY COVER REVIEW HEADLINE INFORMATION

- Save £4m over the next three years.
- Involve **no station closures** – maintain all 39 fire stations.
- Maintain service to the public.
- Retain 58 of the 60 fire engines.



EMERGENCY COVER REVIEW HEADLINE INFORMATION

- Changes represent - “least worse” options.
- Removal of fire engines **will** ‘impact’ on County-level and local-level performance.
- Changing WT fire engines to RDS fire engines **will** ‘impact’ on County-level and local-level performance.
- The ‘impact’ on performance **will** be felt more at a local-level.
- The ‘impact’ **must** be considered alongside reducing risk and incidents.
- Reduction in performance **must** be set against some of the best emergency response standards in England.
- Changes represent ‘optimum’ range of options - carry **least** impact on County-level performance.

- Operating environment – significant financial challenges.
- Grant cuts: 25% by 2016/17 – *forecast* 35% by 2017/18.
- Currently working towards a funding gap of £13m by 2016/17.
- Programme of organisational reviews initiated.
- £10m savings will be delivered by the end of 2016/17 (£6m from ‘back office’ services and £4m from the ‘Emergency Cover Review’).
- Savings still to find:
 - by 2016/17 £3m.
 - by 2017/18 £6m.
- Scale of savings required are unprecedented - **cannot** make the required level of savings without changes to frontline services.

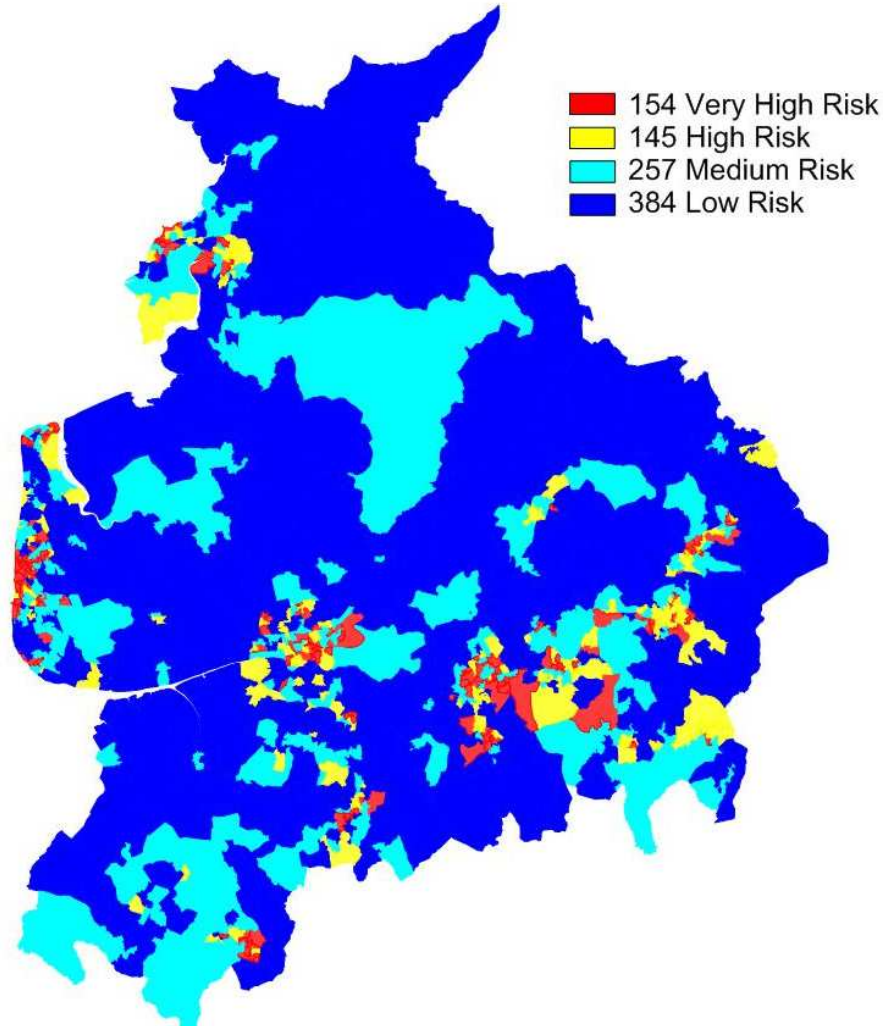
- **Risk** and **Activity** significantly declined in recent years – at all time lows for all incident types.
- Over the last decade:
 - Fires dropped by two thirds - down from 14,500 in 2002 to +5,000 in 2012.
 - Casualties in house fires reduced by 68%.
- Since 2007 duty days lost from staff accidents down 76%.
- ‘Lancashire Fire Risk Map’ illustrates changing landscape = **safer** landscape.



