



**INTEGRATED RISK MANAGEMENT PLAN
2004/2005 Action Plan Item 9**

Review of Pre-determined Attendances

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Summary

This Review of Pre-determined Attendances (PDA's) has utilised HMI Generic Risk Assessments (GRAs) and locally derived Risk Assessments as the basis for making recommendations. Additionally, incident data including turnouts, attendances, number of appliances, both pumping and specials and supervisory officers have been assessed.

The management of risk is a continuous process; there are several other IRMP projects, which will influence the number of appliances, equipment and personnel required for the incident scene. It is anticipated that software packages such as FSEC and ACTIVE will also have a major impact on the resources required across Lancashire Fire and Rescue Service.

The majority of incidents attended within Lancashire's Boundaries can be defined within the following five categories:

- 1. Fires in Buildings**
- 2. Hazmats Incidents**
- 3. Rescues from Road Traffic Accidents**
- 4. Rescues from Unconventional Incidents**
- 5. Other Incidents**

Incidents that fall within these categories have been examined and classified into what can be termed 'Critical' and 'Secondary' Incidents.

Critical Incidents are fires or other incidents that involve threat to life, structures or the environment. For this category an initial minimum response of two pumps is considered proportionate and reasonable. These incidents will be given priority in the mobilising process. Critical Incidents do not include responses to Automatic Fire Alarm Actuations or to premises which a suspected malicious call has been made.

Secondary Incidents can be described as incidents, which do not involve a potential threat to life, structures or the environment. For this category a response of one pump is considered proportional and reasonable. During periods of high operational activity consideration may be given to releasing appliances from this type of incident to attend incidents of a more serious nature i.e. the higher priority critical incidents.

Other incidents not falling into the above categories have been considered and recommendations made, based on existing information.

This review has been conducted in the knowledge that other on-going projects will impact on PDA's, therefore an implementation process for change, consisting of three phases has been outlined.

Phase 1 will implement PDA amendments as a result of research work from Year One IRMP projects. Phase 1 will also implement amendments to PDA's which have been accepted by the Combined Fire Authority resulting from recommendations made within this document.

Phase 2 will implement PDA amendments resulting from the Year Two project work.

Phase 3 is the ongoing phase. Phase 3 will determine the potential for PDA amendments for projects which originate from IRMP Year Three onwards. It is anticipated that the PDA review team will remain in place to advise project leaders, thus ensuring consistency in application.

Definitions of terms used

Pre-determined Attendance	Appliances, equipment & personnel required for an initial attendance at specified incidents
Critical Incident	Fires or other incidents that involve threat to life, structures or the environment
Secondary Incident	Incidents, which do not involve a potential threat to life, structures or the environment
Primary Fire	Any fire involving damage to property, casualties, rescues or fires attended by five or more appliances.
Secondary Fire	Any other fire not classified as a primary fire or a fire in a chimney which is confined within the chimney structure, did not involve casualties or rescues and was attended by four or fewer appliances
Emergency Special Service	Any non-fire related incident requiring intervention by the Service to render humanitarian services or to prevent or mitigate damage to property or the environment.
False alarm Malicious	A call made with the intention of getting the service to attend non-existent fire related event
False alarm - automatic fire alarm	A call was initiated by fire alarm and/or firefighting equipment operating (including accidental initiation of alarm apparatus by a person
Special Service	Any non-fire related incident for example dealing with moving vehicle collision, floods, hazardous chemical leaks etc.
Dwelling	Building or other non-permanent structure occupied as a household.
Building	All buildings including those under construction, but excluding derelict buildings or those under demolition.
MOST	LFRS system of Maintenance of Skills Training
National Occupational Standards	NOS define the outcomes and measures of competent performance at work.
Development Module	A specification for the design of development activities by a named topic.

1. Introduction

On 1st October 2004 the Fire and Rescue Services Act 2004 came in to being. This Act sets out the vision and organisation of the Fire Service of the future and how that vision will be delivered. Its guiding principle is that a fire and rescue service should have the right resources, in the right place, at the right time, to save lives. The Act sets out changes in the structure of the service, its institutions and in the working practices and procedures of all who work in the service.

The historical provision of response to calls for help from the public have not always been allocated on the basis of need because of outdated response standards and levels of risk. This is no longer appropriate and fire and rescue services are now required to establish flexible, locally assessed and determined risk-based standards that should more effectively meet the needs of local communities. This can be done on the basis of risk assessment and management.

In planning any response to a particular risk, the key element can be defined as what is a 'reasonable provision'.

For example, it would not be reasonable to choose a 'Lockerbie' type incident in planning for a fire on a housing estate. If that estate contains semi-detached houses and bungalows, it would be reasonable to plan on the basis of attending a house fire and having to make a couple of rescues from the first floor, making access either by ladder or via the stairs. However, there will always be some incidents in a particular area where a make-up will be required, and there will be incidents which require fewer resources.

With the removal of the Standards of Fire Cover, and the associated prescribed speed and weight of attack, new definitions of fire incidents can be implemented; these are defined as **Critical Incidents** and **Secondary Incidents**.

This Review has determined what can be classified as a Critical Incident, which falls within the category described above. These are fires or other incidents that involve threat to life, structures or the Environment. For this category an initial response of two pumps is considered proportionate and reasonable. These incidents will be given priority in the mobilising process. Critical incidents do not include responses to Automatic Fire Alarm Actuations or premises to which a suspected malicious call has been made.

Secondary Incidents can be described as incidents, which do not involve a potential threat to life or structures. For this category a response of one pump is considered proportional and reasonable. During periods of high operational activity, consideration may be given to releasing appliances from this type of incident to attend incidents of a more serious nature. i.e. the higher priority critical incidents.

The research project established the different types of emergency incident routinely attended. The various incident scenarios can be grouped into different types of emergency incident as listed in Element F1 of MOST. However, Group F1(a) and Group F2(b) have, for the purposes of this report, been amalgamated into one class of 'Fires in Buildings'.

1. Fires in Buildings

- (a) Fire in a building requiring the use of BA where rescues are not required
- (b) Fire in a building where rescues are required

2. Hazmats Incidents

3. Rescues from Road Traffic Accidents

4. Rescues from Unconventional Incidents

5. Other Incidents

2. Methodology

The focus of risk management is the identification of the risk and the action measures put in place to control the risk. This is a system of continuous improvement. Risks vary and it is therefore necessary that the risk and measures be kept under review.

This process has been informally used over a long period of time within Lancashire Fire & Rescue Service in order to establish pre-determined attendances.

This report has developed the (risk/measure) approach further using National Generic Risk Assessments (GRAs) and locally derived Risk Assessments as the basis for making recommendations.

Additionally, but just as crucial, incident data including turnouts, attendances, number of appliances, both pumping and specials and supervisory officers have been assessed.

