



10. **Urgent Business**

An item of business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency. Wherever possible, the Clerk should be given advance warning of any member's intention to raise a matter under this heading.

**Lancashire Combined Fire Authority  
Performance Committee**

**Wednesday, 3 December 2025, at 10.00 am in the Main Conference Room, Service Headquarters, Fulwood.**

**Minutes**

<b>Present:</b>	
<b>Councillors</b>	
S Asghar	
M Clifford	
G Mirfin	
A Riggott	
S Sidat MBE	
J Tetlow (Vice-Chair)	
E Worthington (Chair)	

<b>Officers</b>
S Healey, Deputy Chief Fire Officer (LFRS) S Pink, Assistant Chief Fire Officer (LFRS) E Sandiford, Director of People and Development (LFRS) S Collinson, Head of Media and Communications (LFRS) M Hamer, Area Manager, Prevention and Protection (LFRS) P Jones, Area Manager - Head of Service Delivery (LFRS) K Matthews, North West Fire Control D Howell, Deputy Monitoring Officer (LFRS) P Slee, Prevention Support Officer (LFRS) S Hunter, Democratic Services Manager (LFRS) L Barr, Member Services Officer (LFRS)

<b>In attendance</b>
K Wilkie, Fire Brigades Union

14-25/26	<b>Apologies For Absence</b>
	Apologies were received from County Councillors A Blake and M Ritson, and Councillor J Hugo.
15-25/26	<b>Disclosure of Pecuniary and Non-Pecuniary Interests</b>
	County Councillor M Clifford declared a non-pecuniary interest in Cuerden Valley Park as Director due to it being mentioned and discussed in the Flooding Data Report and Water Safety Presentation.

16-25/26	<b>Minutes of Previous Meeting</b>
	<b>Resolved:</b> - That the Minutes of the last meeting held on the 03 September 2025 be confirmed as a correct record and signed by the Chair subject to County Councillor A Blake's apologies being noted.
17-25/26	<b>Q2 Performance Management Information</b>
	<p>The Chair reminded Members of the importance of political neutrality within the Performance Committee meetings to ensure a cohesive approach for the benefit of the Service and the residents of Lancashire.</p> <p>The Assistant Chief Fire Officer (ACFO) presented a comprehensive report to the Performance Committee. This was the 2<sup>nd</sup> quarterly report for 2025/26 as detailed in the Community Risk Management Plan 2022-2027.</p> <p>In quarter 2, three Key Performance Indicators (KPIs), 1.2.3 Staff Absence Greenbook, 2.3.1 ADF – Harm to People: Casualties, and 2.9 Business Fire Safety Checks were shown in positive exception and two KPIs were shown in negative exception. These were 1.2.1 Staff Wholetime Absence Wholetime (WT), and 2.5 ABF (Non-Commercial Premises).</p> <p>Members examined each indicator in turn focusing on those KPIs in exception as follows:</p> <p><b>KPI 1 – Valuing our people so that they can focus on making Lancashire safer</b></p> <p><b>1.1 Overall Staff Engagement</b></p> <p>Members received an update on how staff were engaged during the period.</p> <p>Between July and September 2025, 33 station visits were carried out by Principal Officers and Area Managers as part of the service-wide engagement programme.</p> <p>Forty-two wellbeing interactions were undertaken ranging from workshops with crews to wellbeing support dog interactions.</p> <p>Staff consultation began in September with wholetime firefighters on efficiency plans to optimise crewing through changes to crewing levels and improved rota management. All wholetime units provided feedback to shape the plans.</p> <p>The Service engaged with staff over several topics relating to fleet and equipment including trials to test several breathing apparatus sets, looking at functionality, communications, and telemetry as part of a regional procurement exercise. Engagement workshops also took place with operational stakeholders relating to the Service's Masterplan for the Leadership and Development Centre, and a survey was conducted on videos used in internal communications.</p>

The latest staff survey was launched on 2 July 2025 and ran for eight and a half weeks until 29 August 2025. An independent research service coordinated the survey. It was delivered online and via paper copies which were sent to all stations.

The survey was supported by 51 visits to on-call and wholetime crews on station by the Communications Team. Three focus groups with on-call staff, wholetime supervisory managers, and support staff were also held to gain qualitative feedback to complement the survey data. In total, 511 responses to the survey were received (equating to 44% of staff).

The responses reflected good representation across different roles, ranks, and geographical areas of the Service.

The engagement index was calculated based on five questions that measured pride, advocacy, attachment, inspiration, and motivation; factors that were understood to be important features shared by staff who were engaged with the organisation.

For each respondent, an engagement score was calculated as the average score across the five questions, where strongly disagree was equivalent to 0, disagree was equivalent to 25, neither agree nor disagree was equivalent to 50, agree was equivalent to 75 and strongly agree was equivalent to 100. The engagement index was then calculated as the average engagement score in the organisation. This approach meant that a score of 100 was equivalent to all respondents saying strongly agree to all five engagement questions, while a score of 0 was equivalent to all respondents saying strongly disagree to all five engagement questions.

The 2025 index score was 69%, down from 74% in 2023. The score varied significantly by staff group; for wholetime firefighters the score was 53%, and for both on-call firefighters and service support staff, it was 81%.

Year	Engagement Index	Response Rate
2025	69%	44%
2023	74%	49%
2020	79%	44%
2018	70%	43%
2016	64%	31%

The survey results highlighted areas of success as well as areas for development and the feedback would be considered by the Service and used to inform current and future planning. Feedback would also be provided to staff to demonstrate that views had been listened to in terms of action taken as a result.

### 1.2.1 Staff Absence Wholetime

This indicator measured the cumulative number of shifts (days) lost due to sickness for all wholetime staff divided by the total average headcount strength. This followed the National Fire Chiefs Council (NFCC) reporting methodology.

Annual Standard: Not more than 8 shifts lost.

Annual Shifts Lost ÷ 4 quarters = 2

Quarter shifts lost: 2.414  
Cumulative total number of shifts lost: 4.396

The negative exception report was due to the number of shifts lost through absence per employee being below the Service target for quarter 2.

The element of that section of the report referred to sickness absence rates for the period 01 April 2025 to 30 September 2025.

The agreed target performance level was 4 shifts lost per employee per year for wholetime staff, which equated to a target of 4.00 shifts lost per employee per year for quarters 1 and 2. The actual shifts lost for the period for that group of staff was 4.396, which was 0.396 shifts above target. During the same period of the previous year, 4.093 shifts were lost which was an increase of 0.303 shifts lost per wholetime employee compared to the same period of the previous year.

A total of 3,960 wholetime absence shifts lost = 4.396 against a target of 4.00.

The number of cases of long-term absence which spanned over the total of the 3 months remained at 4 cases in Q2. The absence reasons were:

- Mental Health 3 cases
- Other absence types 1 case

One Hundred and ninety-two shifts were lost during quarter 2 as a result of the above four cases of long-term absence. This was in comparison to 204 shifts which were lost during the same quarter of 2024-25. Those cases accounted for 0.26 shifts lost per person over the quarter.

There were 34 cases of long-term absence which were recorded within the 3 months:

- Musculo Skeletal 12 cases
- Mental Health 9 cases
- Hospital/Post Operative Procedure 7 cases
- Gastro-Intestinal (abdominal pain, vomiting, diarrhoea) 2 cases
- Other absence types 1 case

There were 125 shifts lost which related to Respiratory related absences including Coronavirus absence. This was compared to 6 shifts lost in the same quarter of 2024-25.

The Service had an Absence Management Policy which detailed its approach to how it would manage absence to ensure that staff time was managed effectively, but also members of staff were supported back to work or exited from the Service in a compassionate way.

The Human Resources (HR) system ITrent automatically generated monthly reports to line managers and HR Business Partners in relation to employees and

the periods and reasons for absence, which were closely monitored. Where employees were absent due to a mental health or stress related condition, they were referred to the Occupational Health Unit (OHU) as early as possible. Employees returning to work had a return-to-work interview and stress risk assessment, or individual health risk assessments were completed where required.

The Service had several support mechanisms available to support individuals to return to work or be exited as appropriate which included guidance from Occupational Health, access to Trauma Risk Management (TRiM), access to the Employee Assistance Programme (EAP), and the Firefighters Charity.

Where an employee did not return to work in a timely manner, an absence review meeting would take place with the employee, the line manager, and a representative from Human Resources. The meetings were aimed at identifying support to return an individual back to work which could include modified duties for a period, redeployment, but ultimately could result in dismissal, or permanent ill health retirement from the Service.

The Absence Management Policy detailed when a formal review of an employee's performance levels would normally take place. In terms of short-term absence, a formal review would take place where an employee had 3 or more periods of absence in 6 months, or an employee had 14 days absent. In terms of long-term absence, a formal review would normally take place at 3, 6, 9 and 11 months.

A key challenge for supporting operational staff return to work was that the threshold for fitness and return to work for operational firefighters was higher than in other occupations due to their hazardous working conditions.

In response to a question from the Chair regarding any correlation between mental health absences and trauma from attending operational incidents, the ACFO explained that mental health illnesses could be for work-related or external reasons, however, all employees could receive psychological support from Occupational Health. A proactive approach was used to support operational employees back to work such as modified duties or redeployment. The DCFO advised that there was a programme to support those with PTSD with their mental health, such as Urban Search and Rescue (USAR) and International Search and Rescue (ISAR), who dealt with devastating and traumatic incidents at home and overseas.

County Councillor A Riggott stated that a breakdown of the mental health illnesses into external and work-related would be useful to enable Members to scrutinise them from a different viewpoint. The DoPD advised that she could look into how the cases were recorded to provide some further information. The DCFO added that the Service differentiated between work-related and external pressures in mental health cases as discussed in the Health and Safety Committee.

### **1.2.2 Staff Absence On-Call (OC)**

This indicator measured the percentage of contracted hours lost due to sickness for all on-call contracted staff.

Annual Standard: No more than 2.5% lost as a % of available hours of cover.

Cumulative on-call absence (as a % of available hours cover) at the end of the quarter, 1.41%.

### 1.2.3 Staff Absence Greenbook

The ACFO explained that Grey book referred to operational staff and Green book referred to support staff who were generally non-operational. There were some dual contract green book staff who provided on-call cover whilst fulfilling their green book role.

This indicator measured the cumulative number of shifts (days) lost due to sickness for all green book support staff divided by the average strength.

Annual Standard: Not more than 8 shifts lost.

Annual Shifts Lost ÷ 4 quarters: 2

Quarter shifts lost: 1.276

Cumulative shifts lost: 3.124

The positive exception report was due to the number of shifts lost through absence per employee being below the Service target for quarter 2.

The agreed target performance level was 8 shifts lost per employee per year for Green Book staff, which equated to a target of 4.00 shifts lost per employee per year for quarters 1 and 2. The actual shifts lost for the period for this group was 3.12, which was 0.88 below target. During the same period of the previous year, 2.93 shifts were lost which was an increase of 0.19 shifts lost per green book employee compared to the same period last year.

During the period, April – September 2025, absence statistics showed non-uniformed personnel absence above target for the quarter with 1.28 shifts lost in the quarter against a target of 2.00 shifts lost.

806 non-uniformed absence shifts lost = 3.12 against a target of 4.00 during quarters 1 and 2. There were no cases of long-term absence which spanned over the total of the 3 months.

The number of long-term absence cases recorded in the quarter increased from 8 in Q1 to 10 in Q2:

- |  |         |
|--|---------|
| • Mental Health (Stress – 1 case,<br>Other – 1 case) | 4 cases |
| • Hospital/Post Operative Procedure                  | 3 cases |
| • Other absence types                                | 3 cases |

During the quarter, 230 shifts were lost as a result of the 10 cases of long-term absences, this was in comparison to 185 shifts lost during the same quarter of 2024-25. These cases accounted for 0.60 shifts lost per person over the quarter.

Respiratory related absences accounted for 21 lost shifts, which included Coronavirus absence. This was compared to 27 shifts lost in the same quarter of 2024-25.

The Service had an Absence Management Policy which detailed its approach to how it would manage absence to ensure that staff time was managed effectively, but also members of staff were supported back to work or exited from the Service in a compassionate way.

The Human Resources (HR) system ITrent automatically generated monthly reports to line managers and HR Business Partners in relation to employees and the periods and reasons for absence which were closely monitored. Where employees were absent due to a mental health or stress related condition, they were referred to the Occupational Health Unit (OHU) as early as possible. Employees that returned to work had a return-to-work interview and stress risk assessment, or individual health risk assessments were completed where required.

The Service had several support mechanisms available to support individuals to return to work or be exited as appropriate which included guidance from Occupational Health, access to Trauma Risk Management (TRiM), access to an Employee Assistance Programme and the Firefighters Charity.

Where an employee did not return to work in a timely manner, an absence review meeting would take place with the employee, the line manager, and a representative from Human Resources. The meetings were aimed at identifying support to return an individual back to work which could include modified duties for a period, redeployment, but ultimately could result in dismissal or permanent ill health retirement from the Service.

The Absence Management Policy details when a formal review of an employee's performance levels would normally take place. In terms of short-term absence, a formal review would take place where an employee had 3 or more periods of absence in 6 months, or an employee had 14 days absent. In terms of long-term absence, a formal review would normally take place at 3, 6, 9, and 11 months.

### 1.3.1 Workforce Diversity

This indicator measured diversity as a percentage.

Combined diversity percentage of grey book (operational) and green book (support) staff. The percentages outside of the brackets represented the current quarter, with the percentage within the brackets illustrating the same quarter of the previous year:

Gender:	Female 22%(23%)	Male 78%(77%)	
Ethnicity:	BME 4%(4%)	White 91%(91%)	Not stated
	5%(5%)		
Sexual Orientation:	LGBT 5%(5%)	Heterosexual 61%(61%)	Not stated
	34%(34%)		
Disability:	Disability 3%(3%)	No disability 94%(94%)	Not stated
	3%(3%)		

Diversity percentage by Grey Book Staff and Green Book Staff. Counts included double counts if the member of staff was dual contracted between Grey and Green Book.

Separate diversity percentage of grey book (operational) and green book (support) staff:

Gender:	Female	Grey book 11%	Green book 61%
	Male	Grey book 89%	Green book 39%
Ethnicity:	BME	Grey book 3%	Green book 6%
	White	Grey book 92%	Green book 85%
	Not stated	Grey book 5%	Green book 9%
Sexual Orientation:	LGBT	Grey book 5%	Green book 3%
	Heterosexual	Grey book 60%	Green book 67%
	Not stated	Grey book 35%	Green book 30%
Disability:	Disability	Grey book 3%	Green book 5%
	No disability	Grey book 94%	Green book 89%
	Not stated	Grey book 3%	Green book 6%

### 1.3.2 Workforce Diversity Recruited

This new indicator measured workforce diversity recruited as a percentage.

Combined diversity percentage of grey book (operational) and green book (support) staff. The percentages outside of the brackets represented the current quarter, with the percentage within the brackets illustrating the same quarter of the previous year:

Gender:	Female 31%(59%)	Male 69%(41%)	
Ethnicity:	BME 0%(6%)	White 83%(68%)	Not Stated 17%(26%)
Sexual Orientation:	LGBT 3%(6%)	Heterosexual 80%(79%)	Not stated 17%(15%)
Disability:	Disability 0%(6%)	No disability 89%(91%)	Not stated 11%(3%)

During quarter 2, there were a total of 7 new entrants.

It was noted that a further breakdown of the data would not be provided as it may enable the identification of individuals, due to the small numbers of persons recruited during certain periods.

### 1.4 Staff Accidents

This indicator measured the number of accidents which occurred to staff members at work within the quarter: Wholetime, On-Call and Greenbook.

Total number of staff accidents, 14 for quarter 2; year to date 23; previous year to date 29. Quarterly activity increased 75.00% (6 incidents) over the same quarter of the previous year. Year to date activity decreased 20.69% (6 incidents over the same period of the previous year.

## **KPI 2 - Preventing, fires and other emergencies from happening and Protecting people and property when fires happen**

### **2.1 Risk Map Score**

This indicator measured the fire risk in each Super Output Area (SOA), of which there were 941. Risk was determined using fire activity over the previous 3 fiscal years along with a range of demographic data, such as population and deprivation. The County risk map score was updated annually and presented to the Performance Committee in the quarter 1 reporting period.

Annual Standard: To reduce the risk in Lancashire – an annual reduction in the County risk map score.

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

The current score was 30,532 and the previous year's score was 30,750 which meant that the fire risk continued to reduce.

### **2.2 Overall Activity**

This indicator measured the number of incidents that LFRS attended with one or more pumping appliances. Incidents attended included fires, special service calls, false alarms and collaborative work undertaken with other emergency services i.e.: missing person searches on behalf of the Lancashire Constabulary (LanCon) and gaining entry incidents at the request of the North West Ambulance Service (NWAS).

Incidents attended, year to date 9,696; previous year to date 8,669. Quarterly activity increased 5.12% over the same quarter of the previous year.

In quarter 2, the Service attended 4,621 incidents. The report presented a chart which represented the count and percentage that each activity had contributed to the overall quarter's activity:

- Total False Alarm Calls (due to apparatus, good intent and malicious) – 1275, 28%
- Total Primary Fire Calls (accidental dwelling / building and deliberate dwelling / commercial fires and other primary fires) – 484, 11%
- Total Secondary Fire Calls (deliberate and accidental fires) – 937, 20%
- Total Special Service Calls (critical incidents, gaining entry, RTCs, Flooding and other critical incidents) – 1170, 25%

### **2.3 Accidental Dwelling Fires (ADF)**

This indicator reported the number of primary fires where a dwelling had been affected, and the cause of the fire had been recorded as 'Accidental' or 'Not known'.

Members noted that a primary fire was one involving property (excluding derelict property) or any fires involving casualties, rescues or any fire attended by 5 or more pumping appliances.

Accidental Dwelling Fires, 169 in quarter 2; year to date 364; previous year to date 329. Quarterly activity increased 3.68% over the same quarter of the previous year.