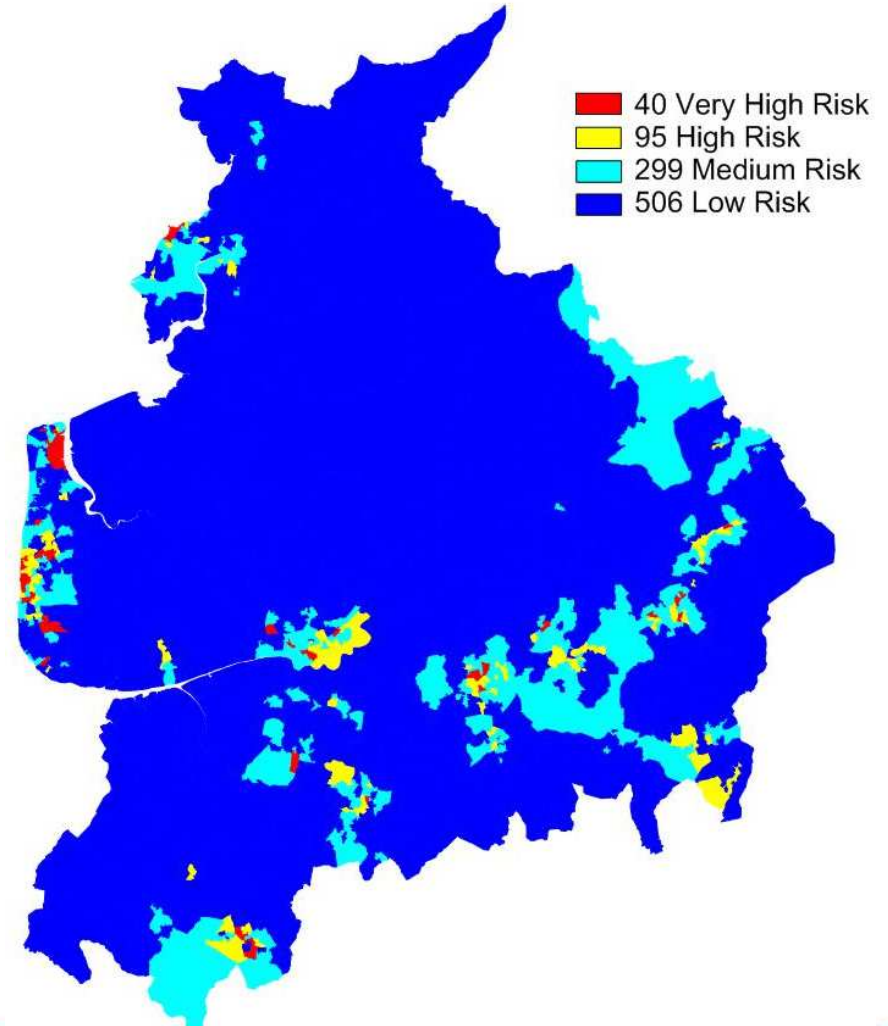
LANCASHIRE FIRE RISK MAP

CHANGING LANDSCAPE = **SAFER** LANDSCAPE

Critical Fire Risk 2006



Critical Fire Risk 2013





OPERATIONAL CONTEXT

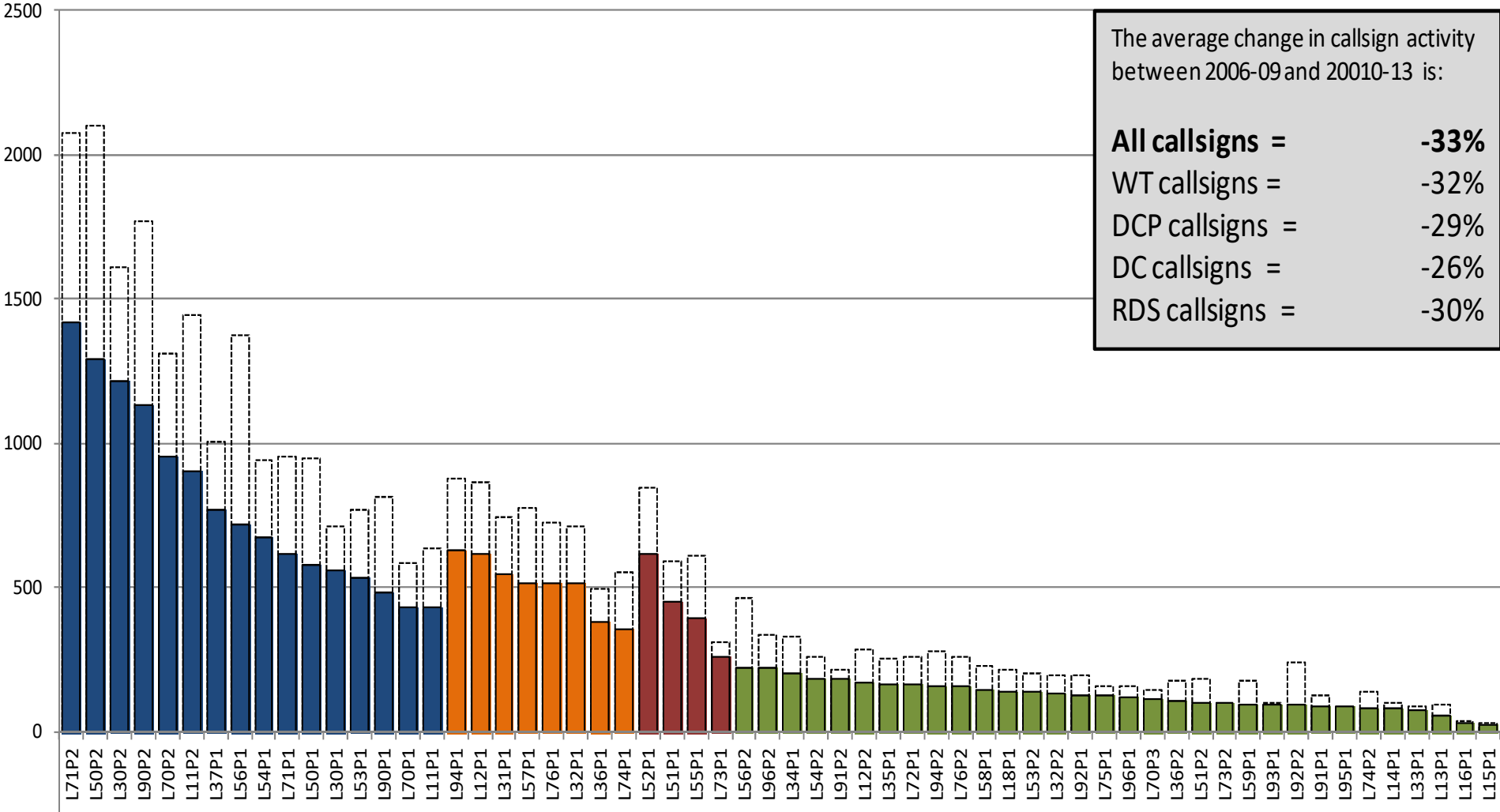
Lancashire's 'Emergency Response Standards' are some of the toughest in England:

- 7th fastest to respond to all types of incidents in England.
- 4th fastest response time to house fires in England – the best performance in the North West.
- On average LFRS attendance time to a house fire is just over 6 minutes – the national average is nearly 8 minutes.