However, as stated, understanding and managing risk is a continuous process and there will be the introduction of further work and developments which will impact on PDA's. Community Fire Safety in all its forms, the changing face of fire legislation and information technology will influence how we control risk using pre-determined attendances. Software packages such as FSEC and ACTIVE provide assistance in this.

FSEC is a software package provided by the ODPM, which will be used as an aid, alongside professional judgement, to enable the Service to better assess the risk from fire and other incidents, allocate responses and predict the effectiveness of risk reduction strategies.

ACTIVE is an easy to use powerful geographic and demographic information management system that can be used to show and monitor activity levels. The system also allows for the production of 'travel time' boundaries.

Both applications are used as an aid to the decision-making process.

Within the IRMP process there will be an examination of all operational tasks that are likely to be performed on the incident ground. This comprehensive Incident Task Analysis will determine the number of staff required on fire appliances. Task analysis will also ensure that tasks are carried out in a safe manner with sufficient staff available to achieve this and that staff and resources are used efficiently and effectively.

3. Incidents

3.1 Fires in Buildings

There are hazards, risks and controls that are common to firefighting in all buildings. The hazards arise from;

- The building
- The contents
- The nature of the fire and the tasks to be performed
- Environmental conditions

- **The Building**

It may be of complex design or construction that may give rise to difficulty of access to the premises, locating the fire and unusual fire spread and behaviour.

However, there are a number of other issues when considering buildings in isolation. Large insulated sandwich panels, large uncomparted buildings, those under construction/demolition and derelict/dangerous structures. These all present significant hazards, not only to Firefighters, but occupiers and users of the buildings.

- **The Contents**

Although the hazards relevant to firefighting are similar in most types of buildings, additional hazards occur in buildings of particular types of use. Hazardous substances, utilities, equipment and fire loading will all influence firefighting activities.

- **The nature of the fire and the tasks to be performed**

Persons reported incidents might well prompt actions that involve increased risk to personnel. However, the level of risk they take must be proportional to the situation. Hazards such as flashover and backdraft must be mitigated by control measures including the provision and use of suitable and sufficient extinguishing equipment, the adoption of safe entry procedures the necessary command and control and safe systems of work.

- **Environmental considerations**

Hot and humid conditions can lead to serious effects including rapid fatigue and confusion. As a result, performance levels deteriorate, decision making and other skills reduce. Control measures include keeping personnel cool and relaxed prior to commitment, limiting exposure, working at low rates of effort and taking breaks. Sufficient resources are necessary to achieve this.

It can be seen that hazards at building fires are varied, complex and inter-related. It is therefore of vital importance that measures are put in place to ensure that personnel at risk are suitably equipped and have sufficient resources, at their disposal, to operate safely.

On that basis, it is important that the initial operational response to a building fire is sufficient to allow the relevant safe systems of work to be operated. This will depend upon information received and the competence, experience and proficiency of the crews on the first attendance and will include an appropriate level of supervision. It can therefore be assumed that the initial operational tactics will have to be tailored to the level of resources that initially attend a building fire.

The training arrangements in the Service, MOST (Units A, B & E), ensure that personnel are competent to deal with tasks faced upon arrival at a building fire. Every individual must demonstrate;

- As part of a BA team, the skills of searching for and rescuing casualties in building fires
- As a member of a firefighting team, the skills of extinguishing a building fire
- The skills of managing a BA entry control board
- As a member of a team, the skills of assessing and controlling a compartment fire

The National Occupational Standards (NOS) define the outcomes and measures of competent performance at work. For the role of Firefighter, Unit FF3, 3.1 to 3.4 and EFSM Modules 056 & 058 – *'Dealing with Fire Incidents'* and *'Hazards and Risks – Buildings & Structures'* will apply.

Consequently, at a building fire, these identified tasks can only be safely and successfully carried out with the required training input and appropriate numbers of personnel at the scene.

Combined with historical evidence and data, a list of priorities that the Incident Commander will have to deal with can be identified;

- Perform rescues
- Prevent spread to further buildings
- Contain the spread within the building
- Extinguish the fire
- Commence ventilation and salvage
- Welfare considerations

These tactical priorities can only be successfully carried out once an appropriate risk assessment has been completed, properly communicated and is under continual review.

Generic Risk Assessments issued by the Fire Service Inspectorate, 3.1, 3.2, 3.6, 3.9 & 5.8 were developed to cover the broad range of risks that Firefighters could routinely expect to encounter at emergency incidents. These have then informed the Service's own risk assessments (G3.1 to G3.5) and operational procedures. These risk assessments have provided evidence for and influenced the project in determining the required response to building fires.

An incident commander of a fire in a building needs to decide whether to adopt an offensive or defensive mode of firefighting. It is necessary to assess the risk to firefighters against the benefits of saving the building. In some cases the risks are likely to outweigh the benefits and a defensive mode may have to be considered.

However, on arrival at a building fire where instant action is required, the Incident Commander will make an immediate judgement about whether it is safe to proceed with normal, offensive operations with the resources at his disposal. Normally, with usual procedures and control measures in place, it will be, so 'offensive' can be utilised.

If the Incident Commander feels it is not safe enough, defensive tactics should be used until a suitably safe approach to deal with the incident can be arranged.

As the key to effective use of the tactical mode procedure is speed of application, it follows that in the initial stages of a building fire the Incident Commander should be given the greatest flexibility possible in order to commence and implement effective intervention, whilst ensuring that the firefighters who deal with the incident are not placed at greater risk than is avoidable.

The Service has developed a Door Entry Procedure to be implemented following a dynamic risk assessment which indicates the possibility of a backdraft or flashover occurring and when entry into a building is essential. However, the procedure should only be followed where appropriate and be instigated upon orders from the Incident Commander. Two breathing apparatus crews are necessary using communications and appropriate and designated firefighting equipment.

A minimum of two appliances must be available to effect a procedurally safe and effective entry.

When only one pump is in attendance and where the dynamic risk assessment indicates the likelihood of a backdraft or flashover, exterior ventilation should be instigated. Under these circumstances, no entry should be made until the risk of backdraft/flashover is reduced by external ventilation methods.

There are occasions during periods of high operational activity whereby multiple calls are made to Fire Service Control these calls are of a minor nature and can be classed as secondary incidents. On occasions during these periods of high operational activity calls have been received for risk critical incidents i.e. fires in buildings where persons are reported. On these occasions priority must be given to these risk critical calls. A review of the mobilising process is carried out after each IRMP project to ensure that 'Critical Incidents' are given priority within the mobilising process and that a method is developed for releasing appliances from 'Secondary Incidents' to allow them to attend the higher priority Critical Incidents.