#### **2.3.1 ADF – Harm to people: Casualties**

This indicator reported the number of fire related fatalities, slight and serious injuries at primary fires where a dwelling had been affected and the cause of fire had been recorded as 'Accidental or Not known.'

A slight injury was defined as; a person attending hospital as an outpatient (not precautionary check). A serious injury was defined as; at least an overnight stay in hospital as an in-patient.

Fatal	0 in quarter 2; year to date 1; previous year to date 5
Injuries appear Serious	2 in quarter 2; year to date 3; previous year to date 15
Injuries appear Slight	3 in quarter 2; year to date 11; previous year to date 2

The positive exception report was due to the number of Accidental Dwelling Fire casualties meeting the lower control limit during the month of August.

During the month of August 2025, there were no recorded ADF casualties, and the overall quarter recorded just five casualties. Whilst the Accidental Dwelling Fire KPI 1.3 showed similar activity levels to quarter 2 of the previous year, the resultant casualties were half of those recorded during the same quarter.

The actions taken to reduce Accidental Dwelling Fires naturally affected the likelihood of a casualty arising, as such, the activities undertaken to reduce KPI 2.3 were applicable to this KPI also.

#### **2.3.2 ADF – Harm to property: Extent of damage (fire severity)**

This indicator reported the number of primary fires where a dwelling had been affected, and the cause of fire had been recorded as 'Accidental' or 'Not known'.

Extent of fire, heat and smoke damage was recorded at the time the 'stop' message was sent and included all damage types.

The table in the report showed a breakdown of fire severity with a directional indicator that compared:

Current quarter, combined percentage of 85% against same quarter of the previous

year, combined percentage of 85%.

Combined quarterly percentage remained static compared to the same quarter of the previous year.

## **2.4 Accidental Building Fires (ABF) (Commercial Premises)**

This indicator reported the number of primary fires where a building had been affected (which was other than a dwelling or a private building associated with a dwelling), and the cause of fire had been recorded as 'Accidental' or 'Not known'.

ABF (Commercial Premises), 58 in quarter 2; year to date 115; previous year to date 131. Quarterly activity decreased 1.69% over the same quarter of the previous year.

### **2.4.1 ABF (Commercial Premises) – Harm to property: Extent of damage (fire severity)**

This indicator reported the number of primary fires where a building had been affected (which was other than a dwelling or a private building associated with a dwelling), and the cause of fire had been recorded as 'Accidental' or 'Not known'.

Extent of fire, heat and smoke damage was recorded at the time the 'stop' message was sent and included all damage types.

The table in the report showed a breakdown of fire severity with a directional indicator that compared:

- current quarter, combined percentage of 76% against
- same quarter of the previous year, combined percentage of 81%.

Combined quarterly percentage had therefore decreased 5.49% over the same quarter of the previous year.

## **2.5 Accidental Building Fires (Non-Commercial Premises)**

This indicator reported the number of primary fires where a private garage, private shed, private greenhouse, private summerhouse, or other private non-residential building had been affected, and the cause of fire had been recorded as 'Accidental' or 'Not known.'

ABF (Non-Commercial Premises), 39 in quarter 2; year to date 78; previous year to date 42. Quarterly activity increased 85.71% over the same quarter of the previous year.

The negative exception report was due to the number of accidental non-commercial building fires being above the upper control limit during August of quarter 2.

A high number of accidental fires involving private garden sheds were responsible for breaching the upper control limits in August. Of the 20 incidents, there were 11

garden shed fires, 4 private garages, and 5 other private non-residential buildings.

Fires involving garden sheds had since reduced, with only 2 fires recorded in the following month of September. Due to the nature of the construction, the majority of the sheds resulted in the extent of damage affecting the whole building. The most common causes of ignition were spread from a secondary fire due to the burning of garden or household waste, and discarded cigarettes.

Activity levels in September had now returned to below the previous three-year average.

Above average temperatures in August coincided with the school holidays and there had been a large increase in domestic accidental building fires, primarily garden sheds.

The main reason for this was the lifestyle changes during periods of hot weather, school holidays, and spending more time outdoors, with activities using hot processes, such as barbeques, along with burning away of weeds and having fires to discard of garden waste and other waste.

The Key actions taken across all districts that saw an increase were:

- Utilising the virtual library to provide leaflets for Home Fire Safety Checks (HFSCs), warning of the dangers of garden fires and barbeques.
- Social Media posts by the Service and individual Service accounts.
- Post fire activity and leaflet drops in areas of accidental building fire activity.

#### **2.5.1 ABF (Non-Commercial premises: Private garages and sheds) – Harm to property: Extent of damage (fire severity)**

This indicator reported the number of primary fires where a private garage, private shed, private greenhouse, private summerhouse, or other private non-residential building had been affected, and the cause of fire had been recorded as 'Accidental' or 'Not known.'

Extent of fire, heat and smoke damage was recorded at the time the 'stop' message was sent and included all damage types.

The table in the report showed a breakdown of fire severity with a directional indicator that compared:

- current quarter, combined percentage of 21% against
- same quarter of the previous year, combined percentage of 10%.

Combined quarterly activity had therefore increased 10.99% over the same quarter of the previous year.

#### **2.6 Deliberate Fires Total: Specific performance measure of deliberate fires**

This indicator provided an overall measure of primary and secondary fires where the cause of fire had been recorded as deliberate.

Deliberate Fires – 542 in quarter 2; year to date 1,406; previous year to date 1,033. Quarterly activity remained static against the same quarter of the previous year.

### **2.6.1 Deliberate Fires – Dwellings**

This indicator reported the number of primary fires where a dwelling had been affected, and the cause of fire had been recorded as deliberate.

Deliberate Fires – Dwellings, 16 in quarter 2, year to date 35; previous year to date 42. Quarterly activity decreased 5.88% over the same quarter of the previous year.

### **2.6.2 Deliberate Fires - Commercial Premises**

This indicator reported the number of primary fires where the property type was a building, other than a dwelling or a private building associated with a dwelling, and the cause of fire had been recorded as deliberate.

Deliberate Fires – Commercial Premises, 39 in quarter 2; year to date 79; previous year to date 71.

Quarterly activity increased 77.27% over the same quarter of the previous year.

A second incident activity line was shown on the graph which excluded Crown premises which fell outside of the Service's legislative jurisdiction.

### **2.6.3 Deliberate Fires – Other (rubbish, grassland, vehicles etc).**

This indicator reported the number of primary and secondary fires where the property type was other than a building, except where the building was recorded as derelict, and the cause of fire had been recorded as deliberate.

The majority of deliberate fires were outdoor secondary fires and included grassland and refuse fires. Derelict vehicle fires were also included under secondary fires.

Deliberate Fires – Other, 487 in quarter 2; year to date 1,292; previous year to date 920. Quarterly activity decreased 3.18% over the same quarter of the previous year.

## **2.7 Home Fire Safety Checks**

This indicator reported the percentage of completed Home Fire Safety Checks (HFSC), excluding refusals, carried out where the risk score had been determined to be high.

An improvement was shown if:

- the total number of HFSC's completed was greater than the comparable quarter of the previous year; and
- the percentage of high HFSC outcomes was greater than the comparable

quarter of the previous year.

HFSCs completed, 6,171 in quarter 2; year to date 12,137; previous year to date 12,233. Quarterly activity decreased 2.9% against the same quarter of the previous year.

HFSCs with high-risk outcomes, Quarter 2, 52%; previous year Quarter 2, 52%.

High risk outcomes remained static against the same quarter of the previous year.

Members noted that the slight decrease in the number of HFSCs completed correlated with the busy period for firefighters during July and August which decreased prevention activities.

## **2.8 Numbers of prevention activities such as Childsafe, wasted lives etc**

Members received an update on the number of sessions delivered against the following prevention activities during the quarter:

ChildSafe, 55 sessions delivered to 1,468 students;

RoadSense, 50 sessions delivered to 1,449 students;

SENDSafe, 6 sessions delivered to 144 students;

Wasted Lives, 9 sessions delivered to 2,148 students;

Biker Down, 5 sessions delivered to 96 attendees;

FIRES, 79 referrals opened prior to Q2 and carried over. 42 referrals received in Q2. 75 referrals closed in Q2. 46 referrals carried to 2025-26, Q3;

Partner Training (including care providers), 28 sessions delivered to 243 delegates;

Specific Education packages – delivered Water Safety, BrightSparx, ASB, Deliberate Fire Setting etc (Covers key stages 2, 3 and 4).

Arson Threat Referrals – 218.

## **2.9 Business Fire Safety Checks**

This indicator reported the number of Business Fire Safety Check (BFSC's) completed and whether the result was satisfactory or unsatisfactory. If the result of a BFSC was unsatisfactory, fire safety advice would be provided to help the business comply with The Regulatory Reform (Fire Safety) Order 2005. If critical fire safety issues were identified, then a business safety advisor would conduct a follow-up intervention.

- The pro rata BFSC target was delivered through each quarter.

A +/-10% tolerance was applied to the completed BFSCs and the year to date (YTD) BFSCs, against both the quarterly and YTD targets. When both counts were outside of the 10% tolerance, they would be deemed in exception which enabled local delivery to flex with the needs of their district plan over the quarters.

BFSCs completed, 753 in quarter 2; Cumulative 1,522; YTD target, 1,250; previous YTD 943.

Cumulative YTD BFSCs being satisfactory, 1,368. Top 5 completed satisfactory premise types (Shops 472, Offices 217, Factories/Warehouses 199, Other Workplaces 166, Other Public Premises 97).

Cumulative YTD BFSCs being unsatisfactory, 154. Top 5 completed unsatisfactory premise types (Shops 61, Other Workplaces 25, Factories/Warehouses 18, Flats = <3 10, Licensed Premises 8).

The positive exception report was due to the number of completed Business Fire Safety Checks (BFSCs) being greater than 10% of the quarterly target, and the cumulative year to date target.

Service delivery personnel had carried out BFSCs in their respective districts over the last 2 years, and BFSC work was now embedded into business-as-usual activity. The KPI dashboard and District Intel Profiles were used to identify and target both the business types and business locations for that activity.

The ACFO highlighted that the Service undertook proactive prevention work given that if a business ceased trading due to a fire, resuming business was difficult which affected local economy and employment.

County Councillor G Mirfin queried whether Houses of Multiple Occupation (HMOs) were classed as a business, and the difference between HFSCs and BFSCs in rented accommodation. Area Manager, Matt Hamer explained that HFSCs were conducted in flats and BFSCs were undertaken in communal areas of HMOs. Community Fire Safety Practitioners were trained to conduct HFSCs whilst also identifying any fire safety non-compliance issues in communal areas. Members were advised that Local Authorities also had responsibility in joint legislative spaces and the Service worked closely with housing teams to receive referrals to ensure fire safety. Staff were trained to deal with opportunistic landlords/residents and use enforcement action as needed or transfer the issue to the Local Authority.

In response to a request from County Councillor G Mirfin to include safety checks in HMOs within the report, Area Manager Matt Hamer advised that some properties that would classify as a HMO were not registered as such with the Local Authority who were custodians of that data. However, information for safety checks in known HMOs could be brought to a future meeting for that premises type. The current data would be included in the 'flats' premises types.

County Councillor G Mirfin commented that rigorous regulatory regime was important and that, due to costs, it was dissuading some landlords from continuing with HMOs and they were converting their properties back to residential or Bed & Breakfast accommodation. Area Manager, Matt Hamer stated that the Service worked closely with Local Authorities and Housing Authorities and was aware that some hotels and Air B&Bs could inadvertently become HMOs through the process of long term lets, however, in regulatory terms, it could be difficult to categorise. Some Local Authorities and Housing Authorities were taking the route of selective licensing for HMOs and were supported by Fire Inspectors and Prevention staff from the Service.

County Councillor A Riggott requested that a presentation be given to a future Committee meeting regarding HMOs and the work of the Service in that area as it would be useful for Members.

In response to a question by the Chair, Area Manager, Matt Hamer explained that social housing came under the remit of Local Authority housing. Under the smoke alarm and carbon monoxide alarm regulations, the responsibility to have those fitted was incumbent upon the landlord, and under legislation, it was the Local Authority's responsibility to enforce it. When the Service entered a rented property, staff would ensure alarms were fitted so as not to leave residents at risk and would seek to refer to the Local Authority. In most social housing, alarms were mains powered, however in battery powered alarms, the responsibility for changing batteries rested with the tenant

### **2.9.1 Fire Safety Activity (including Business Fire Safety Checks)**

This indicator reported the number of Fire Safety Enforcement inspections carried out within the period which resulted in supporting businesses to improve and become compliant with fire safety regulations or where formal action of enforcement and prosecution had been taken for those that failed to comply.

An improvement was shown if the percentage of audits that required formal activity was greater than the comparable quarter of the previous year.

Total Fire Safety Enforcement Inspections, Quarter 2, 442;  
Formal Activity in Quarter 2, 7%, same quarter of the previous year 6%.  
Quarterly activity increased 1% against the same quarter of the previous year.

Members noted the cumulative number of Fire Safety inspections undertaken for 2025/26 was 844.

### **2.10 Building Regulation Consultations (BRC) (number and completed on time)**

Where the Regulatory Reform (Fire Safety) Order 2005 applied to premises (or would apply following building work) the building control body must consult with LFRS for comments / advice regarding fire safety. LFRS should make any comments in writing within 15 working days from receiving a BRC.

This indicator provided Members with information on the number of building regulations consultations received during the period together with improvement actions.

In Quarter 2, Building Regulation Consultations received 289, of which 275 were completed within the timeframe (LFRS should make comments in writing within 15 working days of receiving a BRC).

## **KPI 3 - Responding to fire and other emergencies quickly**

### **3.1 Critical Fire Response – 1<sup>st</sup> Fire Engine Attendance**

This indicator reported the 'Time of Call' (TOC) and 'Time in Attendance' (TIA) of the first fire engine arriving at the incident in less than the relevant response standard.

The response standards included call handling and fire engine response time for the first fire engine attending a critical fire, as follows: -

- Very high-risk area = 6 minutes
- High risk area = 8 minutes
- Medium risk area = 10 minutes
- Low risk area = 12 minutes

The response standards were determined by the risk map score and subsequent risk grade for the location of the fire.

Standards were achieved when the time between the 'Time of Call' (TOC) and 'Time in Attendance' (TIA) of the first fire engine arriving at the incident, averaged over the quarter, was less than the relevant response standard. Expressed in minutes & seconds.

Critical Fire Response – 1<sup>st</sup> Fire Engine Attendance, Quarter 2, Very High 05:00 min; High 06:38 min, Medium 07:07 min, Low 09:21 min.

Q2 overall 08:02 min. Year to date overall 07:49 min. Previous year to date overall 07:41 min.

The ACFO asked Members to note that the Service had maintained its critical fire response through a quarterly rise in incidents of 5.12% in the long period of hot weather as this related to the Dynamic Resource Management report in the agenda pack.

County Councillor G Mirfin queried how the winter weather affected response times in respect of snow and ice etc, and asked if the data could be broken down into months. The DCFO advised that the data could be subdivided into months as that data set was available and was provided to the government. Drivers of appliances would always travel to incidents as safely as possible and any difference in times for months was very slight. LFRS was still one of the best Services in the country for overall response times and standards.

In response to a question from County Councillor J Tetlow regarding the Service's ability to grit in icy conditions, Area Manager, Phil Jones stated that bags of grit were carried on some appliances, some had 4x4 capabilities, winter tyres were used and there was grit available on stations, however, the Highways Department were usually called to assist with winter conditions.

### **3.2 Critical Special Service Response – 1<sup>st</sup> Fire Engine Attendance**

This indicator reported the 'Time of Call' (TOC) and 'Time in Attendance' (TIA) of the first fire engine arriving at the incident in less than the relevant response standard.

The response standard included how long it took the first fire engine to respond to critical special service (non-fire) incidents where there was a risk to life such as road traffic collisions, rescues, and hazardous materials incidents. For these critical special service call incidents there was a single response standard of 13 minutes (which measured call handling time and fire engine response time).

Critical Special Service Response – 1<sup>st</sup> Fire Engine Attendance, 08:47 min in quarter 2; year to date 08:42 min; previous year to date 08:29 min.

### **3.3 Total Fire Engine Availability**

This indicator measured the availability of the 1<sup>st</sup> fire engine at each of the 39 fire stations. It was measured as the percentage of time the 1<sup>st</sup> fire engine was available to respond compared to the total time in the period.

Standard: to be in attendance within response standard target on 90% of occasions.

Total Fire Engine Availability, 88.58% in quarter 2; year to date 88.95%; previous year to date 86.52%.

Quarterly availability increased 2.44% over the same quarter of the previous year.

## **KPI 4 - Delivering value for money in how we use our resources**

### **4.1 Progress Against Allocated Budget**

Members received an update on spend against the approved budget for the year.

The annual budget for 2025/26 was set at £77.5 million. The spend of £37.6 million was broadly in line with allocated budget at the end of quarter 2 with a small overspend of £0.2 million; £0.1 million on each pay and non-pay. In the main, the pay overspend reflected the higher than budgeted pay awards of 3.2% for all staff compared to the 3% budgeted and the non-pay overspend was the result of inflationary pressure.

Looking ahead to the latter half of the year, inflationary pressures were likely to continue and the budgeted savings of £0.5 million from the new Dynamic Resource Management Policy were on target to be delivered.

The annual revised capital budget for 2025/26 was £12.7 million and spend at the end of September was £2.3 million. Slippage of £0.1 million had been identified.

Quarter 2 variance 0.26% (Revenue budget variance).

### **4.2 Partnership Collaboration**

Under the Policing and Crime Act 2017, blue light services were under a formal duty to collaborate to improve efficiency, effectiveness and deliver improved

outcomes.

Lancashire Fire and Rescue Service (LFRS), Lancashire Constabulary and North West Ambulance Service had met at both tactical and strategic levels and had agreed and signed a strategic statement of intent which contained the following aims:

- **Improved Outcomes** – The collaboration maintains or improves the service we provide to local people and local communities;
- **Reduce Demand** – The collaboration should contribute towards our longer-term strategic objective of decreasing risk in communities and reducing demand on services;
- **Better Value for Money** – The collaboration produces quantifiable efficiencies either on implementation or in the longer term;
- **Reduced inequalities within our communities** – The collaboration contributes towards reducing inequalities wherever possible.