FIRE ENGINE ACTIVITY

Activity by callsign - 3 Year Average Comparison (2006-09 to 2010-13)





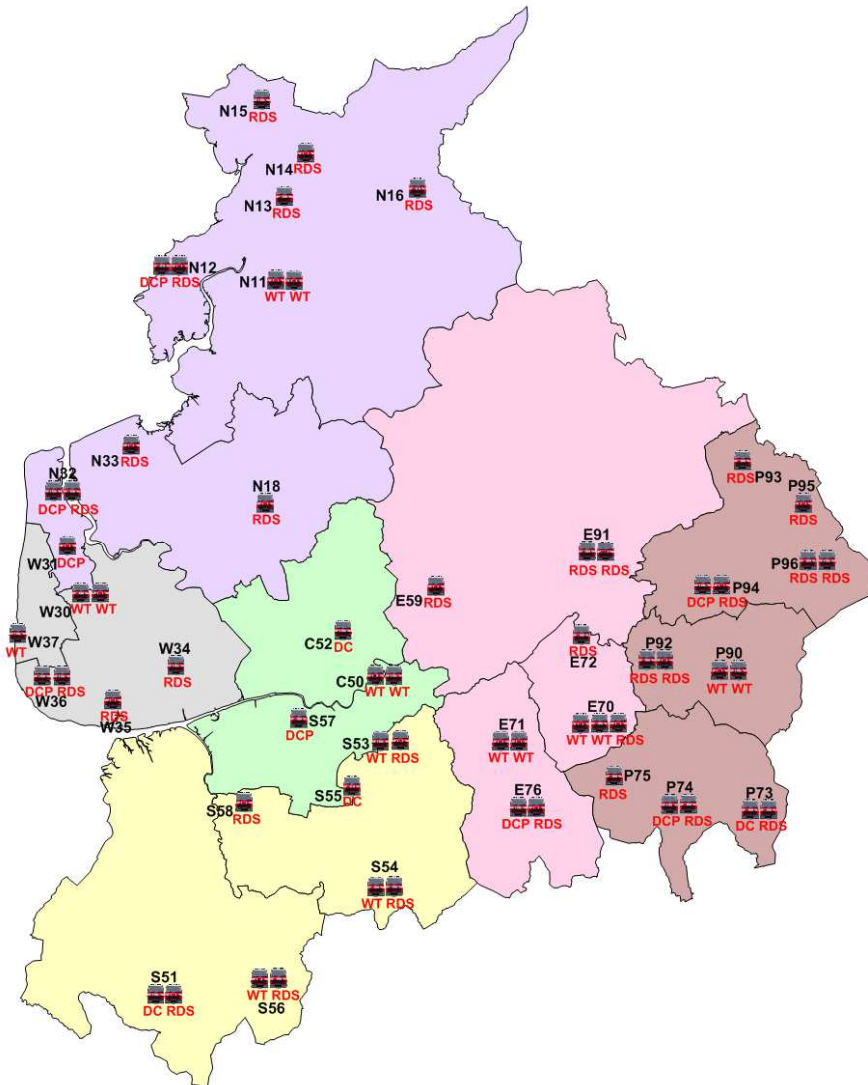
EMERGENCY COVER REVIEW APPROACH TAKEN

- To ensure that any 'proposal for change' presented to the Fire Authority:
 1. Reflects identified risk and activity.
 2. Maintains service to the public.
 3. Represents 'least impact' on County-level performance.
- **'Modelled Performance' alongside 'Professional Judgement'**.