Recommendation 1,2

Subject to a future comprehensive incident task analysis, the development of 'Lancashire' Emergency Response Standards and the outcomes of a full Fire Services Emergency Cover Toolkit modelling, it is recommended that all identified building fires be categorised as Critical Incidents. Therefore, the PDA for all known building fires should remain at two pumping appliances.

A review of the mobilising process is carried out after each IRMP project to ensure that 'Critical Incidents' are given priority within the mobilising process and that a method is developed for releasing appliances from 'Secondary Incidents' to allow them to attend higher the priority Critical Incidents.

3.2 Hazmats Incidents

The primary areas of the Service's role at Hazmats incidents are;

- Life saving through search and rescue
- Firefighting and safeguarding the public
- Providing and/or obtaining specialist advice and assistance where hazardous materials are involved
- Identification of risks associated with the location
- Damage limitation and environmental protection
- Provision of specialist equipment
- Safety management within the inner cordon (rescue zone)

In dealing with a hazardous material incident, evidence of past incidents and guidelines developed from 'New Dimension' practices have established protocols and procedures to deal with Hazmats type incidents.

Stage One

One pump and one Hazmats officer should attend a Hazmats Incident with no reported casualties or significant environmental impact. If it is essential to carry out emergency intervention, then it will be necessary to increase the attendance, in order to safely and effectively deal with the situation.

Stage Two

If information obtained indicates a significant Hazmat incident is developing or persons are reported, then the following attendance should be mobilised to the scene:

- Two pumps
- Incident Support Unit
- Chemical Incident Unit
- Hazmats Officer
- A second Hazmats Officer will attend Control

There can also be deemed to be two main phases to a Hazmats incident, the Emergency Phase and the Non Emergency Phase.

The emergency phase is the period from when an emergency intervention occurs, to when the Incident Commander determines that both hazards to human life and environmental safety have been normalised.

The non-emergency phase consists of the 'follow on' activities to ensure safety measures and/or actions are taken to mitigate against environmental damage. These activities are though outside our core function.

Generic Risk Assessments for the Fire Service (5.3 & 5.4) identify significant tasks at a Hazmats incident and these have informed LFRS' own Risk Assessments (G7.1B, 7.1C, 7.2 & 7.3) and operational procedures.

In addition, specialist training at the Fire Service College is necessary in order to become a 'Hazmats Officer'. This gives additional credence to the particular and unique nature of Hazmats incidents.

The National Occupational Standards which define the outcomes and measures of competent performance at work and the development modules (EFSM 059 – *Dealing with a HAZMAT Incident*) provide evidence for response to Hazmats incidents.

They identify skill and knowledge objectives required in dealing with Hazmats incidents.

As a result, the weight of intervention for a Stage 2 incident (as per Service Orders Ops 150) is relatively onerous. However, this is due to the number of personnel and equipment necessary to deal with an incident.

Recommendation 3

It is recommended that, subject to any following review, the existing attendance to Hazmat incidents be continued.

3.3 Rescues from Road Traffic Accidents

The main tasks at the scene of a road traffic accident (RTA) are:

- Scene safety for both casualty and Fire crews
- Stabilisation
- Access to vehicle
- Glass management
- Space creation
- Casualty extraction

Lancashire Fire and Rescue Service uses the SAVER procedure for basic and crew refresher training with regards to RTAs.

The SAVER procedure provides a systematic approach to multidisciplinary rescue involving entrapped and/or seriously injured casualties. SAVER is an acronym for Systematic Approach to Victim Entrapment Rescue.

Aim of Rescue

By using correct tactics and procedures remove the patient to hospital in a similar or better condition than when the extrication commenced. To achieve this, systematic extrication procedures are essential. The SAVER system is based on a minimum standard team of six rescuers.

Current Mobilising arrangements are that;

- Calls to all road accidents, two pumps are mobilised, one of which should carry rescue gear.
- Calls to road accidents where persons are reported trapped, as above, plus an Incident Support Unit.

Generic Risk Assessment 4.1, LFRS Risk Assessments (G8.2 & G8.2B), MOST Units A3 & E3, NOS FF3 & FF4 & Development Modules 057, 060 & 061 provided evidence for and influenced the review in determining the required response.

Provision of Rescue Capability of Pumping Appliances

The Service currently provides 63 appliances which form the initial response to emergency incidents and which carry a variety of specialist equipment for use at RTAs. A number of such vehicles have been provided with higher specification rescue equipment and this has proved of considerable benefit.

The Service is now progressing this to provide this enhanced equipment on all pumping appliances. This will facilitate the earlier deployment of the most effective rescue kit in all parts of the County. Further specialist equipment, in the form of telescopic rams, will be provided on all 63 pumps. This will ensure a rescue capability at least equivalent to that currently available on Incident Support Units.

Recommendation 4,5

That the PDA for all Road Traffic Accidents remains at two pumps (where persons are reported trapped) due to the functional requirements of “SAVER” system of working (team approach).

That the Incident support unit is removed from PDA for RTA’s if the recommendations from project 3 ‘Future Provision of Incident Support Units’ are adopted.

3.4 Rescues from Unconventional Incidents

These incidents include:

- Waterside incidents
- Sewer Incidents
- Collapsed Structures
- Technical Rescues from above ground
- Technical rescues from below ground
- Rescues from Transport incidents (other than RTA)

Rescues from unconventional incidents usually mean the mobilisation of special appliances. The following sections provide information regarding the type and use of special appliances in Lancashire. Subsequent sections analyse the use of specials for the 6 unconventional incidents outlined above.

Special Appliances

Attendance of Incident Support Units

Current mobilising arrangements mean that Incident Support Units are mobilised by control on a PDA basis. An Incident Support Unit (ISU - currently under IRMP review) forms part of the PDA to road traffic accidents (RTA) and four pump incidents.

In 2001/4 ISUs attended 66 incidents involving 6 or more pumping appliances, and 251 incidents involving 4 or more pumping appliances.

ISUs attended 3,346 incidents in 2001/4. ISUs are the subject of an IRMP review and it is anticipated that PDA’s will be amended as a result.

Attendance of Aerial Ladder Platforms

Aerial ladder platforms (ALP) are mobilised by control on a PDA basis to known high buildings etc.

Between 1/3/01 and 29/2/04 there were 2,951 aerial appliance mobilisations. The majority of these mobilisations (2,420) were a result of automatic fire alarm actuations and malicious calls, where aerial appliances were routinely sent as part of the pre-determined attendance. Aerial Ladder Platforms are subject to an IRMP review and it is anticipated that the PDA's will be amended as a result of recommendations within the report.