The chair of both the Strategic and Tactical Blue Light Collaboration Boards had transferred to Lancashire Constabulary until 2026. Several workstreams were ongoing with subgroups for Leadership Development, Health & Wellbeing, Estates and Co-location, and Community First Responder.

### **Leadership Development**

Lancashire Fire and Rescue service (LFRS), Lancashire Police (LanCon), and North West Ambulance Service (NWAS) continued to seek efficiencies and foster professional relationships across Blue Light Services.

Over the last 12 months, each Service had hosted a Leadership Event, which covered 3 shared themes identified using insights from each organisation. The first session, hosted by LFRS, saw 60 attendees from all three Services, including Area Managers, Group Managers, Heads of Service, and aspiring leaders. The session titled “Nourish to Flourish”, focused on self-care for effective leadership. The second session addressed media handling for Blue Light leaders. The final leadership event was held by LanCon and focussed on generational differences.

The group was exploring an ‘Outside-In’ Leadership program and the creation of a cross-coaching network for shared learning, potentially including a coaching exchange initiative.

### **Health and Wellbeing**

A new collaborative group was formed earlier this year, bring together Health and Wellbeing leads from all 3 Services. The group’s goal was to understand and align the health and wellbeing offerings across Blue Light’s organisations, exploring joint opportunities to support staff.

The group’s initial step was to share policies and procedures for best practice and learning. NWAS had delivered menopause awareness sessions, and LFRS had developed a workshop to raise awareness of suicide from a responder’s perspective, elements of which could be shared across all Services.

### **Estates and Co-location**

The estates and co-location initiative between LFRS, NWAS, and LanCon aimed to identify opportunities for shared sites enhancing collaboration and value for money. Successful co-location at Lancaster, St Annes, Darwen, Preston, and other Fire Stations had improved operational efficiency and fostered stronger inter-service relationships, ultimately benefiting Lancashire communities.

An updated Blue Light Collaboration Project Initiation Document had provided direction for the Estates and Co-location sub- group, which was exploring further collaboration. Quarterly meetings between Heads of Estates from LFRS, NWAS, and LanCon had shown that benefits extended beyond site sharing. The project's objectives, principles, and expected benefits had been updated. The group was also considering system knowledge exchange, shared procurement specifications, and joint supplier frameworks.

### **Community First Responder**

A cost-benefit analysis by the New Economy showed that Emergency Medical Response (EMR) yielded a return of £4.41 for every £1 invested. In areas with EMR co-responding, firefighters were dispatched alongside ambulance services for suspected cardiac arrests, with the first to arrive providing life-saving care. This parallel response increased the likelihood of timely intervention and supported ambulance crews in advanced clinical work.

While this model had been successful in parts of the UK. The South Western Ambulance Service Foundation Trust was phasing out fire EMR in favour of strengthening its volunteer CFR scheme, a decision met with disappointment by FRS' involved in EMR.

In Lancashire, the CFR workstream enabled LFRS staff volunteers to respond to life-threatening emergencies from their workplace. Since 2023, over 200 incidents had been attended, with LFRS staff providing life-saving interventions before ambulance arrival.

The operational model had three phases:

- Phase 1: Green book staff respond voluntarily while on duty.
- Phase 2: Flexi Duty Officers (FDOs) respond while on duty.
- Phase 3: On Call staff respond within their communities. This phase was being developed with NWAS, and stations had been identified in the communities where NWAS required most support.

### **4.3 Overall User Satisfaction**

People surveyed included those who had experienced an accidental dwelling fire, a commercial fire, or a special service incident that the Service attended.

The standard was achieved if the percentage of satisfied responses was greater than the standard.

Annual Standard: 97.50%

In quarter 2, 52 people had been surveyed and the number satisfied with the service was 50. The running total number of people surveyed was 3,998 with 3,943 of those people being satisfied with the Service; 98.62% against a standard of

	<p>97.50%; a variance of 1.12%.</p> <p><b>Resolved:</b> - That the Performance Committee noted and endorsed the Quarter 2 Measuring Progress report, including three positive and two negative exceptions.</p>
18-25/26	<p><b>Flooding Data Report</b></p>
	<p>The report was produced in response to a Member request and summarised special service incidents related to flooding incidents recorded by Lancashire Fire and Rescue Service (LFRS), between 1 April 2014 and 31 March 2025. The Analysis covered flooding due to surface water, rising river levels, high tide, or reservoir, and the recorded causes (heavy rainfall, obstruction/blockage, structural failure). Incidents involving burst pipes etc., were excluded. Fiscal years were used to align with seasonal effects and included the most recent 2025 data.</p> <p>Area Manager, Phil Jones explained that there had been 881 flood related incidents over the ten-year period. Activity peaked in 2015/16 due to storm Desmond and Eva, both of which occurred in December 2015, with activity generally trending downward since then. The most recent year recorded 67 incidents, equating to 74.1% fewer incidents than the 259 recorded in 2015/16, and 31.5% fewer incidents than the ten-year average.</p> <p>Over the first half of the analysis period, activity typically followed an alternating peak and through pattern, however, activity over the most recent 2 years had been static.</p> <p>Overall, the winter months accounted for 41.7%, autumn 31.1%, summer 24.1%, with the lowest activity months being the spring season at 3.2%. However, incidents occurred most frequently in the individual months of December (26.1%) and November (18.8%), which combined, accounted for 44.9% of activity.</p> <p>Whilst the source of a flooding incident may be due to surface water for example, the actual cause of the incident may be due to an event such as heavy rainfall, obstruction or blockage, or structural failure. For instance, the large-scale flooding seen in the village of St Michaels on Wyre during Storm Desmond in December 2015 was due to rising river levels and a structural failure i.e. embankment. Structural failure was a relatively rare event and accounted for just 1.1% of the 881 incidents. Overall, heavy rainfall accounted for 90.60% of the causes, with an obstruction or blockage accounting for just 7.5%. An obstruction or blockage could be caused by drainage issues (blocked roadside drains, culvert etc).</p> <p>Over the last 10-year period, Lancaster district accounted for the largest number of flooding incidents, recording 190 (21.6% of the total). This was quite distantly followed by West Lancashire with 90 (10.2%) and 87 occurring in Wyre (9.9%). The top four districts Lancaster, West Lancashire, Wyre, and Rossendale accounted for almost 50% of the incidents. Lancaster districts accounted for the largest amount of surface water, rising river levels, and high tide incidents. The high tide incidents were mainly around the Glasson Docks area. There were five reservoir incidents within Chorley district which were from the area north of Anglezarke reservoir.</p> <p>There were large variations of activity with each district between the years.</p>

Lancaster recorded almost 50% (93 incidents) of its activity in 2015/16, with another peak in 2017/18 accounting for an additional 32%. All districts but three had a decreasing trend, with only Blackburn with Darwen, Chorley, and Fylde recording a small increasing trend. During the most recent year, only West Lancashire had recorded a notably greater number of incidents with 17. These were almost exclusively heavy rainfall related.

Flooding events could quickly affect many properties over a wide area and in certain circumstances, spate conditions were declared. These conditions were when many calls were received simultaneously for incidents not at the same address. This meant that affected property counts could be recorded as estimates, or there was a single record for the original location/property, but the actual number affected was far greater. This could involve a large number of properties in which the counts were only captured within free text narrative. However, overall, there had been 8,708 recorded properties affected by flood water entry. This included three separate incidents in 2017/18 in which a count of 500 properties at each incident were recorded.

Spate conditions would affect the recording of casualties, rescues, and evacuations, as these could sometimes be estimates, especially when large numbers of people were not directly evacuated by the Fire Service. There was an incident type which might be used as an alternate to, but related to flooding, such as a rescue or evacuation from water. These were where people had been rescued/assisted by the Fire Service from a vehicle or a location/property surrounded by water. An example would be when a vehicle had entered floodwater and become stranded. Over the ten-year period, there had been 115 such rescues/evacuations. There was a tragic incident in the previous year in the Pendle District when a car became stuck in a ford and the individual died, sadly. Safety messages were distributed through the Communications department as soon as flood warnings were released.

In response to a question from the Chair in relation to the volume of surface water floods related to blocked gullies, Area Manager, Phil Jones explained that leaves could cause drain blockages which had a negative impact on the amount of surface water in wet conditions, however, Local Authorities were responding quickly to clear culverts.

County Councillor Tetlow asked why Lancaster had experienced significantly more floods than other areas. Area Manager, Phil Jones advised that, over the past 10 years, Storms Desmond and Eva had occurred which had flooded Lancaster City Centre which was close to the River Lune. Area Manager, Matt Hamer added that one of the key issues in the north of the county was that during rainfall, it bore the consequence of the water overflow from Cumbria which then had a negative impact on water levels when it met the River Lune. Links through the Community Safety Partnership helped with preventative methods when heavy rainfall was expected. The DCFO explained the brunt of the responsibility for flood defence was with the Environment Agency which was investing heavily in flood control. Climate change and developments on flood plains could also have increased flood risk.

The ACFO explained that, thanks to North West Fire Control (NWFC) that also covered Cumbria & Cheshire, LFRS was informed when river levels were rising.

Notifications around severe weather enabled the Service to send pre-emptive warning and informing messages for Lancashire residents, and in some cases, evacuations from homes. Area Manager, Phil Jones added that the assistance provided to the Department for Environment, Food and Rural Affairs (DEFRA) by providing boats etc. was at its own cost as there was no statutory requirement.

Area Manager, Matt Hamer explained that the Service worked with Planning Departments on applications for new developments as every house built prevented approx. 100,000 litres of water from being soaked up by soil. As the population of Lancashire grew, it was possible that the amount of surface water would increase.

The Chair queried and Area Manager, Phil Jones replied that, outside of Lancaster, West Lancashire had seen the largest increase in flood related incidents in the past 10 years. The DCFO highlighted the map on Page 87 of the agenda pack which displayed the largest areas of flooding which were Lancaster (River Lune in the red and yellow area), and West Lancashire. Area Manager, Phil Jones advised that through the Local Resilience Forum (LRF) and the Environment Agency (EA), each district had a flood plan and locally, the Service had a Climate Change Operation Response Plan (CCORP) which included a number of rapid catchment areas where flooding was likely. Station Managers, Groups Managers, and the Fire Safety Manager in the Protection department had preventative response plans that they would implement in the event of an Amber Flood Warning.

County Councillor M Clifford stated that he was the Director of Cuerden Valley Park which housed a Victorian reservoir and asked for further information on the structural failing of a reservoir in the chart of Page 83 of the agenda pack. Area Manager Phil Jones advised that there were 5 reservoir incidents in Chorley and 1 in Blackpool, however he was not aware of any significant flooding incidents caused by the structural failing of a reservoir. He added that he would gather and provide the information to the Member outside of the meeting. The DCFO explained that LFRS did not have legislative responsibility for reservoirs as it was placed with the Local Authority and EA. He advised that reservoir failure was high on the LRF risk register within the county.

County Councillor A Riggott referenced a flooding incident in Chorley where the West Coast Mainline was impassable with water and asked who had the responsibility to close the roads in those instances and how that was managed. Area Manager, Phil Jones confirmed that, under the Fire and Rescue Act, LFRS could legally close roads and redirect traffic when they were in attendance at an incident until the Local Authority Highways arrived to block roads.

County Councillor G Mirfin commented that the report was excellent and should be promoted to the public and press as it contained many important messages. In particular the report highlighted the 'Rescue' aspect of the Service. When in London lobbying the Fire Minister, Members also raised the need for DEFRA and the EA to provide Fire and Rescue Services with funding in recognition of the work they conduct on their behalf. In terms of flooding data, he stated that it may be useful to conduct a re-map of data to show how many properties were affected by flood per district. Despite the fact that the Ribble Valley had fewer properties and was not as densely populated as other areas in Lancashire, the last two major flood impacted 175 properties which was significant.

Area Manager, Phil Jones advised that Flood Groups seemed to end during the Covid-19 pandemic, and it was important that they were reinstated where possible as the public could prepare for floods in advance. LFRS were happy to be involved with Flood Groups. The ACFO added that when recruiting for On-Call firefighters, Fire Stations worked with local Flood Groups to recruit flood volunteers who were likely to be deployed in harsh weather conditions to protect vulnerable properties. County Councillor A Riggott suggested that information about Flood Groups and how they work be circulated to new Members.

**Resolved :-** That the Performance Committee noted the analysis of flood-related demand and the continued importance of effective planning, preparedness, and response to severe weather events impacting on communities.

19-25/26 **Water Safety Presentation**

Area Manager, Matt Hamer introduced Prevention Support Officer (PSO), Paul Slee to Members. He explained that Paul worked in the Central Prevention Team, designed education packages and was the driving catalyst behind the Lancashire Water Safety Partnership.

Prevention Support Officer, Paul Slee provided members with a presentation regarding Water Safety in Lancashire.

Members were advised that water incidents attended\* by Lancashire Fire and Rescue Service over the past 5 years (01/01/2020 – 30/09/2025) included: -

- Total number of water incidents attended (non-suicide related) - 283 (2025 – 38 up to 30<sup>th</sup> September).
- Number of casualties rescued from water (inc. fatalities) – 322 (53% were male, 25% female, and 22% were no gender recorded. Where gender was recorded 68% were male and 32% were female).
- Suicide attempts at water locations – 39 incidents (14% of total number of incidents).
- Fatalities – 34 (85% male, 12% female, 3% not known – in line with UK data).
- Suicide fatalities – 5 (100% male) (15% total number of suicide attempts – half of UK percentage).

\*It was noted by Members that this did not include coastal incidents.

The districts of Lancaster (almost 25% of the total), Preston, Blackburn with Darwen and Burnley had seen the highest concentration of LFRS attended water incidents. Just over 50% of the water related incidents for October 2024 – September 2025 were linked to flooding in the winter months, mainly in January 2025 all of which were vehicle related. This could be attributed to people trapped on top of vehicles. The busiest months for water related incidents were June, July, and August, although, many incidents still occurred in winter related to ice and driving in darkness.

Members noted that the permeability of soil types across the county could influence the volume of flooding.

The Eastern Area had experienced the most water related fatalities, followed by Southern, Pennine, and Northern (though the latter only included one District – Lancaster). Most fatalities noted on the map in the agenda pack were around rivers in the county. The current year (2025), as confirmed by the Met Office, had the warmest Spring on record and the driest summer on record, which contributed to a high number of fatalities across the country.

An LFRS Incidents – yearly break down was presented to Members.

LFRS Incidents and Fatalities by known age were shown in the slide pack. The top three in all categories were young males, who tended to be risk takers, and young people on holiday. The UK fatalities were also linked to 50–70-year-olds. Some of those figures could be higher as ages weren't always captured and individuals would be described as middle-aged or elderly. Young males and middle-aged people were the target group for the Service.

Targeting Water Safety Prevention Work (LFRS data 01 January 2020 – 30 September 2025): -

- Highest Incident Districts - Lancaster (24% of total), Burnley (10%), Preston (10%), BwD (8%).
- Highest Fatality Districts - Lancaster, Burnley, BwD, West Lancs.
- Highest Fatality Districts in proportion to number of incidents there - Hyndburn, West Lancs, Rossendale, Fylde.
- UK Fatalities (National Water Incident Database (WAID) 2024) - 84% males.
- Lancashire Fatalities - 85% male, 12% female, 3% not known.
- Lancashire Casualties rescued from water by recorded gender (inc. fatalities) - 68% male, 32% - female.

The new LFRS Incident Dashboard allowed quick view, as well as more detailed analysis to aid prevention work.

The target audience related to both age groups and activities and could be explained through key themes which also took their guidance through national messaging. These were:-

- Activities in water.
- Activities near water.
- (almost 40% of people who lose their lives to accidental drowning did not intend to enter the water in the first place i.e. walking on ice or jogging near water).
- Away from home.
- In an emergency - who to call and what to do.

The Service were supporting national water safety campaigns which linked to the LFRS campaign and local risk reduction objectives in conjunction with the Royal National Lifeboat Institution (RNLI), Royal Life Saving Society (RLSS), National Fire Chiefs Council (NFCC), and the National Water Safety Forum (NWSF).

The Service delivered the KS3/4 Water Safety Package to schools in high-risk

localities as an in-person session, schools in lower risk localities, and offered to all high schools in Lancashire. The figures for 2025 showed that there were approximately 17,000 learners from 43 schools (at least 8,000 in-person, 9,000 virtual). The total engagement, which was education specific and community engagement, as recorded as approximately 26,000). The Service also worked with partners through multi agency collaboration which included: training/demonstration awareness events; engaging with people at known or perceived high-risk sites; and helping install Water Safety Boards (WSB).

The Prevention Support Team at LFRS were responsible for the Water Safety Board initiative and worked closely with landowners, North West Fire Control (NWFC) and other key partners. WSBs had been install at recognised high-risk locations in collaboration with landowners, including United Utilities, Canal and River Trust, Cuerden Valley Park Trust, District Councils, and Local Clubs. WSBs worked by providing clear instructions advising what to do in an emergency. Each WSB had a unique location reference code linked to Fire Control mobilising Action Plan and Risk Information on Fire Appliance Computers. A throwline and whistle were in a locked canister, and the lock combination was provided by Fire Control on dialling 999. The boards were designed with a consistent look but could be tailored according to location and situation. The boards had warnings to raise awareness of the location dangers and included a damage reporting number so any issues could be addressed promptly. Members were informed that Landowners decided if they wanted to install WSBs at areas of risk and it was their responsibility to fund, site, and maintain them with the support of LFRS. In certain circumstances, throwlines might not be the most effective, such as in fast-moving water. However, water safety guidance was provided, with location details displayed on the board, and the provided float could, when used together, help save a life.