Lancashire Fire
and Rescue Service

ECR MODELLING BASELINE



Resources

Total Stations	=	39
Total Pumps	=	60
Wholetime	=	16
Day Crewing Plus	=	8
Day Crewed	=	4
Retained Duty System	=	32

Performance

Headline	=	94.8%
Critical Incidents		
CF 1 st Pump	=	89%
CF 2 nd Pump	=	89.8%
Critical SS	=	88.6%

Average Response Time = **6 minutes 44 seconds**



EMERGENCY COVER REVIEW KEY STAGES OF THE PROCESS

- § Emergency Cover Review was endorsed for consultation by CFA Planning Committee 25th July 2013.
- § Twelve week consultation 29th July – 20th October 2013.
- § Consultation outcomes were considered by CFA Planning Committee 21st November 2013 – final recommendations to full CFA.
- § Final decisions made by full CFA 9th December 2013.
- § Planning for implementation commenced January 2014.

- **Staff Consultation** (During August 2013)
- **Public Consultation** (During September 2013)

Public Scrutiny Forums:

- Opinion Research Services (ORS) commissioned to facilitate a series of public scrutiny forums within Lancashire.
- Seven forums held: 1 x County wide forum and 6 x local forums - Lancaster, Chorley, Bamber Bridge, Blackpool, Hyndburn and Padiham.
- Approximately 14 people attended each forum.

Open Public Meetings:

- Six open public meetings.
- In the main poorly attended: Lancaster (11), Chorley (14), Bamber Bridge (40), Blackpool (35), Hyndburn (5) and Padiham (15).
- Staff-led rather than public-led.

Other Meetings:

- South Ribble BC Scrutiny Committee (50).

- A total of **58 responses** were received:

20 from LFRS.

1 from the Fire Brigades Union (FBU).





37 from members of the public, elected representatives and other organisations.

- 6 responses received in relation to Lancaster.
 - 2 from LFRS staff.
 - 4 from the public/others (*one of which was from Lancaster City Council).
 - With the exception of 1 response all were opposed to the removal of a Wholetime fire engine – reasons being increased response times, large geographical area and future development i.e. Heysham by-pass road.





- **Consultation:** *‘We propose to withdraw one wholetime (WT) fire engine leaving one wholetime fire engine. During consultation we will investigate the potential to introduce a Retained Duty System (RDS) fire engine at Lancaster’.*
- During the consultation period investigations concluded that the introduction of a RDS fire engine at Lancaster was a viable option.
- **Post consultation:** *‘Remove one wholetime fire engine and introduce a Retained Duty System (RDS) fire engine prior to removal of the wholetime (WT) fire engine’.*
- In practical terms – Lancaster will maintain two fire engines – 1 WT and 1 RDS.

- Established a Service Delivery Change Programme.
- A key component of the programme is to implement changes to fire cover arising from years 1, 2 and 3 of the ECR.
- Year 3 - implementation 1 April 2016.
- Currently exploring 3 delivery options for Lancaster:
 - WT and RDS pump operating from the existing fire station.
 - WT pump operating from the existing fire station and the RDS pump from a new 'satellite' fire station.
 - WT and RDS pump moving to a new fire station (vacating Cable Street).





YEAR 1 2014-15

Location	Current Resources	Change	Outcome
Hyndburn		Remove one Wholetime fire engine	
Padiham		Remove one Retained Duty System fire engine	

YEAR 2 2015-16

Location	Current Resources	Change	Outcome
Bamber Bridge		Move Wholetime fire engine to DCP	
Chorley		Move Wholetime fire engine to DCP	
USAR	No change	Move vehicles and function to Chorley	No change

YEAR 3 2016-17

Location	Current Resources	Change	Outcome
Skelmersdale		Move Wholetime fire engine to DCP	
Lancaster		Remove one Wholetime fire engine and replace with one RDS fire engine	



Lancashire Fire
and Rescue Service

Thank you for listening

Questions