Attendance of Major Incident Support Unit

Current mobilising arrangements are that the Major Incident Support Unit stationed at C50 Preston will be mobilised by Control to fires and incidents in accordance with the following criteria:

- Major accident motorway
- Railway accidents
- Road traffic accidents involving large goods vehicles (persons trapped).
- Major incidents
- Seawall Rescues
- All incidents attended by eight pumps or over
- Waterside incidents

A Support Pump from Station C50 Preston will be mobilised. Future PDA's for the MISU will be considered within the IRMP - Review Special Appliance Project.

Attendance of Environmental Protection Unit

Current mobilising arrangements are that the Environmental Protection Unit stationed at Station P90 Burnley will be offered by Control to fires and incidents in accordance with the following criteria:

- An attendance of four pumps on receipt of an informative message stating two or more firefighting jets in use.
- On request from the incident.
- On request of an officer from the Environment Agency.

A supporting appliance from Station P90 Burnley should be mobilised with the Environmental Protection Unit. Future PDA's for the EPU will be considered within the IRMP - Review Special Appliance Project.

Attendance of Incident Command Unit

Current mobilising arrangements are that the Incident Command Unit stationed at Station C52 Fulwood will be ordered by Control to fires and incidents in accordance with the following criteria:

- All incidents attended by eight pumps or over
- On request from the fireground
- On instruction of a senior officer at Service Headquarters
- On request of a senior officer for ground to air link with Lancashire Constabulary Police Air Support Unit (helicopter).

Future PDA's for the ICU will be considered within the IRMP - Review Special Appliance Project.

Attendance of Land Rovers

Current mobilising arrangements are that Land Rovers from Stations N11 Lancaster, E76 Darwen, and S54 Chorley will be mobilised on request from the fireground, at the discretion of the Mobilising officer, to specified risks or on incidents of ten pumps or more.

Difficulties have been experienced in obtaining information regarding the use of Landrovers at larger incidents (10 pumps or more). Therefore after consultation with Incident Commanders this report recommends the removal of Landrovers from the PDA of 10 pumps or more and turned out only on request.

Attendance of Foam Unit

Current mobilising arrangements are that a Foam Unit will be ordered by Control on request from the fireground and to aircraft accidents, major incident motorway and other major incidents. Future PDA's for the Foam Unit will be considered within the IRMP - Review Special Appliance Project.

Attendance of Chemical Incident Unit

Current mobilising arrangements are that the Chemical Incident Unit will be mobilised by Control to all chemical incidents. If it is to be used for casualty decontamination, a support pump from Station C50 Preston should be mobilised. Future PDA's for the CIU will be considered within the IRMP - Review Special Appliance Project.

Attendance of Mobile Breathing Apparatus Unit

Current mobilising arrangements are that the Mobile Breathing Apparatus Unit will be mobilised to incidents by Control:

On request from the fireground.

- By Control when the scale of operations indicates an increase in the use of Breathing Apparatus to more than ten Breathing Apparatus sets. A support pump from Station P90 Burnley should be mobilised if it is determined that sets require servicing. A support pump should not be sent if the appliance is requested simply to provide cylinders. Future PDA's for the Mobile Breathing Apparatus Unit will be considered within the IRMP - Review Special Appliance Project.

Attendance of Hose Layer/Retrieval Unit

Current mobilising arrangements are that the Hose Laying/Retrieval Unit located at C50 Preston will be mobilised to incidents by Control:

- On request from the fireground
- On instruction of a Senior Officer at Service Headquarters.

A supporting appliance should be mobilised from Station C50 Preston with the Hose Laying Retrieval Unit for assistance in making up.

Unconventional incidents/Waterside Incidents

Where information is obtained from a caller indicating that persons are trapped in mud/silt adjacent to water or are in difficulty in water, Control will mobilise a predetermined attendance of:

- Two Appliances
- Incident Support Unit
- Control will mobilise the Major Incident Support Unit (and Support Appliance). If the Mobilising Officer determines that this is required at the incident it will be mobilised and the Officer in Charge informed.
- Control will offer the services of the Rope Rescue Team to the Incident Commander at this type of incident.
- Flexi-duty office

Seawall Rescues

Pre-determined Attendance as above, plus Aerial Ladder Platform.

National Guidance has been issued in the form of a Technical Bulletin for working on or near water. Waterside Incidents are currently under review within Lancashire. The Review Team will consider PDA's to this type of incident and recommendations from the Review Team which affect PDA's to Waterside Incidents will be adopted.

Recommendation 6

The PDA to Waterside Incidents should be amended in accordance with recommendations from the Waterside Incident Review Team.

Unconventional Incidents Classified as Confined Space

Definition – Any place, including any chamber, tank, vat, silo, pit, trench, pipe, sewer, flue, well or other similar space in which, by virtue of its enclosed nature there arises a reasonably foreseeable specified risk to any person.

Specified confined spaces:

- Sewer Incidents
- Collapsed Structures
- Technical Rescues from above ground
- Technical rescues from below ground
- Silos

Predetermined Attendance to specified confined spaces only:

- Two Pumping Appliances
- One Incident Support Unit
- One Aerial Ladder Platform
- Rope Rescue Team
- One Flexi-duty Officer

The PDA for the above incidents is considered satisfactory, however, it will be subject to review under the Incident Task Analysis Project.

Predetermined Attendance to non-specified confined spaces:

- Two Pumps

The PDA for the above incidents is considered satisfactory, however, it will be subject to review under the Incident Task Analysis Project.

Rescues from Transport Incidents (other than RTA)

Railway Incidents

- Three pumps
- One Incident Support Unit,
- The Major Incident
- Support Unit and Support Pump.

Aircraft Incidents

- Three Pumps
- One Incident Support Unit
- One Foam Unit plus Support Pump

The PDA for the above incidents is considered satisfactory, however, it will be subject to review under the Incident Task Analysis Project.

Recommendation 7,8,9,10,11,12,13,14,15,16,17

That PDA recommendations made within IRMP project 1 'Future provision of Aerial Appliances' are adopted

That PDA recommendations made within IRMP " Future provision of Incident support units" are adopted

That the Major Incident Support Unit maintains its current status on PDA's for unconventional incidents and on all other occasions by request from the incident ground

The Environmental Protection Unit should be mobilised on request from the incident ground, prompted by control

The Incident Command Unit should be mobilised on its existing PDA and on request from the incident ground

The Landrover should be mobilised on request from the incident ground

The Foam Unit should be mobilised on request from the incident ground, but remain as part of the PDA to aircraft and other major incidents

The Chemical Incident Unit should be mobilised to all HAZMAT incidents as identified under 'Stage 2' and on request from the incident ground

Mobile Breathing Apparatus Unit should be mobilised on request from the incident ground

Hose layer/ retrieval unit should be mobilised on request from the fire ground

That the PDA remains as existing for the following unconventional incidents

- **Railway incidents**
- **Aircraft incidents**
- **Major incident**
- **Confined space**
- **Waterside incidents**

3.5 Other Incidents

As stated earlier, this Review has determined which incidents can be classified as Critical Incidents and consequently fall within the category previously described. These are fires or other incidents that involve threat to life or structures. These incidents will be given priority in the mobilising process.