Regarding education ambitions, the Service was considering developing online options so that teachers etc. could download resources for different age groups providing lesson plans and activities for class/community groups with a variety of outcomes. The Service also hoped to encourage a team of Water Safety Ambassadors, possibly from Cadets/High Schools to help monitor “where the kids play” – which could highlight potential spots for education as well as raising the profile in the community of education about water safety in the KS3 and KS4 environs. There were links into Water Safety in the National Curriculum for KS2 in schools swimming and KS3 and 4 for Personal Social Health Education (PSHE) and the knowledge of the water safety code (which was a new element included in the current year). Further resources would be produced for particular times in the calendar to highlight specific risk e.g. holidays/beach (spring/summer). Freshers’ Week (autumn), Ice and Flooding (winter/spring) so this could be delivered working with Service partner educators.

Following each education session (inc. Water Safety) the teacher/lead adult was given a QR code and asked to use it to access the Education Webform which compiled the results automatically. After each Year 2 (Fire Safety) and Year 6 session (Road Safety), the children were given a ‘Factsheet’ which was, in effect, a letter home to tell parents/carers what they did in the session. On each form there was also a QR code for the children to complete with their parents/carers to help the Service get an indication of what they learnt/remembered from the session.

The Lancashire Water Safety Partnership (LWSP), with LFRS taking the lead, was established in 2022 to bring together key stakeholders to help shape, develop and promote water safety across the whole of Lancashire. The aims of the Lancs WSP: Reduce the number of drownings in Lancashire; Enhance the safety of residents and visitors around water when they are in Lancashire; and enhance the safety of residents of Lancashire around water wherever they are. These aims were achieved by effective use of data, sharing learning, and working together.

The way forward for the LWSP would be to continue to support landowners who wished to install Water Safety Boards at identified risk locations, either historical or perceived. It would continue to promote joint Comms, messaging, and activity regarding water (and similar, such as ice and flooding) risk at appropriate times of the year. The LWSP would also improve the data collection and analysis of water related incidents by gathering more accurate information where it was available and permissible to do. It would involve close cooperation from those agencies that attended and reported on incidents such as the Police, RNLI, and Coastguard as well as the Coroner's office for fatalities. This should enable improved targeting for prevention.

Members were informed that two initiatives took place over the summer. One of the initiatives was the displaying of water safety and wildfire messages on digital screens at EG garage forecourts across Lancashire. The Service was won runner up at the National Fire Chiefs Council (NFCC) Prevention Awards for the water safety initiative and won the award for Addressing Health Inequalities in the BME community for work on the Regional Council of Mosques and Madrassa Water Safety Initiative. The initiative had since been shared with mosque councils across Greater Manchester, Cumbria, Bolton, and West Yorkshire which was benefited the Service when people from those areas travelled into Lancashire. PSO Paul Slee stressed that innovative ideas for initiatives were in development.

Members congratulated the Service and officers on the awards and for their excellent work.

In response to a question from the Chair regarding the right course of action for people to take if they were trapped on top of their vehicle in water, the ACFO explained that people did not realise that flood water could easily lift vehicles and the roof a vehicle was not the safest place to be with swift moving water. PSO Paul Slee added that those with electric vehicles were sometimes unable to get out of their car due to water causing an electrical fault. The best course of action was not entering the water and find an alternative route. Some areas prone to flooding which posed a danger to motorists were flagged with warning signs.

County Councillor A Riggott stated that his perception was that water safety concerns were primarily seen during the summer months, although he felt it was an issue year-round and there did not seem to be coordinated messages with the Fire Service and Local Authorities being promoted to residents. PSO Paul Slee explained that the media would highlight high profile cases which would then gain momentum on social media and influence what the public saw. The ACFO advise that sadly, there had been losses of life in the last few years due to children playing on the ice. The Service used an underwater drone which was effective in searching in water searches. Campaigns were pushed out to the public although they were

not always promoted through the press. PSO Paul Slee added that data collected from previous incidents helped inform future safety messaging, and that there had been a major push on ice safety in the previous year.

The Chair inquired about the number of WSBs (Water Safety Boards) situated in Lancashire. PSO Paul Slee responded that there were 26 positioned near bodies of water in the area, with an additional 5 or 6 expected to be installed. The Chair then requested, and it was agreed, that the locations of the WSBs would be shared with Members for promotion to residents.

County Councillor A Riggott asked if WSBs were the recommended approach for water emergencies instead of lifebuoy rings that were used by management groups at retention ponds in Buckshaw Village. PSO Paul Slee advised that nationally and from the perspective of the Service, it was suggested to transition away from lifebuoy rings as they were difficult to use effectively and to use WSBs as they were more practical.

County Councillor A Riggott suggested engaging with stakeholders to list a 'What 3 Words' location reference code on water safety aids in local areas. PSO Paul Slee advised that 'What 3 Words' covered 3 metres squared and had to be checked to ensure the words were appropriate and easy to read so the location may possibly need to be adjusted where necessary.

In response to a question from County Councillor J Tetlow as to the contents of the WSB, PSO Paul Slee clarified that the box contained a 20-metre throw line bag that was not attached to anything, a whistle and it was anticipated a blanket may be included. Some WSBs were located a very short distance from the risk area where they could be seen by the public so an attached throwline would not be suitable.

**Resolved:** - That the content of the presentation be noted.

20-25/26 **North West Fire Control Q2 Performance Presentation**

The Chair welcomed Kellie Matthews, Senior Operations Manager, North West Fire Control (NWFC) thanked the Members that visited NWFC in October. The Members were given valuable information, had a demonstration of operations at the centre, and staff appreciated them taking time to visit.

Members were provided with a presentation detailing the performance of NWFC during quarter 2 (July – September 2025). Members noted that the full report to accompany the presentation would be circulated outside of the meeting.

Calls for LFRS equated to 25% of the total calls for all 4 services (LFRS, Greater Manchester Fire and Rescue Service, Cheshire Fire and Rescue Service, and Cumbria Fire and Rescue Service).

**Q2 Performance Report Highlights**

- Average mobilisation time to fire related incidents 85 seconds
- Significant improvement in emergency call answer time (2.2 seconds)
- Absence at lowest level in 3 years
- Increase in Control Room competency levels

- Workforce investment improving retention with zero leavers reported in Q2
- Increase year on year in participating and facilitating exercises

### **Number of Emergency Calls**

NWFC received 34,471 emergency calls in quarter 2 compared to 32,373 for the same quarter of 2024/25 which represented a year-on-year increase. There had been an increase to the average call duration to 132 seconds with an average mobilisation time to fire related incidents of 85 seconds. There had also been a decrease in emergency call volumes from Q1 to Q2 2025.

### **Incoming Admin Calls**

NWFC had received a decrease in the number of incoming admin calls compared to Q1. Continuous monitoring had taken place throughout 2025/2026 to monitor the greater time commitment on dealing with incoming admin calls and the impact on Control Room Operator Availability.

Admin calls included crews and officers contacting NWFC for either guidance, or to offer advice such as notification of missing equipment, defective resources, liaising with NWFC regarding exercises or resources availability.

### **Outgoing Admin Calls**

There had been a decrease in calls from Q1 to Q2 reflective of the decrease in emergency calls but there had been an increase in the volume of calls year on year. There would be a spike in the number of calls as the number of incidents spiked. The call duration remained consistent.

### **Incoming Requests to Speak**

Incoming requests to speak were when crews had been mobilised to an incident and were communicating with Control Room Operators to share information regarding an incident or to request additional resources. NWFC had received 38,281 transmissions with an average duration for each Request to Speak of 69 seconds. This was equivalent to 733 Control Room Officer hours workload in Q2 and 1/3 of the Control Room, Work activity for Q2. Fire and Rescue Services confirmed that there had been an increase in information passed via radio which had been reflective of operational requirements. NWFC would continue to monitor this. These figures did not include outgoing requests to speak.

### **Average Time to Answer Emergency Calls**

The average time to answer emergency calls was 6.7 seconds which was the best performance since Q1 2024/25, despite a year-on-year increase in emergency calls. The current target was 5 seconds which NWFC was aiming to achieve.

Within the last year, a number of new staff members had been recruited and were in training to gain competency levels which would improve call answer times.

### **Call Challenge Non-Mobilisation**

These were any calls where Control Room Operators (CRO) asked additional questions provided by Fire and Rescue Services in order to determine if a response was required.

In quarter 2, 48% of incidents (11799) resulted in no mobilisation following ECM call challenge which avoided unnecessary appliance deployment and helped protect frontline availability for other emergencies. It also allowed increased capacity for operational fire crews to complete additional work. Examples of these incident types were Automatic Fire Alarms (AFA), animal rescues, and the North West Ambulance (NWS) gaining entry. AFA and NWS Gaining Entry related to 98% of the incidents. There was no direct financial saving, however, the operational value was equivalent to £653k+. Where needed, calls could be signposted to other, relevant agencies.

### **Shifts Covered**

No shifts had fallen below critical or essential staffing thresholds during the quarter. This was consistent with previous year on year figures that highlighted trends over summer periods where annual leave blocked overlap and less staff availability for resilience. In terms of competency, 70% of CROs were rated "proficient level". Performance Management with mentoring staff was currently underway as a priority to support development through competency stages.

### **Skill Level of Supervisors**

The competency levels of supervisors remained high and stable. There was a decrease which was apportioned to the appointment of the Head of Operations and secondments of two development opportunities from Control to Operations Managers in the Organisational Improvement Team. Succession planning discussions were in place throughout the appraisal process to support staffing projections to maintain skills sets.

### **Absence**

Staff absences were at the lowest year on year average over the last 3 years at 2.67 shifts lost per person which was an improvement from Q2 of the previous year. Mental health remained at 42% of the overall absence. Business Support identified the increase and were looking into it with continued staff wellbeing support being a high priority. Support in place for staff included Health Assured, Occupational Health, online support, counselling support, TRiM, and the support of the Fire and Rescue Services. A Wellbeing Team had recently been established who supported teams in Great Manchester following the recent Synagogue incident

and another incident where firefighters were injured.

### **Mobilising Enquiries**

There were only 3 NWFC attributed causes on Q1. There were 22 enquiries which was an average of 1 incident per 11,490 calls which was 0.01% and high reliability. Continuous learning was embedded through investigations and debriefs. All training was aligned to national operational guidance.

### **Exercises and Debriefs**

There was an increase in participation and facilitated exercise from previous Q1. There had been an increase in participation and facilitated exercises year on year and there was continued support with debriefs. There had been simulated incidents and high-rise evacuations exercises which would be managed as if they were live incidents utilising crews and resources. Those exercises were really beneficial to support learning and the gaining of experience of operators. It also helped to develop ways of working which were fed back to Governance groups at NWFC and the FRSs.

In response to a question from the Chair regarding the length of time NWFC had worked with LFRS and the annual cost to LFRS of providing the service, K Matthews confirmed that LFRS had worked with NWFC for 12 years and she would find out the cost to LFRS and circulate the response. The cost was apportioned to each FRS based on operational activity. The DCFO advised that LFRS made up approx. 25%, Manchester approx. 50%, Cheshire approx. 15%, and Cumbria approx. 10%.

The Chair asked if the information in the presentation could be broken down from the North West to Lancashire. K Matthews replied that there would be difficulties with the call volumes as the majority were from mobile phones or agencies outside of the region and the data was based on incoming calls, however, incident data could be provided. She was happy to take forward any suggestions and provide an appendix to the report. Additionally, for future meetings, information could be provided which linked into items on the agenda. NWFC also informed LFRS of any valuable information from the other FRSs that could have an impact or affect resources.

The DCFO clarified that the background to NWFC came from the termination of an expensive government-led regional control project. An incentive was offered to Fire and Rescue Services (FRSs) in the region to collaborate. The government was subsidising the NWFC building in Warrington until 2032. Each of the four FRSs had achieved efficiencies through collaboration, which was acknowledged by HMICFRS as a model of good practice.

K Matthews highlighted that NWFC recently hosted HMICFRS as part of Cheshire's inspection and were scheduled for Manchester in September. The Inspectors had commended how the operators worked and how efficiently they adapted to the demands of incidents which was unique to the North West. NWFC was pleased

	<p>with the positive feedback.</p> <p>The Chair thanked K Matthews for her informative presentation.</p> <p><b>Resolved:-</b> That the content of the presentation be noted.</p>
21-25/26	<p><b>Dynamic Resource Management</b></p>
	<p>The report provided an overview of Dynamic Resource Management (DRM) that had recently been implemented within Lancashire Fire and Rescue Service (LFRS).</p> <p>LFRS had robust systems in place to monitor, manage, and dynamically deploy fire engines and firefighters to respond to emergencies across Lancashire. There were 58 fire engines and a number of specialist appliances in the county, however some were often unavailable due to many reasons: ongoing incidents; training; maintenance, leave or sickness absence; unavailability of on-call staff; and other operational reasons.</p> <p>When there was a crewing shortage, steps were taken to keep a fire engine or specialist appliance available, by bringing in firefighters from other stations (this was called detaching) or on overtime. With improved technology and access to more comprehensive data, the Service now had a greater understanding of fire risk across Lancashire. As a result, that approach had been changed to ensure sufficient resources were available in the areas that needed them and reduce unnecessary overtime.</p> <p>Firefighters who crewed a second fire engine could be detached to maintain the availability of a first fire engine somewhere else, making that fire engine temporarily unavailable. This only occurred when the first fire engine was available as well as other fire engines in the area and this ensured that the Service maintained a balanced level of fire cover across the county.</p> <p>Dynamic resource management had introduced smarter and more efficient deployment of firefighters based on county-wide risk and was used for advance planning. There were 39 fire stations across Lancashire: 22 of these had at least one wholetime crewed fire engine and 17 had at least one on-call fire engine. Additional wholetime, day-crewed or on-call fire engines were also available at some of those stations which meant they had two fire engines.</p> <p>There were four fire stations with two wholetime crewed fire engines in the county: Blackburn, Blackpool, Burnley, and Preston. All four also had other fire stations close by, with additional fire engines ready to respond. Previous policy was that when one of the two fire engines at the four stations with two wholetime engines was unavailable due to training or maintenance, it was not replaced or backfilled. However, if one was unavailable due to a crewing shortage (for example, due to leave or sickness) it was kept available by bringing in firefighters from other stations (this was called detached duties), or on overtime once detached duty options had been exhausted.</p> <p>On 1 July 2025, the Service changed this approach to ensure sufficient resources</p>

were available to cover all risk areas across the county, using the latest technology and data. This provides the most effective and efficient use of resources for all communities across Lancashire. On some occasions, this also reduces costs through overtime requirements. For example, firefighters at the four stations which had two wholetime fire engines could be detached, making the second engine temporarily unavailable, to maintain availability of a first fire engine somewhere else in the county. This was a methodical and strategic decision that ensure that the Service maintained a balanced, risk-based level of fire cover across the whole of Lancashire.

Before detaching firefighters from a station with two fire engines and making one temporarily unavailable, the first fire engine must be available as well as other fire engines in the area. The Service ensured a fire engine was available at every wholetime station in the county as a minimum. Detachments were always used where possible before overtime, although overtime was still required on some occasions.

Dynamic resource management was underpinned by a Dynamic Cover Tool (DCT) which continuously assessed community risk and fire engine availability in real-time. This software provided officers and control room operators at North West Fire Control (NWFC) with visual data in real-time to make decisions on how best to deploy resources. The Service could see at any given time where live incidents were located, which fire engines were attending, which fire engines were available, and which were temporarily offline for training, maintenance, or crewing.

The position changed all the time as incidents occurred and crews attended, so the DCT enabled us to respond quickly to a changing picture of risk and demand, positioning firefighters and fire engines in precisely the locations they were needed. This model of 'dynamic cover' had replaced a static model of pre-arranged fire engine moves which did not take live incidents and availability of other resources into account. It allowed us to respond flexibly to changing circumstances while continuing to meet response standards.

LFRS' response standards were among the fastest in the country for building fires and critical special service calls. The Service had robust, data intelligent systems in place to monitor, manage, and dynamically deploy fire engines and firefighters to respond to emergencies across Lancashire.

The Service's mobilising systems know the exact location of every fire engine, based on automatic vehicle locations systems, so that the nearest and quickest fire engine was sent to all critical incidents. LFRS were committed to ensuring that every community in Lancashire received a fast and effective emergency response.

LFRS had undertaken a three-month initial evaluation of DRM, with the full evaluation in Appendix 1. Since 1 July 2025, DRM had been used a total of 124 times in quarter 2 (Q2). This represented that DRM had been enacted 17% of available shifts across the four stations. Critical fire response times at DRM stations had increased by 6 seconds in Q2 2025 compared with Q2 in 2024, whereas response times across all stations over the same period had increased by 20 seconds, highlighting that DRM had not had detrimental impacts on response times.

Critical special service call response times at DRM stations had increased by 52 seconds in Q2 2025 compared with Q2 2024, whereas response times across all stations over the same period had increased by 11 seconds. Whilst this was a higher increase than overall, response times remained substantially under the 13-minute average response time target, and Key Performance Indicator demonstrated that performance levels continued to be met since the introduction of DRM.

The average number of Wholetime fire engines available had reduced by one from 1 July 2025, which has been offset by an increase in On-Call fire engine availability over the same period. Combined availability had resulted in LFRS maintaining an average of 48 fire engines available at any one time since DRM had been instigated, which was higher than the average availability over the same period last year.

The total cost of overtime shifts across Q2 2025 was £24,166. For the same period in 2024, the overtime bill was £289,342, this equated to a saving of £265,175. This figure includes on-costs (such as national insurance) and was for overtime shifts directly related to maintaining fire engine availability. To enable direct comparison, one pay figure had been used (2025), therefore the 2024 cost would be slightly over reported. The numbers of detachments in Q2 2025 rose by 19% from 1197 in 2024, to 1420 in 2025. In Q2 2025 the cost of detachments was £11,200, in 2024 the cost of detachments in Q2 was £10,000 (equivalent including pay rise), representing a 12% increase in 2025.

Enacting DRM and temporarily removing a resource from a two-pump station for a shift was anticipated to reduce the available time to complete prevention and protection activity. Overall, LFRS operational crews carried out 20% less Business Fire Safety Checks (BFSC) in Q2 2025 compared with Q2 2024, and 14% less Home Fire Safety Checks (HFSC) over the same period. Stations where DRM occurred had experienced a similar drop in Business Fire Safety Check (BFSC) numbers but a higher drop in Home Fire Safety Check (HFSC) numbers (-28%).

It was also anticipated that enacting DRM would impact the activity at neighbouring stations due to an increase in mobilisations. Whilst mobilisation numbers had increased for some surrounding fire engines, activity levels remained within tolerable levels, and most were within standard deviation. We had also seen a similar drop in BFSC and HFSC at those neighbouring stations aligned to increased operational activity.

DRM had provided efficiency savings whilst maintaining excellent operational response performance within the standards set by Key Performance Indicators (KPIs).

The Chair asked a question regarding the impact on the Service provided by reducing overtime. The ACFO explained that the Service had not observed a significant impact on response times as it was approx. 20 seconds across the whole of the county. Resources were placed in areas of risk.

In response to a question from County Councillor J Tetlow, it was noted that whilst

Trade Unions had raised some concerns over some aspects of the DRM, they also acknowledged the need for the Service to make efficiencies. The Service assured that the efficiencies could be managed through the DRM, ensuring that standards were maintained in a way that was proportionate to risk.

County Councillor J Tetlow recognised the savings made thus far.

**Resolved:-** That the Performance Committee noted the report and evaluation.

22-25/26 **England and Lancashire Fire & Rescue Service Incident Statistics 2015-2025**

The report provided a comparative analysis of Fire and Rescue incident statistics for Lancashire and England, covering the period from July 2015 to June 2025.

Lancashire Fire and Rescue Service (LFRS) attended a total of 18,114 incidents in the year ending June 2025, a 7.1% increase from the previous year (16,910 incidents) and a 33.8% increase over ten years. England saw a 5.7% increase over one year and a 25.0% increase over ten years.

Incident Types (2025):-

- Fires: 30.4% of Lancashire's incidents (higher than England's 26.4%).
- False Alarms: 40.3% in Lancashire (slightly above England's 39.8%).
- Non-Fire Incidents: 29.2% in Lancashire (below England's 33.8%).

Over the decade, Lancashire's fires as a proportion of incidents fell from 37.1% to 30.4%, while false alarms dropped from 44.7% to 40. Non-fire incidents rose sharply, from 18.2% to 29.2%.

The dry summer of 2025 led to an increase in secondary fires in both Lancashire and England.

Lancashire attended 5,515 fires in 2025, up 33.6% from the previous year. Primary fires increased slightly year-on-year but decreased over ten years. Secondary fires saw a significant rise (58.9% over one year, 30.3% over ten years).

The numbers of false alarms had decreased in Lancashire over the past two years, from 8,774 in 2023 to 7,308 in 2025. Despite fluctuations, false alarms remained a substantial part of activity.

Non-fire incidents had grown steadily, with an 18.8% increase over five years and a 114.2% increase over ten years.

Lancashire's incident profile broadly mirrored national trends, with some local differences, particularly a lower proportion of non-fire incidents compared to England. The increase in secondary fires during dry periods highlighted the impact of weather on operational demand. The shift in incident types over time suggested evolving challenges for resource allocation and community risk management.

County Councillor G Mirfin inquired about the role of weather forecasting in relation to operational demand and expressed scepticism over the accuracy of some weather warnings. The ACFO explained that when extreme weather was expected,

	<p>early warnings were shared through various partners, including the Lancashire Resilience Forum (LRF), local wildfire Tactical Advisers, and national resilience networks. A score was generated based on the information received, which then helped determine the Service's operational status. Additionally, the DCFO advised that the Service received timely updates from the Met Office which enabled preparation for response. It was highlighted that many incidents were influenced by weather and climate conditions.</p> <p><b>Resolved:-</b> That the Performance Committee noted the comparative report as a benchmark of incident response activity for the ten-year period July 2015 to June 2025.</p>
23-25/26	<p><b>Date of Next Meeting</b></p>
	<p>The next meeting of the Committee would be held on <b>11 March 2026</b> at 1000 hours in the Main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood.</p> <p>Further meeting dates were noted for 08 July 2026 and agreed for 09 September 2026.</p>

**M Nolan**  
**Clerk to CFA**

**LFRS HQ**  
**Fulwood**

## Lancashire Combined Fire Authority

### Performance Committee

Meeting to be held on 11 March 2026

### Performance Management Information for quarter 3, 2025/26 (Appendix 1 refers).

Contact for further information – Sam Pink, Assistant Chief Fire Officer (ACFO)  
Tel: 01772 866801

#### Executive Summary

This paper provides a clear measure of our progress against the Key Performance Indicators (KPI) detailed in the Community Risk Management Plan 2022-2027.

#### Recommendation

The Performance Committee is asked to note and endorse the Quarter 3 Measuring Progress report, including two positive, and one negative exceptions.

#### Information

As set out in the report.

#### Business Risk

High

#### Environmental Impact

High – the report appraises the Committee of the Authority's progress.

#### Equality & Diversity Implications

High – the report appraises the Committee of the Authority's progress.

#### HR Implications

Medium

#### Financial Implications

Medium

#### Legal Implications

None

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

List of background papers

Paper:

Date:

Contact:

Reason for inclusion in Part 2 if appropriate: N/A



Lancashire Fire  
and Rescue Service

## Measuring Progress Performance Report

Quarter 3: October 2025 – December 2025

2025/26

## Introduction

The following pages set out Lancashire Fire and Rescue Service's (LFRS) Performance Framework, an explanation of how our Key Performance Indicator's (KPI) are measured and how we are performing.

The document illustrates our performance across all our KPI's and where appropriate, by an analysis of the KPI's which are classified as being in exception, along with an analysis of the cause and actions being taken to improve performance.

Contents	Page (s)
Introduction	2
Table of Contents	3
Explanation of Performance Measures	4
Performance Framework and Indicator Trends	5 – 7
Key Performance Indicators	8 – 46

## Table of contents

Explanation of Performance Measures .....	4
Performance Framework and indicator trends .....	5
1.1 Overall Staff Engagement .....	8
1.2.1 Staff Absence Wholetime (WT) .....	10
1.2.2 Staff Absence On-Call (OC) .....	13
1.2.3 Staff Absence Green Book .....	14
1.3.1 Workforce Diversity .....	17
1.3.2 Workforce Diversity Recruited .....	18
1.4 Staff Accidents .....	19
2.1 Risk Map .....	20
2.2 Overall Activity .....	21
2.3 Accidental Dwelling Fires (ADF) .....	23
2.3.1 ADF – Harm to people: Casualties .....	24
2.3.2 ADF – Harm to property: Extent of damage (fire severity) .....	25
2.4 Accidental Building Fires (ABF) - Commercial Premises.....	26
2.4.1 ABF (Commercial Premises) – Harm to property: Extent of damage (fire severity) ..	27
2.5 Accidental Building Fires (Non-Commercial Premises) .....	28
2.5.1 ABF (Non-Commercial Premises: Private Garages and Sheds) – Harm to property: Extent of damage (fire severity) .....	29
2.6 Deliberate Fires Total: Specific performance measure of deliberate fires .....	30
2.6.1 Deliberate Fires – Dwellings.....	31
2.6.2 Deliberate Fires – Commercial Premises.....	32
2.6.3 Deliberate Fires – Other (Rubbish, grassland, vehicles etc.) .....	33
2.7 Home Fire Safety Checks (HFSC) .....	34
2.8 Prevention activities delivered .....	35
2.9 Business Fire Safety Checks.....	36
2.9.1 Fire Safety Activity .....	38
2.10 Building Regulation Consultations (BRC) .....	39
3.1 Critical Fire Response – 1 <sup>st</sup> Fire Engine Attendance .....	40
3.2 Critical Special Service Response – 1 <sup>st</sup> Fire Engine Attendance .....	41
3.3 Fire Engine Availability .....	42
4.1 Progress Against Allocated Budget .....	43
4.2 Partnership Collaboration.....	44
4.3 Overall User Satisfaction.....	46

## Explanation of Performance Measures

KPI's are monitored either by using an XmR<sup>[1]</sup> chart, comparing current performance against that achieved in the previous year's activity, or against a pre-determined standard - for example: the response standard KPI's are measured against a range of set times.

The set times are dependent upon the risk rating given to each Super Output Area (SOA), which is presented as a percentage of occasions where the standard is met.

<sup>[1]</sup>**XmR chart explanation** (Value [X] over a moving [m] range [R]).

An XmR chart is a control chart used to highlight any significant changes in activity so that interventions can be made before an issue arises. It can also highlight where activity has decreased, potentially as a result of preventative action which could be replicated elsewhere.

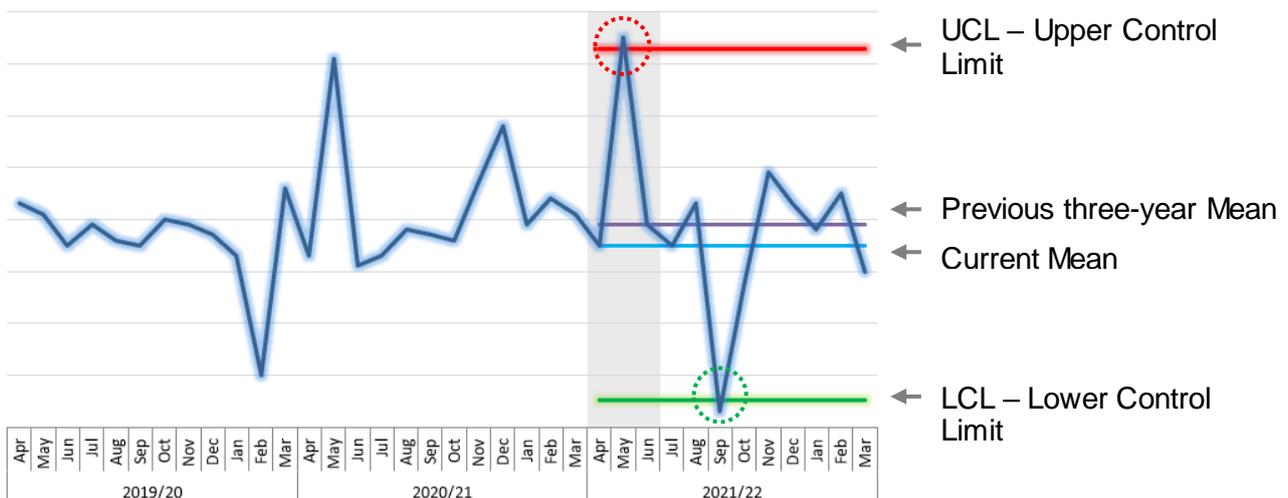
Activity is deemed to be within standard if it remains within set upper and lower limits. These limits are based upon the previous three years activity and are set using a statistically derived constant, approximately equivalent to three standard deviations.

An exception report is generated if the upper, or lower, XmR rules are breached.

The following rules are applicable to the XmR charts and define when an exception has occurred:

- A single point beyond the Upper Control Limit is classified as a negative exception.
- A single point beyond the Lower Control Limit is classified as a positive exception.

**Example XmR chart:** In the example below, this KPI would produce a negative exception for meeting rule 1, as the activity, represented as a dark blue line, for May 2021 (●) is above the Upper Control Limit (UCL) and a positive exception in September 2021 (●) for meeting rule 2, being below the Lower Control Limit (LCL).



## Performance Framework and indicator trends

The Combined Fire Authority sets the Service challenging targets for a range of key performance indicators (KPI) which help them to monitor and measure our performance in achieving success and meeting our priorities. Performance against these KPI's is scrutinised every quarter at the Performance Committee.

The following graphic illustrates our priorities and how their respective KPI's fit within the overall performance framework.

This section also provides an overview of the performance direction of the KPI's. Each KPI is shown within its priority, with an indicator called Sparkline's; which are the inset summary charts and indicate the relative direction of travel over the last four quarters. The last point of the chart represents the most recent quarter. Sparkline's are simple indicative indicators and are not intended to have labelled points or axes.

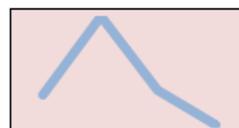
The cell shading within the Progress column denotes whether the indicator is:



within accepted limits



in positive exception

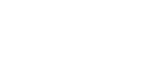


in negative exception



not applicable

KPI	Description	Progress	Page (s)
<b>1</b>	<b>Valuing our people so that they can focus on making Lancashire safer.</b>		
1.1	 Overall Staff Engagement: Performance measure of how engaged our staff are		8
1.2.1	 Staff Absence Wholetime (WT)		10
1.2.2	 Staff Absence On-Call (OC)		13
1.2.3	 Staff Absence Greenbook		14
1.3.1	 Workforce Diversity (as a %): Performance measure of how representative our staff are of our communities		17
1.3.2	 Workforce Diversity Recruited (as a %): Performance measure of our success in recruiting a diverse workforce		18
1.4	 Staff Accidents:		19

KPI	Description	Progress	Page (s)
<b>2</b>	<b>Preventing fires and other emergencies from happening. Protecting people and property when fires happen.</b>		
2.1	 Critical Fire Risk Map Score		20
2.2	 Overall Activity		21
2.3	 Accidental Dwelling Fires (ADF)		23
2.3.1	 ADF – Harm to people: Casualties		24
2.3.2	 ADF – Harm to Property: Extent of Damage (Fire Severity)		25
2.4	 Accidental Building Fires (Commercial Premises)		26
2.4.1	 ABF (Commercial Premises) – Harm to property: Extent of Damage (Fire Severity)		27
2.5	 ABF (Non-Commercial Premises)		28
2.5.1	 ABF (Non-Commercial Premises: Private Garages/Sheds) – Harm to Property: Extent of Damage (Fire Severity)		29
2.6	 Deliberate Fires Total: Specific performance measure of deliberate fires		30
2.6.1	 Deliberate Fires – Dwellings		31
2.6.2	 Deliberate Fires – Commercial Premises		32
2.6.3	 Deliberate Fires – Other (rubbish, grassland, vehicles etc.)		33
2.7	 HFSC		34
2.8	 Numbers of other prevention activities delivered		35
2.9	 Business Fire Safety Checks		36
2.9.1	 Fire Safety Activity		38
2.10	 Building Regulation Consultations (BRC) (number and completed on time)		39

KPI	Description	Progress	Page (s)
<b>3 Responding to fire and other emergencies quickly.</b>			
3.1	 Critical Fire Response – 1st Fire Engine Attendance		40
3.2	 Critical Special Service Response – 1st Fire Engine Attendance		41
3.3	 Fire Engine Availability		42
<b>4 Delivering value for money in how we use our resources.</b>			
4.1	 Progress Against Allocated Budget		43
4.2	 Partnership Collaboration		44
4.3	 Overall User Satisfaction		46

## 1.1 Overall Staff Engagement



A written update on staff engagement will be provided on a quarterly basis.

### Scope and definition:

Staff engagement is achieved through a variety of activities carried out every day across the service including station visits, digital staff sessions, appraisals, and team meetings. This includes a programme of wellbeing interactions such as workplace toolbox talks, station visits, workshops, peer support, trauma risk management (TRiM) interventions, health and wellbeing campaign activities and wellbeing support dog visits.

All members of staff can raise questions, ideas and improvements on the Service's intranet and staff are regularly involved in testing and trialling new equipment and ways of working. Surveys and consultations are held on specific matters when required.

A comprehensive staff survey is undertaken periodically to gain insight from all staff on a range of topics including leadership, training and development, health and wellbeing, and equality, diversity, and inclusion. The feedback is used to shape future activity and bring about improvements and new ideas. The survey includes a staff engagement index which is a measure of overall staff engagement based on levels of pride, advocacy, attachment, inspiration and motivation. The current staff engagement index score is 69% (2025).

### Measurement/update:

From October to December 2025, 27 station visits were carried out by principal officers and area managers as part of our service-wide engagement programme. Forty-seven wellbeing interactions were undertaken ranging from workshops with crews to wellbeing support dog engagements.

In November, the Service held its annual Celebration of our People event to recognise dedication and achievements across the organisation. More than 50 people were honoured with Long Service Good Conduct Awards, Star Awards, Chief Fire Officer's Commendations, Bravery Awards, Academic Achievements and Humanitarian Medals. One hundred and thirty-six submissions were received from members of staff nominating their colleagues for a Star Award.

Engagement took place with operational staff regarding several improvements to Tarleton, Preston and Fulwood fire stations and a staff poll was conducted to ascertain interest levels in a salary sacrifice scheme.

The Service's new Modern Ways of Working Forum was launched and promoted, encouraging staff across the Service to submit ideas for smarter ways of working using technology that leads to improvements in efficiency and productivity.

A new regular Watch Managers' Forum was also established to keep wholetime and functional watch managers informed of what is happening in service delivery and give them the opportunity to share feedback and be involved in changes.

**Engagement index:**

An engagement index is calculated based on five questions measuring pride, advocacy, attachment, inspiration and motivation; factors that are understood to be important features shared by staff who are engaged with the organisation.

For each respondent an engagement score is calculated as the average score across the five questions where strongly disagree is equivalent to 0, disagree is equivalent to 25, neither agree nor disagree is equivalent to 50, agree is equivalent to 75 and strongly agree is equivalent to 100. The engagement index is then calculated as the average engagement score in the organisation.

This approach means that a score of 100 is equivalent to all respondents saying strongly agree to all five engagement questions, while a score of 0 is equivalent to all respondents saying strongly disagree to all five engagement questions.

	Engagement Index	Response Rate
2025	69%	44%
2023	74%	49%
2020	79%	44%
2018	70%	43%
2016	64%	31%

The survey results highlight areas of success as well as areas for development and the feedback will be considered by the Service and used to inform current and future planning. Feedback will also be provided to staff to demonstrate that views have been listened to in terms of action taken as a result.