Critical Incidents do not include responses to Automatic Fire Alarm Actuation at premises to which a suspected malicious call has been made.

Secondary Incidents can be described as incidents, which do not involve a potential threat to life or structures. For this category a response of one pump is considered proportional and reasonable. During periods of high operational activity consideration may be given to releasing appliances from this type of incident to attend incidents of a more serious nature. i.e. the higher priority Critical Incidents.

Incidents that do not involve a potential threat to life or structures have been identified to be of less risk than other calls. Incidents involving:

- AFAs
- Chimney
- Grass, trees, hedgerows or fencing
- Tips, skips, rubbish and bonfires
- Street furniture of any description
- Motor vehicles of any description, other than HGVs
- Suspected malicious calls
- Late fire calls
- Persons confined in Lifts

can be successfully dealt with using fewer resources.

The IRMP process has already identified Automatic Fire Alarms to be a significant drain on Service resources and recommendations have been prepared under a separate Review.

AFAs

Fire Calls that turn out to be false alarms have a major impact on the Service and cause concern for the following reasons:

- They divert essential Brigade resources rendering them unavailable, with the possibility of delayed attendance to genuine calls.
- They create unnecessary risk to Fire Crews and members of the public when appliances are responding under emergency conditions.
- They are disruptive to work routines, particularly community fire safety activity and training.

- They have a demoralising effect on personnel attending a high number of false alarms.
- They impose an additional financial burden on the Brigade, particularly in respect of Retained turnout fees and vehicle fleet costs.
- They result in an increase in overtime payments for staff.
- They adversely impact upon the employers who release Retained staff for operational duties.

Unwanted false signals generated by fire alarm systems cause problems for occupiers of premises in terms of lost production or sales and general disruption to business continuity or service delivery.

They also contribute to complacency amongst staff, thereby reducing the effectiveness of the alarm system; i.e. staff fail to respond appropriately to an alarm actuation.

The strategy to reduce the effect of unwanted fire signals has been divided into two main stages;

Stage 1

Reduce the attendance to all calls that are unconfirmed as a fire to one appliance except in the two categories below -

- (a) Sleeping risks where vulnerable groups are accommodated during the hours of 2100-0800hrs when minimal staff may be available and whose priority will be to assist the evacuation of occupants
- (b) Other premises where a specific site risk assessment gives other valid reasons why a delayed response is undesirable and there is a low chance of an unwanted fire signal.

Stage 2

Implement a strategy to reduce unwanted fire signals.

PDA's resulting from recommendations within the IRMP/AFA project have been implemented from the 1st October 2004. Anomalies with respect to PDA's for high risk premises and incidents outside Lancashire's borders are outlined later in the report.

Secondary Incidents

The National Occupational Standards for the Role of Firefighter - Module 058 – '*Dealing with Fire Incidents*', clearly identifies that the module is about developing the relevant skills, knowledge and understanding to enable effective response to incidents involving fire. The skill objectives ensure that Firefighters can identify and manage common hazards and risks involved in fire, predict and estimate the likely behaviour of fire for each of a range of given scenarios.

The Unit FF4 and Elements FF4.1 and FF4.3 require Firefighters to demonstrate abilities to work as a team member, and to use appropriate equipment to contain and extinguish fires.

Generic Fire Service Risk Assessments issued by the Fire Service Inspectorate 3.3 & 3.7, and the resultant LFRS Generic Risk Assessments, G3.6, G4.1, G4.4, G4.7, G4.8, G4.10, identify control measures necessary to ensure the incidents are dealt with in a safe and effective manner.

Such Secondary incidents, will, by their minor nature, generally require less supervision, command and control than fires involving structures.

Following the analysis of risk assessments and role maps, it can be clearly stated that, for these types of incidents, the required number of personnel and equipment for an emergency incident can be transported in one fire appliance.

Recommendation 18

It is therefore recommended that the attendance to all Secondary Incidents be covered by one pump.

4. Additional Considerations

4.1 Mutual Assistance Arrangements with other Fire Authorities

Lancashire Fire and Rescue Service, in the interests of efficiency and to obtain the quickest possible first attendance to certain areas or specific risks, has entered into written agreements under Section 12 of the Fire Services Act 1947.

Arrangements have also been made with other Fire Authorities, under Section 2 of the Fire Services Act 1947 to provide for mutual assistance including the provision of appliances and equipment. In this respect, equipment must be made available to other Fire Authorities.

The 1947 Fire Services Act is now superseded by the Fire and Rescue Services Act 2004, which came into effect on the 1st October 2004. Similar provision for reinforcement schemes and mutual assistance is outlined within Sections 13 & 14 of the new Act. However, a review of the existing arrangements will have to be undertaken in consideration of several IRMP projects.

Proposals that have been adopted for attendance to automatic fire alarms and potential changes resulting from future projects will affect existing arrangements with other adjoining Fire Authorities. A full review must be made of existing reinforcement schemes and mutual assistance in consideration of LF&RS IRMP projects and the Fire and Rescue Services Act.

Recommendation 19

That PDA's resulting from existing Section 2 & 12 arrangements made under the 1947 Fire Services Act remain in place and that a review is undertaken in consideration of the requirements of the Integrated Risk management Process.

4.2 Mobilisation of Flexi-duty Officers

As part of a review of PDA's it is appropriate to examine the mobilisation of Flexible Duty officers to incidents. With the inception of Rank to Role changes, National Occupational Standards (NOS), and Development Modules (DM) there is now a great deal of national guidance documentation which defines the roles of modern Fire & Rescue personnel.

Analysis of this national guidance reveals five reasons whereby a Flexi-duty Officer should attend an incident.

- To be part of the Incident Command structure.
- To engage in Personnel Development activities.
- To engage in Performance Management activities
- To carry out investigations.
- In response to a request for advice or support from the Incident.

Each of these are considered below.

Attendance at an incident as part of the Incident Command structure.

It is clear in the NOS that dealing with incidents is firmly based in the roles of Crew and Watch managers. This is reflected in unit WM7 - *‘Lead and support people to resolve operational incidents’*, which is applicable to both Crew and Watch managers. This unit relates to the competencies of planning actions to meet the needs of the incident, implementing these actions, closing incidents and de-briefing crews. These skills are to be demonstrated with single or multiple teams, and cover initial deployments and re-deployments. The Development Modules forming the underpinning knowledge for these roles include dealing with incidents involving fires, transport, hazardous materials, casualties, and those with environmental impact.