**1.2.1 Staff Absence Wholetime (WT)**

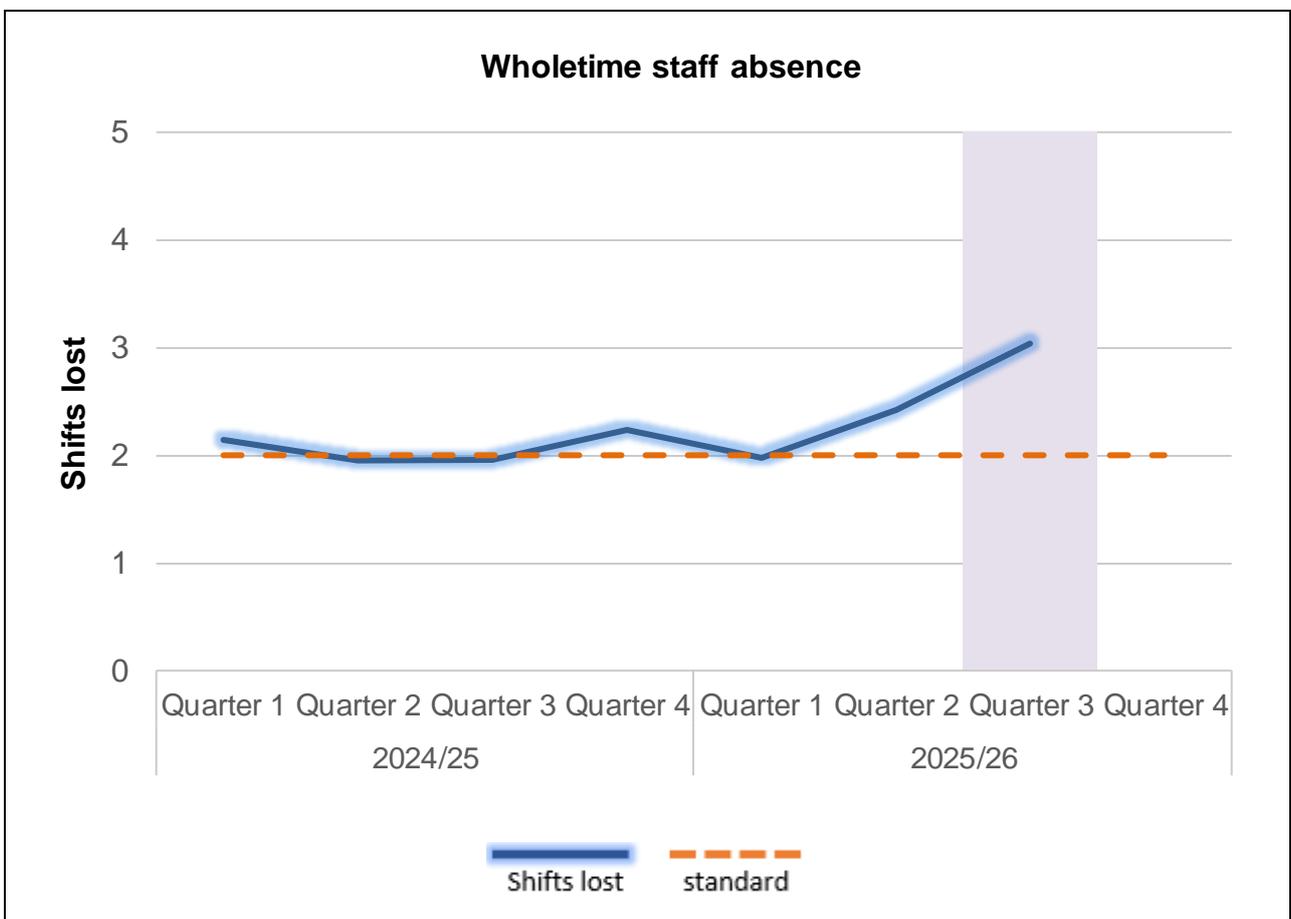


Quarter shifts lost  
**3.04**

To ensure LFRS aligns to national standards, absence is calculated using the cumulative number of shifts (days) lost due to sickness for all wholetime staff divided by the total average headcount strength. This follows the National Fire Chiefs Council (NFCC) reporting methodology.

**Annual Standard: Not more than 8 shifts lost.**

This is represented on the chart as annual shifts lost divided by 4 quarters, which equates to a quarterly standard of two.



Cumulative total number of shifts lost:

**7.43**

### What are the reasons for an Exception report

This is a negative exception report due to the number of shifts lost through absence per employee being above the Service target for quarter 3.

The element of this section of the report refers to sickness absence rates for the period 1 April 2025 to 31 December 2025.

The agreed target performance level is 8 shifts lost per employee per year for wholetime staff, which equates to a target of 6.00 shifts lost per employee per year for quarter 1 to Q3. The actual shifts lost for the period for this group of staff is 7.43, which is 1.43 shifts above target. During the same period the previous year, 6.05 shifts were lost which is an increase of 1.38 shifts lost per wholetime employee compared to the same period last year.

### Analysis

4,542 wholetime absence shifts lost = 7.43 against a target of 6.00

The number of cases of long-term absence which spanned over the total of the 3 months remained at 4 cases in Q3. The absence reasons being:

Reason	Case/s
Mental Health	3
Other absence types	1
<b>Total</b>	<b>4</b>

200 shifts were lost during the quarter as a result of the above four cases of long-term absence, this is in comparison to 114 shifts were lost during the same quarter of 2024-25. These cases account for 0.33 shifts lost per person over the quarter.

There were 33 cases of long-term absence which were recorded within the 3 months:

Reason	Case/s
Musculo Skeletal	13
Mental Health	12
Hospital/Post Operative Procedure	2
Other absence types	6
<b>Total</b>	<b>33</b>

301 shifts lost were related to Respiratory related absences, this includes Coronavirus absence. This is compared to 61 shifts lost in Q1, 132 shifts lost in Q2 of 2025-26 and 205 shifts lost in the same quarter of 2024-25.

### Measures the Service takes to manage absence

The Service manages staff absence through a formal Absence Management Policy supported by the Human Resources (HR) system i-Trent, which provides monthly absence reports to managers and HR Business Partners. Employees absent due to mental health or stress are referred early to Occupational Health, and all returning employees complete return-to-work interviews and relevant risk assessments.

Support mechanisms include Occupational Health guidance, TRiM, the Employee Assistance Programme, and the Firefighters Charity. If an employee does not return promptly, absence review meetings are held to explore support options such as modified duties or redeployment; outcomes can include dismissal or ill-health retirement.

Formal review thresholds are triggered by:

- **Short-term absence:** 3+ periods in 6 months or 14 days absence
- **Long-term absence:** reviews at 3, 6, 9, and 11 months

Recent increases in absence may partly relate to respiratory illness, although no national rise in Covid/flu is evident. Flu vaccination reimbursement was offered; however, an earlier offering of this intervention may improve absence rates.

The Service is analysing absence data for trends, such as school-holiday spikes. Recent formal absence meetings include 10 at Stage 1 and none at Stages 2 or 3. Managers aim to facilitate earlier returns through meaningful modified duties.

OHU referrals were high across Q1–Q3, including many follow-up appointments. Referrals may be preventative as well as related to absence. A breakdown between absence-related and non-absence-related referrals is not available.

**1.2.2 Staff Absence On-Call (OC)**

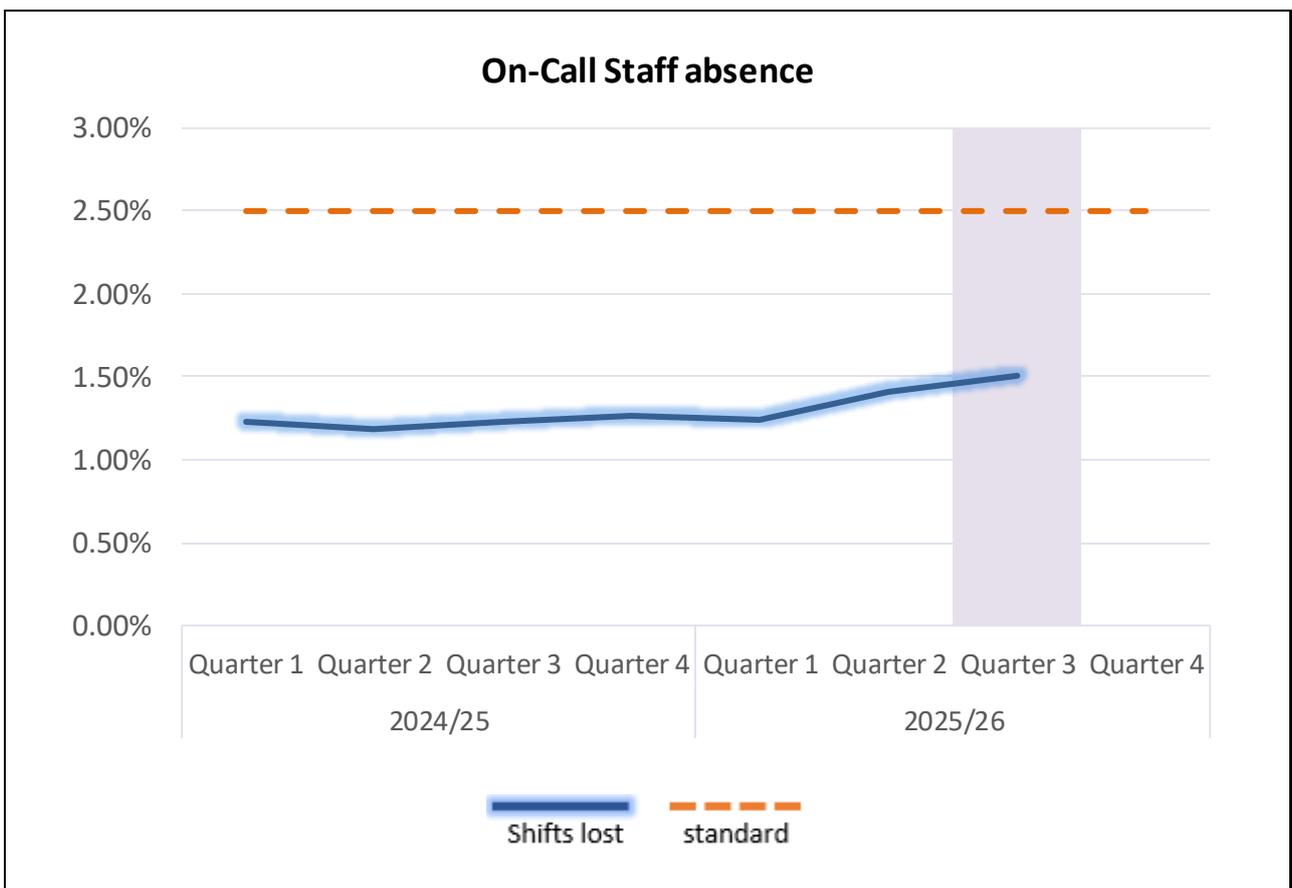


Cumulative Absence  
**1.51%**

To ensure LFRS aligns to national standards, absence is calculated using the cumulative number of shifts (days) lost due to sickness for all wholtime staff divided by the total average headcount strength. This follows the National Fire Chiefs Council (NFCC) reporting methodology.

**Annual Standard: No more than 2.5% lost as a percentage of available hours of cover.**

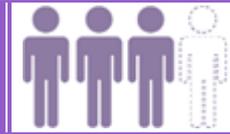
Cumulative On-Call absence, as a percentage of available hours of cover at end of the quarter, 1.51%.



Cumulative On-Call absence (as % of available hours of cover):

**1.51%**

1.2.3 Staff Absence Green Book

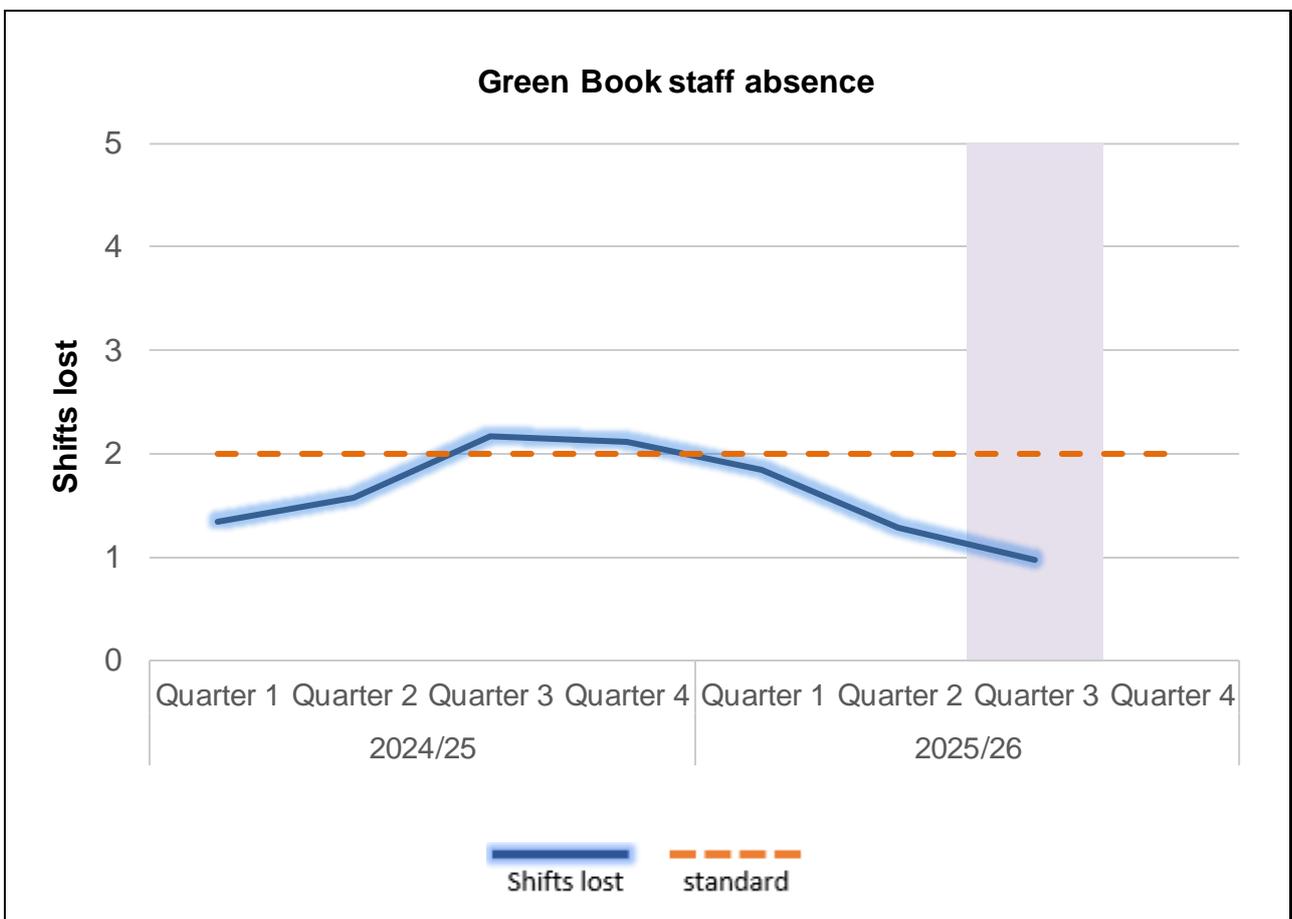


Quarter shifts lost  
**0.97**

The cumulative number of shifts (days) lost due to sickness for all Green Book staff divided by the average strength. The National Fire Chiefs Council (NFCC) have changed the reporting methodology used and the average strength figures used in this report are based on headcount and not full-time equivalents (FTE).

**Annual Standard: Not more than 8 shifts lost.**

This is represented on the chart as annual shifts lost divided by 4 quarters, which equates to a quarterly standard of two.



Cumulative total number of shifts lost:

**4.10**

### What are the reasons for an Exception report

This is a positive exception report due to the number of shifts lost through absence per employee being below the Service target for quarter 3.

The agreed target performance level is 8 shifts lost per employee per year for Green book staff, which equates to a target of 6.00 shifts lost per employee per year for quarter 1 to quarter 3. The actual shifts lost for the period for this group of staff is 4.10, which is 1.90 within target. During the same period the previous year, 5.10 shifts were lost which is a decrease of 1.00 shifts lost per green book employee compared to the same period last year.

### Analysis

During the period, April - December 2025, absence statistics show non-uniformed personnel absence within target for the quarter, with 0.97 shifts lost in the quarter against a target of 2.00 shifts lost.

1,049 non-uniformed absence shifts lost = 4.10 against a target of 6.00 during the quarter 1 to quarter 3. There were no cases of long-term absence which spanned over the total of the 3 months.

The number of long-term absence cases recorded in the quarter decreased from 10 in Q2 to 4 Q3:

Reason	Case/s
Mental Health	2
Other absence types	2

60 shifts were lost during the quarter as a result of the above 4 cases of long-term absences, this is in comparison to 406 shifts lost during the same quarter of 2024-25. These cases account for 0.23 shifts lost per person over the quarter.

83 shifts lost were related to Respiratory related absences, this includes Coronavirus absence. This is compared to 40 shifts lost in the same quarter of 2024-25.

### Measures the Service takes to manage absence

The Service manages staff absence through a formal Absence Management Policy supported by the Human Resources (HR) system i-Trent, which provides monthly absence reports to managers and HR Business Partners. Employees absent due to mental health or stress are referred early to Occupational Health, and all returning employees complete return-to-work interviews and relevant risk assessments.

Support mechanisms include Occupational Health guidance, TRiM, the Employee Assistance Programme, and the Firefighters Charity. If an employee does not return promptly, absence review meetings are held to explore support options such as modified duties or redeployment; outcomes can include dismissal or ill-health retirement.

Formal review thresholds are triggered by:

- **Short-term absence:** 3+ periods in 6 months or 14 days absence
- **Long-term absence:** reviews at 3, 6, 9, and 11 months

October 2025 – December 2025

Recent increases in absence may partly relate to respiratory illness, although no national rise in Covid/flu is evident. Flu vaccination reimbursement was offered; however, an earlier offering of this intervention may improve absence rates.

The Service is analysing absence data for trends, such as school-holiday spikes. Recent formal absence meetings include 10 at Stage 1 and none at Stages 2 or 3. Managers aim to facilitate earlier returns through meaningful modified duties.

OHU referrals were high across Q1–Q3, including many follow-up appointments. Referrals may be preventative as well as related to absence. A breakdown between absence-related and non-absence-related referrals is not available.