The NOS for Station Managers and above are referred to as the Emergency Fire Service Management (EFSM) standards and the unit dealing with operational incidents is EFSM2 – *‘Lead, Monitor, and Support People to Resolve Operational Incidents.’* This unit deals with the management of larger incidents, i.e. more than 4 pumps, the implication here being that a Flexi-duty officer will take over Incident Command at a larger or developing incident with other Flexi-duty officers undertaking functional roles within the Incident Command System as required, supplemented by Crew and Watch managers.

Current Pre-Determined Attendance procedures are;

Situation		Flexi Officer Action
a	Incident being attended by up to four pumps	Informed and attends at own discretion
b	Incident involving threat to life (persons reported, RTA persons trapped etc).	Mobilised automatically
c	Incident being attended by over four pumps	Mobilised automatically

In view of the roles and levels of competence detailed in the NOS and DM it is recommended that the following procedure be adopted for the operational resolution of the incident

Situation		Flexi Officer Action
a	Incident being attended by up to four pumps	None
b	Incident involving threat to life (persons reported, RTA persons trapped etc).	None
c	Incident being attended by over four pumps	Flexi Officer mobilised automatically for Incident Command function

This should be considered as the baseline that will be amended on a case to case basis dependent on the other functions carried out by Flexi-duty officers on incident grounds.

Attendance at an incident to take part in Personnel Development Activities.

EFSM15 *'Develop Teams and Individuals to Enhance Work Based Performance'* gives the responsibility for the training and assessment of personnel to Station Managers and above. For the development of Firefighters this can in part be delegated to Crew and Watch Managers by virtue of WM5 *'Support the Development of Teams and Individuals'* and in the case of Crew Manager development can be delegated in part to the Watch Manager, but Station Managers do have a verification role which does entail observing developing Firefighters and Crew Managers and their assessors in the workplace.

Watch officers attending incidents will have had initial training and will be either be in the development or maintenance phase in the role. Moreover, the development of watch officers is the direct responsibility of the Station Manager and therefore there is a need for them to attend incidents for the purposes of assessor, trainer and mentor until such time as the watch officer is assessed as competent. This will entail a great deal of activity on the part of the Station Manager since assessment should be conducted on several occasions, over time, to ensure demonstration of consistence of competence against the specific standards and covering a broad range of incident types. This function will be entered in the Training Department's recording system 'Role Model' against the Watch Officers Phase 2 development programme.

Attendance at an incident to take part in Performance Management Activities.

EFSM14 *'Manage the Performance of Teams and Individuals to Achieve Objectives'* gives the responsibility for the performance management of personnel to Station Managers and above and therefore there is a need for them to attend incidents for audit purposes. This will entail less activity than the Personnel Development function but is a constant requirement. Part of this function will be the debrief of watch officers to the MOST standards and the maintenance of records within Role-Model.

Attendance at an incident to carry out investigations.

The day to day investigation into the cause of fire for the purposes of FDR1 completion can be carried out by competent Watch officers by virtue of WM6 *'Investigate and Report on Events to Inform Future Practice'*.

Service Orders: Fire Safety 20 Section 4 details the situations in which a Flexi-duty officer should be called upon to carry out Fire Investigations.

This approach is supported in the NOS by EFSM21 *'Provide Information to Support Decision Making'* and the supporting development modules.

Attendance at an incident in response to a request for advice or support from the Incident.

Watch Officers should be encouraged to request attendance of a Flexi-duty officer if they think that the incident warrants such an attendance or indeed if the Watch officer requires support with an incident that by its nature he/she feels does not have the necessary competencies to deal with alone.

In light of the above it is envisaged that the turnout of Flexi-duty officers to smaller incidents will be greatly reduced whilst turning out to take an active and useful part in Incident management will remain the same as under the current arrangements. Conversely there will be largely new number of visits a Flexi-duty officer makes to an incident ground as a manager of the individuals or teams involved rather than to take active part in the command of the incident. This would have the effect of reducing the 'blue light' turnouts of Flexi-duty officers since these would only be made for Incident Command responses.

Recommendation 20,21,

That a revised Flexi-duty officer turnout system based on the rank / role requirements is introduced within LF&RS.

That a system is developed to specify the flexi-duty Officer activities with respect to:

- **Time required to be part of the Incident Command structure.**
- **Time engage in Personnel Development activities.**
- **Time engage in Performance Management activities**
- **Time required to carry out investigations.**
- **Estimated responses to a request for advice or support from the Incident.**

That the rank / role turnout system is introduced simultaneously with the new flexible duty rota system.

4.3 Other PDA's

Major Incident Procedure

If the information received on the initial call indicates that the incident is in the nature of a major incident for example, passenger carrying aircraft – large number of persons involved, or petroleum carrying vehicles crashing into property etc, the Mobilising Officer is authorised to mobilise up to the following attendance:

Mobilise:

- Ten Pumps
- One Incident Support Unit
- One Major Incident Support Unit and Support Pump
- One Foam Unit
- One Incident Command Unit
- One Land Rover
- Environmental Protection Unit and Support Pump

The existing major incident procedure should remain the same and considered again when national guidance from Civil Resilience Directorate is published.

Attendance of Fire Investigation Officers at Fires

Control will be responsible for ordering Fire Investigation Officers as follows:

- On request from fireground
- On instructions of a senior officer
- Whenever a request has been received for the attendance of an officer of the Forensic Laboratories

This attendance is considered satisfactory based on feedback from operational debriefs and fire investigations, however, future attendance will have to be considered with the implementation of Rank / Role.

Fire Investigation Dog

Requests for the attendance of the Fire Investigation dog should be made through Control, this is considered satisfactory.

Transport Staff

Arrangements will not normally be made for a Transport or Workshop Officer to attend incidents unless requested. Control, however, will be responsible for notifying the Deputy Engineering and Transport Officer of the following incident:

- Breakdown or failure of appliances at/or proceeding to fires or other incidents.
- Incidents from which a breakdown lorry has been requested.
- Incidents from which an assistance message has been received requesting eight or more pumps.

Any incident involving Fire and rescue Service vehicles where the vehicle/appliance is unable to proceed or where injuries are sustained.

NOTE: Requests for heavy lifting gear for use at special services and road accidents are normally made by the senior Police Officer present. In the event of it being necessary for an Officer of the Fire and Rescue Service to request this type of equipment Control will order a suitable vehicle via the County Police Control room.

The Engineering and Transport Officer should be notified in addition to arrange for technical assistance as required at incidents. If any difficulty is experienced in contacting an Engineering and Transport Officer notify Assistant Chief officer (Service Support) or in his/her absence Deputy Chief Officer.

Under Crewed Pumps

A pump will be considered under-crewed and will not be mobilised as part of a first attendance if sufficient personnel are not available to provide four riders. However, it is permissible for an under-crewed pump to attend an incident providing there are not fewer than three riders and the risk assessment for the incident type permits an under-crewed response (LFRS Risk Assessments G3.2B, 3.4B, 3.6B, 4.1B, 4.2B, 4.4B, 4.5B, 4.7B to 4.10B & 7.5B all apply). The permitted incident types are car and other known small (or Secondary) fires.

In all circumstances when under-crewed pumps are mobilised as part of an initial PDA, additional back up will also be mobilised.

This is considered satisfactory at the time of this review; however the incident task analysis project will re-evaluate this issue.

Car Fires

This is limited to cars in the open, on roadways etc., but not in buildings. Larger vehicles such as wagons or articulated lorries are not included as they may present an increased risk due to cargo.

Small Fires

Such fires include:

- Single tree
- Grassland, heath land etc.
- Derelict vehicle (not in a building)
- Refuse (not in a building)
- Skip (not in a building)
- Road furniture
- Chimney fires

Car fire and small fire are categorised as secondary fires and as such will have a PDA of one pump.

4.4 High Risk Premises

Certain premises within Lancashire require tactical information; these premises are categorised utilising the 1947 Fire Services Act 11D system. When deciding on the need for tactical information to be recorded, the criteria on which this judgement should be based is whether basic firefighting skills are sufficient to cope with an incident on the premises in question, or is further information about potential operational problems necessary to enable Firefighters to deal efficiently and safely with an incident.

The vast majority of premises on a station ground will not require tactical information to be recorded, however, where the above statement concluded that information is to be recorded, then it has to be in a form which clearly and concisely provides the Incident Commander with the detail required to operate efficiently and safely.

The degree of information that needs to be recorded will depend on a number of different but related aspects of the risk in question.

Individual Stations through experience and local knowledge possess a large degree of information that in many cases is undocumented eg specific fire plans.

The ORA 2 form, which is used in recording 1(1)(d) information, is designed to give the Incident Commander tactical information and guidance to deal with incidents at the premises.

There are three categories of risk available:

Category 1

This is the lowest risk category and is defined as a risk where crews can deal with the potential incident using standard procedures without the requirement for further operational information.

Category 2

Defined as a risk where crews can deal with the incident using standard procedures together with a specific Hazard Statement included with the Turnout Message. Incident Plans are not required for this level of risk.

Category 3

This is the highest risk category. A number of contributory factors may be present within the risk, which if not identified at an incident, could potentially endanger Firefighters or lead to operational difficulties. Risks in this category require an Incident Plan (ORA2).

This project has only considered Category Three risks in terms of PDA requirements. There are currently 231 Category Three Risks in Lancashire, a

number of these attract a different PDA to the normal 2 Appliances which is associated with the term Critical Risk.

The table below outlines the different PDA's that are associated with the Category three risks;

2 PUMPS	197
> 2 PUMPS	23
SPECIALS	69
FoT	3
ISU	26
EPU	4
Foam Unit	1
CIU	5
MISU	2
ALP	28
TTL	4
Landrover	1
HLV	1
No PDA INFORMATION	11

All Category Three risks must undergo a full annual inspection, and all watches/groups should carry out an annual familiarisation either by visiting the premises or reviewing the ORA2 Incident Plan. Each Category Three should be inspected by watches/groups in rotation. During this annual inspection amendments are made to the incident plan if there are significant changes within the risk area which might affect tactical planning for incidents.

Several on-going IRMP projects have the potential to affect the PDA to Category Three risks, all these risks will have to be re-assessed in consideration of any changes. The most appropriate time to re-assess the risk will be during the annual inspection period, therefore this report proposes that the annual inspection considers IRMP project implications when reviewing the risk.

Recommendation 22,23,24

The IRMP Incident Task Analysis Review undertakes a full review of LFRS response to Major Incidents.

That IRMP project outcomes are considered when undertaking the annual review of Category Three premises.

That all 231 Category 3 11D premises are reviewed after implementation of year 1 & 2 IRMP projects, in particularly the PDA for Special Appliances to Category 3 premises.

4.5 New Dimension Arrangement

Lancashire Fire and Rescue Services involvement in the New Dimension Programme has in the first instance, resulted in the delivery of two mass decontamination units. These have been termed Incident Response Units (IRU's). Additional plans also involve the provision of an urban Search and Rescue Unit, this vehicle contains specialist rescue equipment. Mobilising arrangements for New Dimension Units are outlined within Service Orders Operational 150 Section 25.

New Dimension project work is an ongoing process. It is anticipated that additional national guidance will have the potential to affect mobilising arrangements and PDA's for such incidents.

Lancashire Fire and Rescue Service already has Service Order Operational 280 which outlines guidance for attendance and procedures as terrorist incidents. This existing arrangement is considered satisfactory, however, it is anticipated that PDA's for such incidents and New Dimension type incidents will have considerable overlap in terms of PDA's and procedures.

In addition Service Order Operational 300 outlines the procedure for collapsed structures, similarly to the paragraph above there appears to be potential for similar PDA's to collapsed structure incidents and New Dimension Urban Search and Rescue type incidents.

Recommendations 25,26

That the PDA for structural collapse remains at two pumping appliances. Additional requirements e.g. USAR should be requested after an initial scene assessment.

The PDA for Terrorist Incidents is reviewed in line with New Dimension implementation arrangements.

5. Implementation Strategy

Implementation of PDA amendments will be an ongoing process. There are several projects within IRMP year 1 & 2 that have the potential to impact on pre-determined attendances. This review proposes that a phased approach be utilised to implement all amendments to Pre-determined Attendance's resulting from project work.

All IRMP projects should consider the potential impact on PDA's and the method of implementation.

Phase 1

Phase one will implement PDA amendments as a result of research work from year one IRMP projects. Year one projects affecting PDA's include New Dimension Vehicles, Automatic Fire Alarm Policy, Aerial Ladder Platform Review, Incident Support Units, and Road Traffic Accident Equipment in line with enhanced rescue capability.

Phase one will also implement amendments to PDA's which have been accepted by the Combined Fire Authority resulting from recommendations made within this document

Phase 2

Phase 2 will implement PDA amendments resulting from the year two project work.

Phase 3

Phase 3 is the ongoing phase. Phase 3 will determine the potential for PDA amendments for projects, which originate IRMP year 3 onwards. It is anticipated that the PDA review team remains in place to advise project leaders thus ensuring consistency in application.

6. Conclusions

The review of PDA's is an ongoing process. Several IRMP projects have the potential to affect appliances, the amount of equipment, and number of personnel required to deal with an incident.

This project defines two distinct categories of incidents, Critical Incidents and Secondary Incidents.