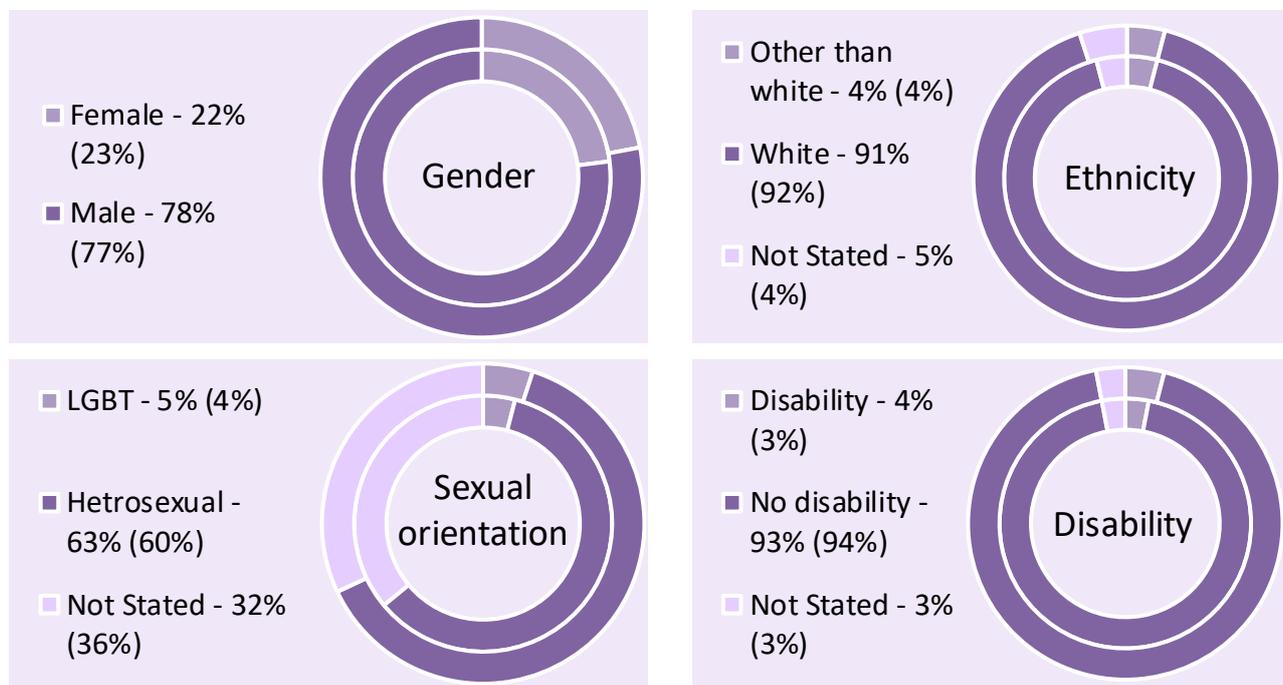
### 1.3.1 Workforce Diversity



Diversity Percentage  
(Refer to charts)

Workforce diversity as a percentage: Performance measure of how representative our staff are of our communities, to monitor equality and diversity within LFRS.

Combined diversity percentage of Grey Book and Green Book staff. Outer circle represents the position at the current quarter, with the inner circle illustrating the position at the same quarter the previous year.



Diversity percentage by Grey Book staff and Green Book staff. Counts will include double counts if dual contract between Grey and Green Book.

Characteristic	Diversity	Grey Book	%	Green Book	%
Gender	Female	Grey	11%	Green	62%
	Male		89%		38%
Ethnicity	Other than white	Grey	3%	Green	6%
	White		92%		85%
	Not stated		5%		9%
Sexual orientation	LGBT	Grey	5%	Green	3%
	Heterosexual		62%		68%
	Not stated		33%		29%
Disability	Disability	Grey	3%	Green	6%
	No disability		95%		88%
	Not stated		2%		6%

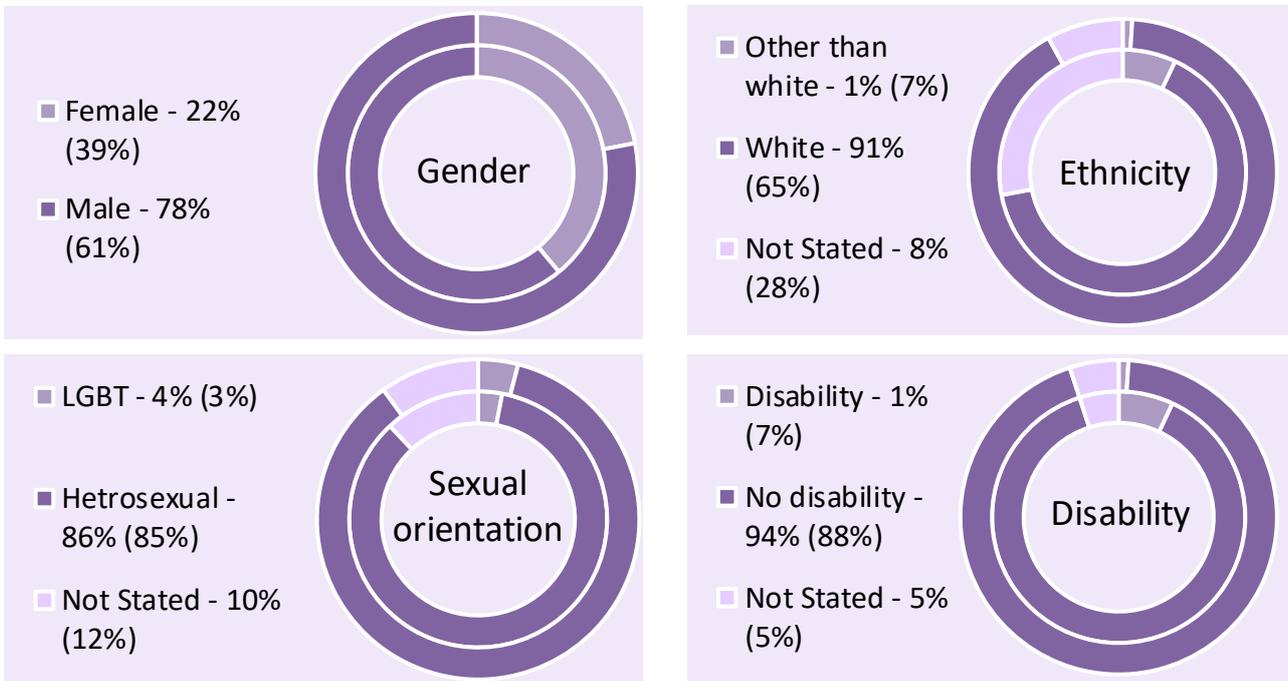
**1.3.2 Workforce Diversity Recruited**



Diversity Percentage  
 (Refer to charts)

Workforce diversity recruited as a percentage: Performance measure of our success in recruiting a diverse workforce to monitor equality and diversity within LFRS.

Combined cumulative diversity percentage of Grey Book staff and Green Book staff. Outer circle represents the current period, with the inner circle illustrating the same period of the previous year.



During the quarter, there were a total of 43 new recruits.

No further breakdown is provided to prevent the possible identification of individuals due to the small numbers of recruits during certain periods.

**1.4 Staff Accidents**



Activity  
**21**

This KPI details the numbers of accidents which have involved LFRS staff members at work within the quarter.

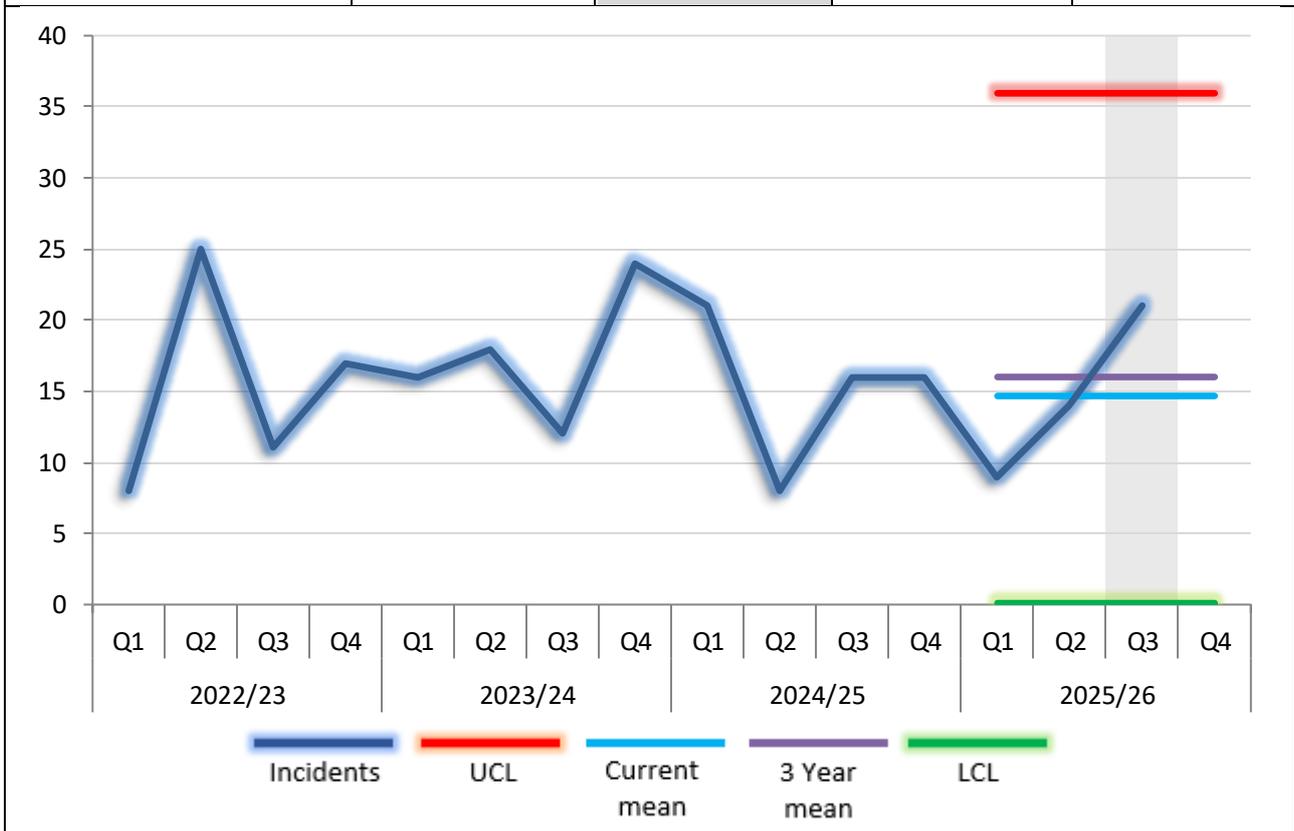
As part of our Health and Safety Management System we report and investigate all accidents which occur within LFRS to identify any learning opportunities which can contribute to improving our safety culture within the Service.

As the body ultimately responsible for health and safety performance, this KPI enables Fire Authority members to view LFRS progress on managing health and safety risks within LFRS.

**Quarterly activity increased 31.25% (5 incidents) over the same quarter of the previous year.**

**Year to date activity decreased 2.22% over the same period of the previous year.**

Total number of staff accidents	Year to Date	2025/26 Quarter 3	Previous year to Date	2024/25 Quarter 3
	44	21	45	16

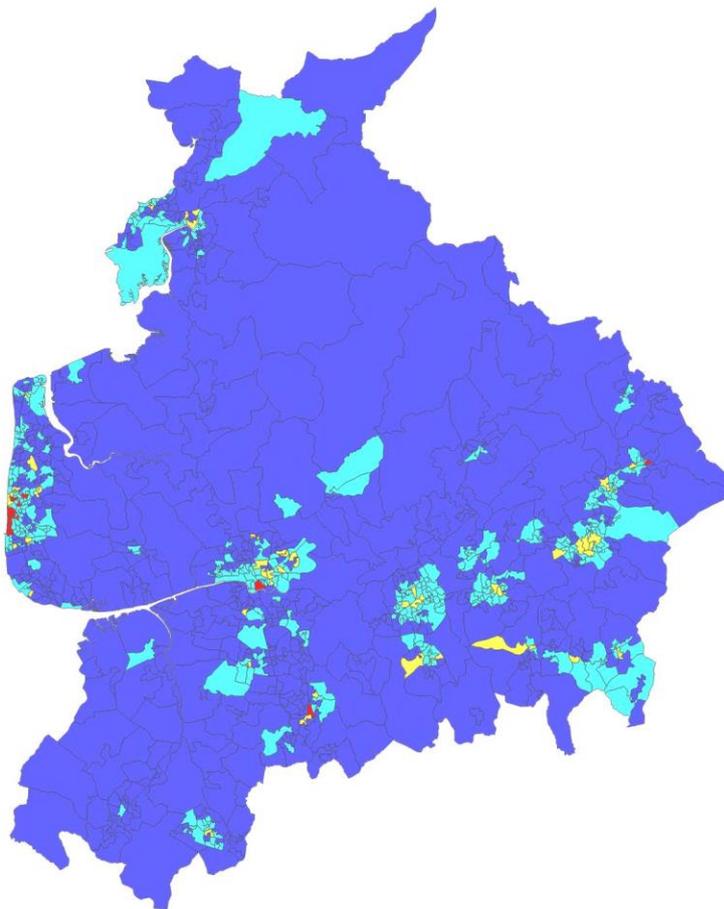


<b>2.1 Risk Map</b>		Risk Score <b>30,532</b>
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This indicator measures the fire risk in each Super Output Area (SOA). Risk is determined using fire activity over the previous three fiscal years along with a range of demographic data, such as population and deprivation.

Specifically, the risk score for each SOA is calculated using the formula shown below. Once an SOA has been assigned a score, it is then categorised by risk grade.

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



The County risk map score is updated annually before the end of the first quarter.

Standard: To reduce the risk in Lancashire - an annual reduction in the County risk map score.

An improvement is shown by a year-on-year decreasing 'Overall Risk Score' value.

The inset table below shows the latest count of risk areas against the previous year, along with the overall risk score compared to the previous year.

2025 score: 30,532

Risk Grade	Very High	High	Medium	Low	Overall Risk Score
<b>2025 count</b>	12	51	333	545	<b>30,532</b>
2024 count	11	54	340	536	30,750
Direction / % Change	▲ 9%	▼ 6%	▼ 2%	▲ 2%	▼ 1%

**2.2 Overall Activity**



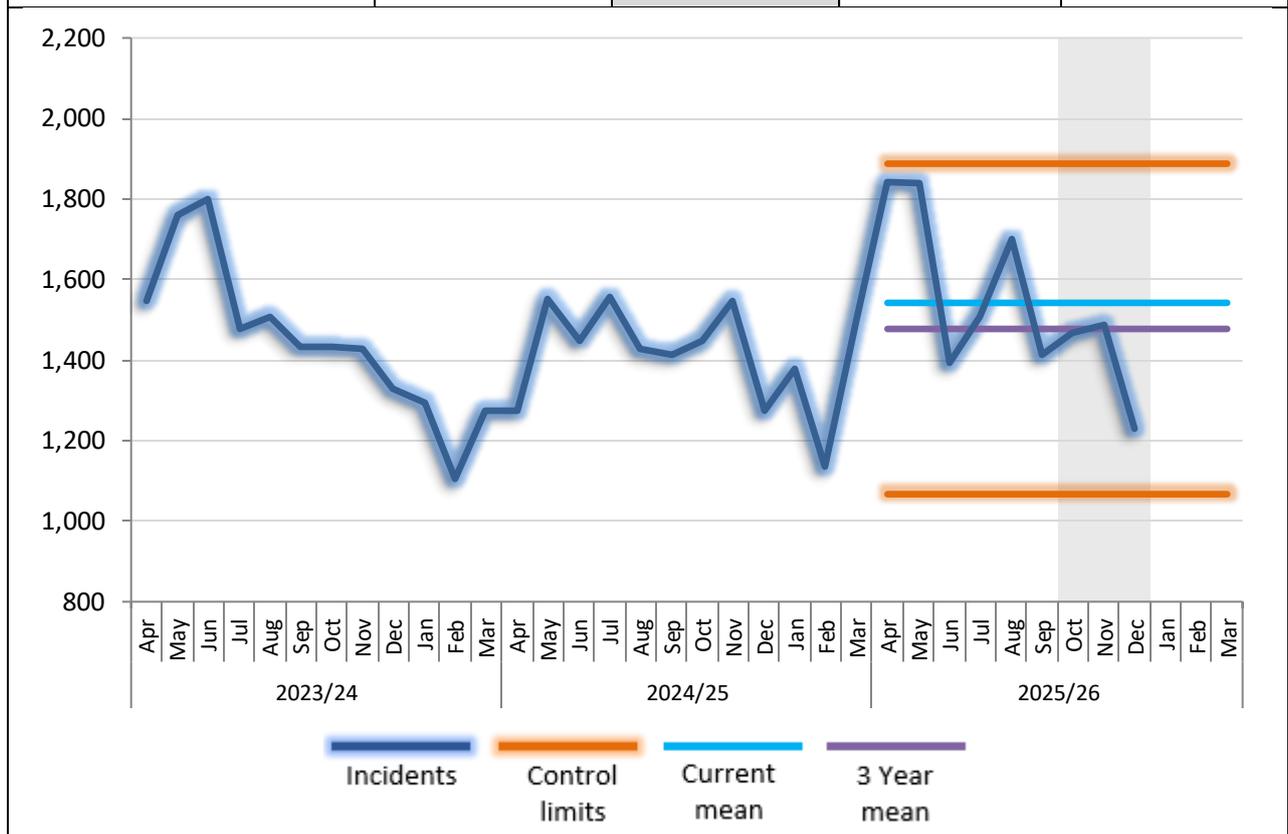
Quarter Activity  
**4,185**

The number of incidents that LFRS attend with one or more pumping appliances. Includes fires, special service calls, false alarms and collaborative work undertaken with other emergency services. For example, missing person searches on behalf of the Lancashire Constabulary (LanCon) and gaining entry incidents at the request of the North West Ambulance Service (NWAS).