Critical Incidents are fires or other incidents that involve threat to life, structures or the environment. For this category an initial response of two pumps is considered proportionate and reasonable. These incidents will be given priority in the mobilising process. Critical Incidents do not include responses to Automatic Fire Alarm Actuations or to premises which a suspected malicious call has been made.

Secondary Incidents can be described as incidents, which do not involve a potential threat to life or structures. For this category a response of one pump is considered proportional and reasonable. During periods of high operational activity consideration may be given to releasing appliances from this type of incident to attend incidents of a more serious nature i.e. the higher priority critical incidents.

This report recommends that two pumping appliances should be mobilised to all incidents that are defined within the Critical Category, such incidents are:

- All known fires in Buildings
- Rescues from Road Traffic Accidents
- Rescues from Unconventional Incidents

These defined incidents will be subject to a future comprehensive incident task analysis and further investigation utilising the Fire Services Emergency Cover Toolkit (FSEC).

Secondary Incidents attract a PDA of one pump due to their relatively 'low risk' nature.

This report also recommends a review of the mobilising process is carried out to ensure that 'Critical Incidents' are given priority within the mobilising process and that a method is developed for releasing appliances from 'Secondary Incidents' to allow them to attend higher the priority Critical Incidents. This mobilising review will ensure that a priority response is provided for critical incidents at all times of high operational activity e.g. Spate Conditions.

Rank to Role implications will have a significant impact to the way LF&RS currently utilises Flexible-duty Officers. On implementation of Rank / Role and the criteria associated with the Role Maps, Personnel Development & Performance Management activities will dictate response to incidents as opposed to the existing arrangements. Watch Managers will be responsible for incidents up to four pumps and be capable of managing 'persons reported' incidents which historically have been major criteria for Flexi-Officer response. It is anticipated that the suggested rank / role PDA system is introduced simultaneously with the new flexible duty rota system.

The recently revoked 1947 Fire Services Act outlined a process for assessing hazards from what can be termed High Risk Premises. There are 231 premises within Lancashire which have been assessed and Categorised as 'high risk'. These high risk premises attract an additional attendance of pumps and special appliances which is over and above that associated with the critical risk definition of two pumping appliances. In addition, several IRMP projects already have the potential to impact the PDA requirements to a number of high risk premises. The Automatic Fire Alarm Policy, the Arial Ladder Platform and Incident Support Unit reviews affect the PDA to several high risk premises. This report recommends that the annual review of all 231 high risk premises considers these ongoing (and subsequent) IRMP projects and subsequently reviews the risk status based on IRMP report recommendations.

Mutual Assistance Arrangements with other Fire Authorities have PDA's resulting from existing Section 2 & 12 arrangements made under the 1947 Fire Services Act. All other Fire Authorities which border Lancashire are currently undertaking reviews associated with the Integrated Risk Management process. When considering 'cross border' arrangements with other Fire Authorities it became apparent that implementation of LF&RS projects might impact existing mutual assistance arrangements. This report recommends that existing arrangements remain in place and that a review is undertaken in consideration of the requirements of the new Fire and Rescue Service Act 2004 and on-going IRMP projects.

This report should be considered as an initial outline review of Pre-determined Attendances for equipment, appliances and personnel within Lancashire Fire and Rescue Service. The review of PDA's should be an ongoing process in consideration of all other on-going and future IRMP projects.

7. Recommendations

- 1. That all identified building fires be categorised as Critical Incidents and the PDA for all known building fires is two pumping appliances.**
- 2. A review of the mobilising process is carried out after each IRMP project to ensure that 'Critical Incidents' are given priority within the mobilising process and that a method is developed for releasing appliances from 'Secondary Incidents' to allow them to attend higher the priority Critical Incidents.**
- 3. That Subject to further review, the attendance to Hazmat incidents continues with the existing two stage procedure.**
- 4. That the PDA for all Road Traffic Accidents remains at two pumps (where persons are reported trapped) due to the functional requirements of "SAVER" system of working (team approach).**
- 5. That the Incident Support Unit is removed from PDA for RTA's if the recommendations from project 3 'Future Provision of Incident Support Units' are adopted.**
- 6. The PDA to Waterside Incidents should be amended in accordance with recommendations from the Waterside Incident Review Team.**
- 7. That recommendations made within IRMP project 1 'Future provision of Aerial Appliances' are adopted.**
- 8. That recommendations made within IRMP project 'Future provision of Incident support units' are adopted.**
- 9. That the Major Incident Support Unit maintains its current status on PDA's for unconventional incidents and on all other occasions by request from the incident ground.**
- 10. The Environmental Protection Unit should be mobilised on request from the incident ground, prompted by control**
- 11. The Incident Command Unit should be mobilised on its existing PDA and on request from the incident ground**
- 12. That the Landrover should only be mobilised on request from the incident ground**
- 13. That the Foam Unit should be mobilised on request from the incident ground, but remain as part of the PDA to aircraft and other major incidents**

14. That the Chemical Incident Unit should be mobilised to all HAZMAT incidents as identified under 'Stage 2' and on request from the incident ground
15. That the Mobile Breathing Apparatus Unit should be mobilised on request from the incident ground
16. That the Hose layer/ retrieval unit should be mobilised on request from the fire ground
17. That the PDA remains as existing for the following unconventional incidents
 - Railway incidents
 - Aircraft incidents
 - Major incident
 - Confined space
 - Waterside incidents
 - Civil Disturbances
18. That the attendance to all Secondary Incidents be covered by one pump.
19. That PDA's resulting from existing Section 2 & 12 arrangements made under the 1947 Fire Services Act remain in place and that a review is undertaken in consideration of the requirements of the Integrated Risk Management Process
20. That a revised Flexi-duty officer turnout system based on the rank / role requirements is introduced within LFRS, and that a system is developed to specify the Flexi-duty Officer activities with respect to:
 - Time required to be part of the Incident Command structure.
 - Time engage in Personnel Development activities.
 - Time engage in Performance Management activities
 - Time required to carry out investigations.
 - Estimated responses to a request for advice or support from the Incident.
21. That the rank / role PDA system is introduced simultaneously with the new flexible duty rota system.
22. That the IRMP Incident Task Analysis Project undertakes a full review of Lancashire Fire & Rescue Service's response to Major Incidents.
23. That IRMP project outcomes are considered when undertaking the annual review of Category Three premises.

- 24. That all 231 Category 3 11D premises are reviewed after implementation of year 1 & 2 IRMP projects, in particularly the PDA for Special Appliances to Category 3 premises.**
- 25. That the PDA for structural collapse remains at two pumping appliances. Additional requirements e.g. USAR should be requested after an initial scene assessment.**
- 26. The PDA for Terrorist Incidents is reviewed in line with New Dimension implementation arrangements.**