A breakdown of incident types included within this KPI are shown on the following page.

**Quarterly activity decreased 1.92% over the same quarter of the previous year.**

Incidents attended	Year to Date	<b>2025/26 Quarter 3</b>	Previous year to Date	2024/25 Quarter 3
		13,879	<b>4,185</b>	12,936



Current mean activity and the monthly mean activity over the previous 3 years.

Current mean	3 Year mean	2024/25	2023/24	2022/23
<b>1,542</b>	<b>1,477</b>	1,413	1,449	1,570

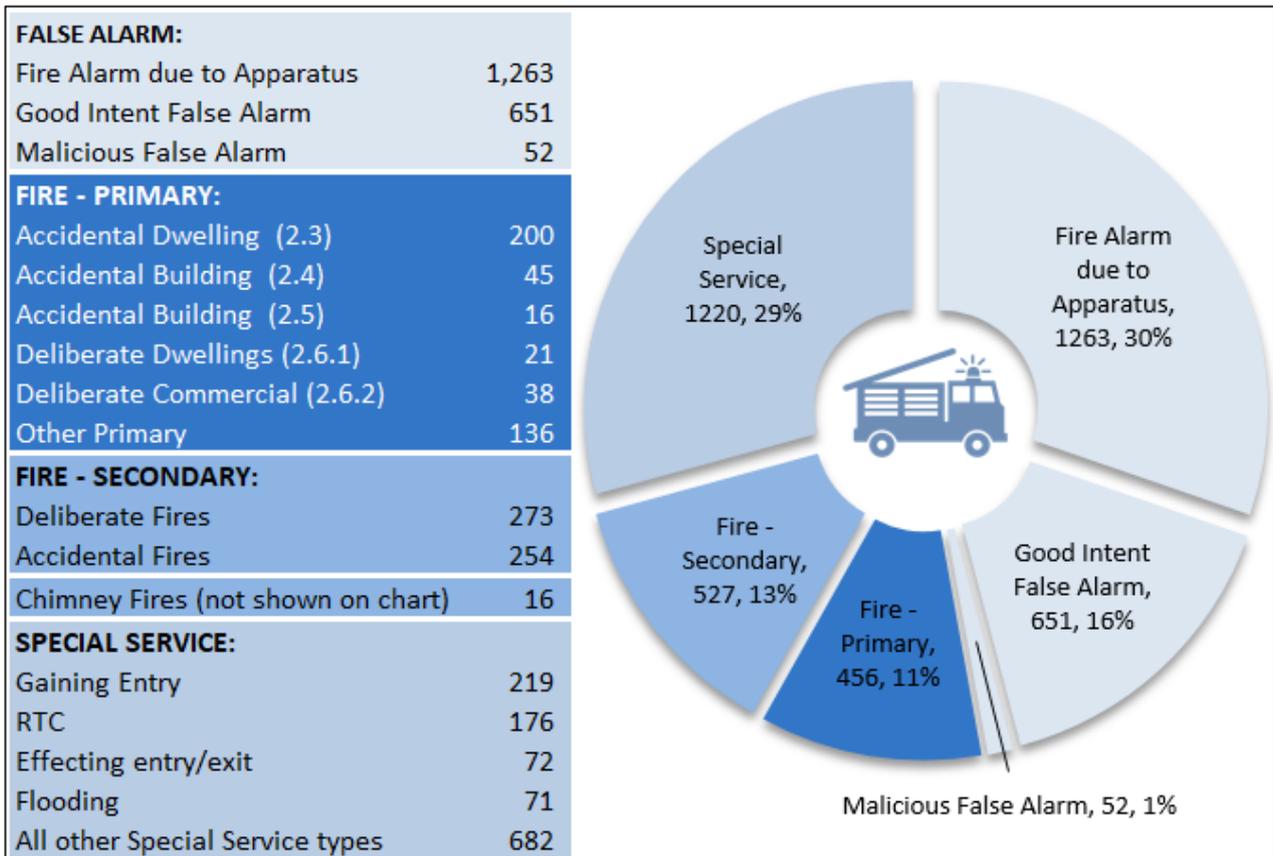
**2.2 Overall Activity Breakdown**



Quarter Activity  
**4,185**

Incidents attended by LFRS consist of a myriad of different types. The breakdown below, whilst not an exhaustive list, aims to illustrate how activity captured within KPI 2.2 Overall Activity is split by the different types of incidents.

The chart figures represent the count and percentage each activity contributes to the quarter’s activity, whilst the inset table breaks the incident types down further.



	FALSE ALARM incidents make up 47% of activity. Fire alarm due to apparatus incidents account for 30% of incidents, good intent false alarm 16%, and malicious false alarms account for 1%.
	FIRE PRIMARY incidents encompass Accidental Dwelling Fires, which account for 44% of primary fires and are shown in KPI 2.3.
	FIRE SECONDARY incidents are caused by either a deliberate or accidental act, or the cause is not known. Deliberate fires mainly involve loose refuse and currently account for 52% of secondary fires, with 48% being an accidental or not known cause.
	SPECIAL SERVICE incidents are made up of many different activities, so only a selection of types, such as Gaining entry to a domestic property on behalf of NWS and Road Traffic Collisions (RTC), effecting entry, flooding incidents can be shown. Other types can range from hazardous materials incidents, to spill and leaks or advice only. <b>Page 59</b>

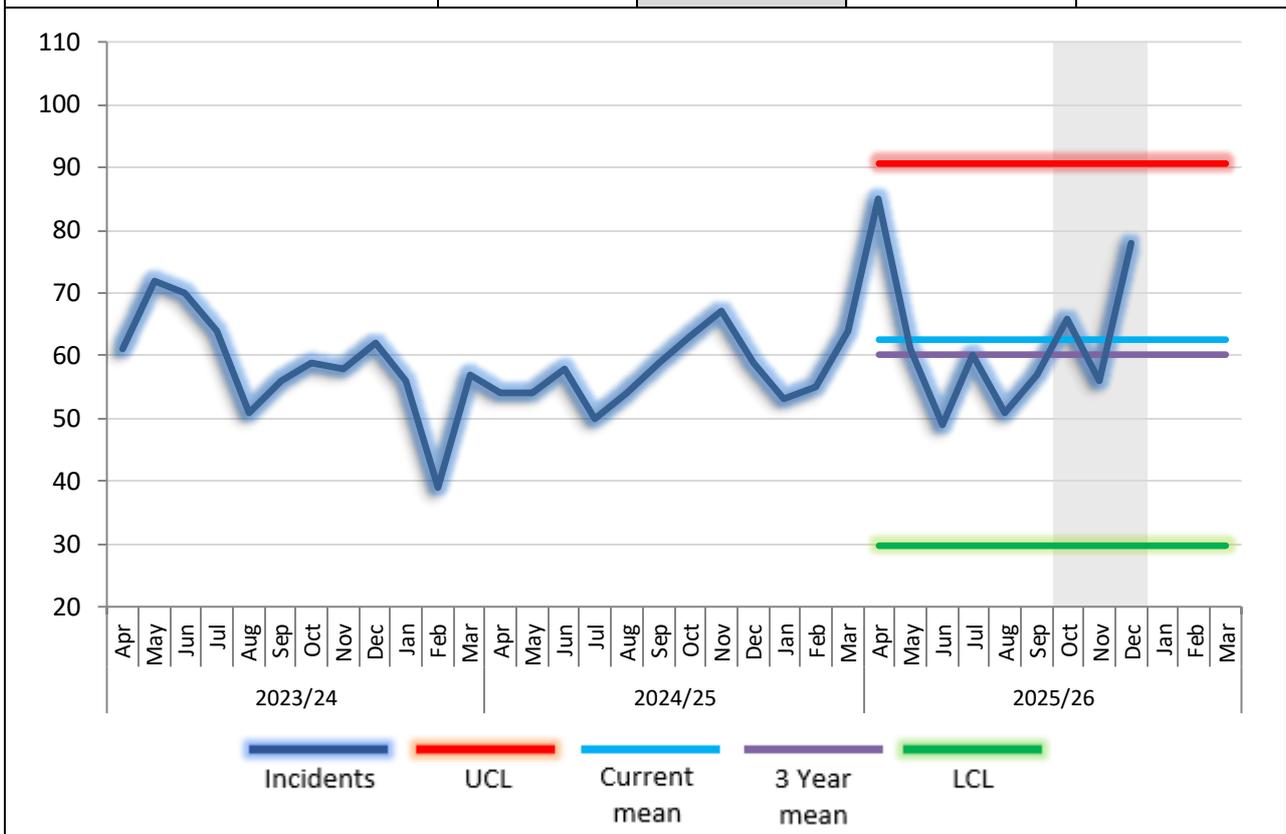
**2.3 Accidental Dwelling Fires (ADF)**  Quarter Activity 200

The number of primary fires where a dwelling has been affected, and the cause of fire has been recorded as ‘Accidental’ or ‘Not known’.

A primary fire is one involving property (excluding disused property) or any fires involving casualties, rescues, or any fire attended by five or more pumping appliances.

**Quarterly activity increased 5.82% over the same quarter of the previous year.**

Accidental Dwelling Fires	Year to date	2025/26 Quarter 3	Previous year to date	2024/25 Quarter 3
	563	200	518	189



Current mean activity and the monthly mean activity over the previous 3 years.

Current mean	3 Year mean	2024/25	2023/24	2022/23
63	60	58	59	64

**2.3.1 ADF – Harm to people: Casualties**

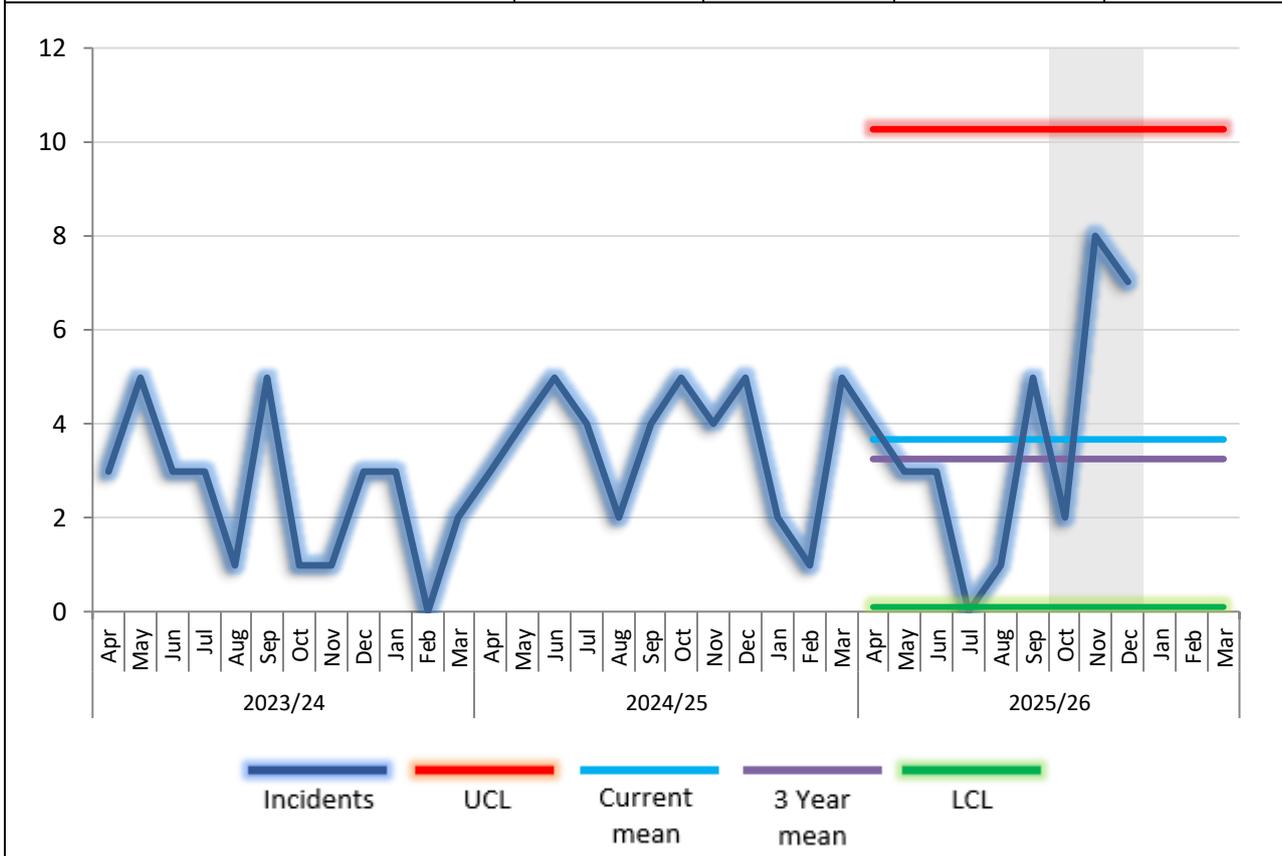


Quarter Activity  
**17**

ADF criteria as 2.3. The number of fire related fatalities, slight and serious injuries.

- A slight injury is defined as: a person attending hospital as an outpatient (not precautionary check).
- A serious injury is defined as: at least an overnight stay in hospital as an in-patient.

Casualty Status	Year to Date	2025/26 Quarter 3	Previous year to Date	2024/25 Quarter 3
Fatal	2	1	6	1
Injuries appear Serious	7	4	6	4
Injuries appear Slight	24	12	24	9
<b>Total</b>	<b>33</b>	<b>17</b>	<b>36</b>	<b>14</b>



Current mean activity and the monthly mean activity over the previous 3 years.

Current mean	3 Year mean	2024/25	2023/24	2022/23
4	3	4	3	3

**2.3.2 ADF – Harm to property: Extent of damage (fire severity)**



Quarter Percentage  
**86%**

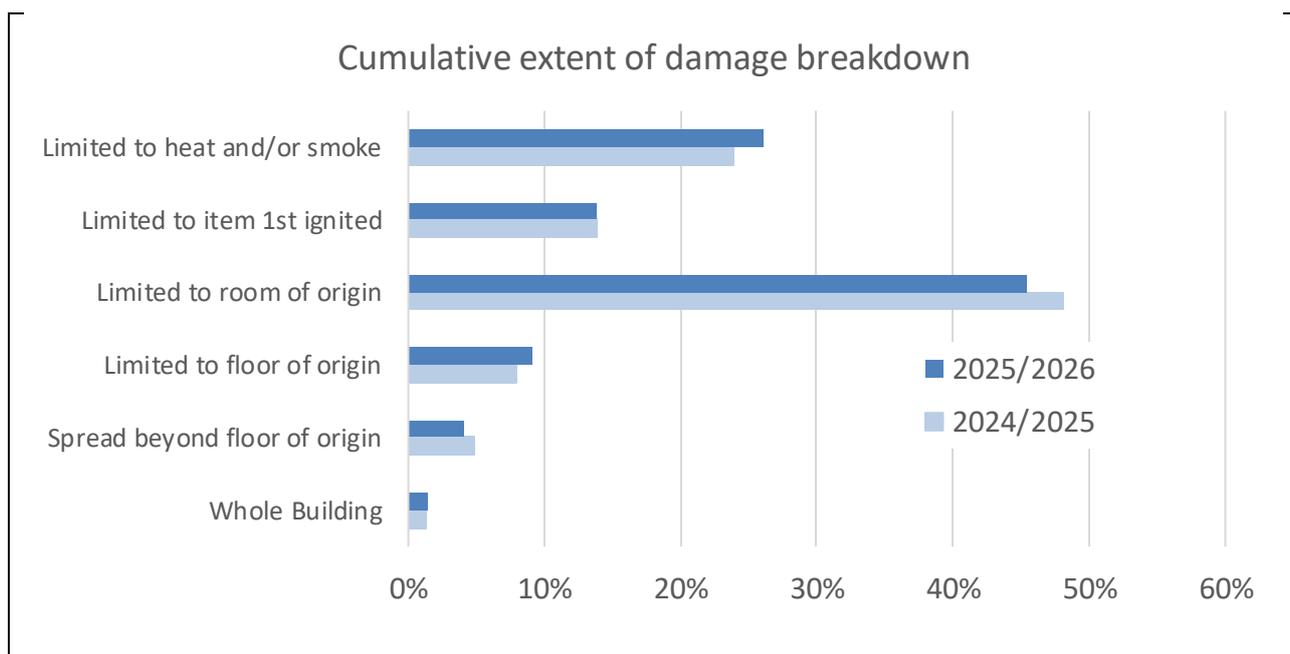
ADF criteria as 2.3. Extent of fire, heat and smoke damage is recorded at the time the STOP message is sent and includes all damage types.

The table below shows a breakdown of fire severity at ADF's, with a direction indicator comparing the current quarter to the same quarter of the previous year.

An improvement is shown if the combined percentage of fires limited to heat and/or smoke damage only, the item 1<sup>st</sup> ignited or to the room of origin, is higher than the comparable quarter of the previous year.

**Combined quarterly percentage decreased 0.77% over the same quarter of the previous year.**

Fire severity	25/26 Q1	25/26 Q2	25/26 Q3	25/26 Q4	↑/↓	24/25 Q1	24/25 Q2	24/25 Q3	24/25 Q4
Limited to heat and/or smoke	26%	25%	27%	-	↑	23%	23%	25%	22%
Limited to item 1st ignited	15%	13%	15%	-	↑	13%	15%	14%	22%
Limited to room of origin	45%	47%	44%	-	↓	50%	47%	48%	41%
Limited to floor of origin	9%	7%	10%	-	↑	8%	7%	8%	11%
Spread beyond floor of origin	3%	6%	3%	-	↓	5%	6%	4%	3%
Whole Building	2%	2%	1%	-	↔	1%	2%	1%	1%
<b>Combined percentage</b>	<b>86%</b>	<b>85%</b>	<b>86%</b>	<b>-</b>	<b>↓</b>	<b>86%</b>	<b>85%</b>	<b>87%</b>	<b>85%</b>



**2.4 Accidental Building Fires (ABF) - Commercial Premises**



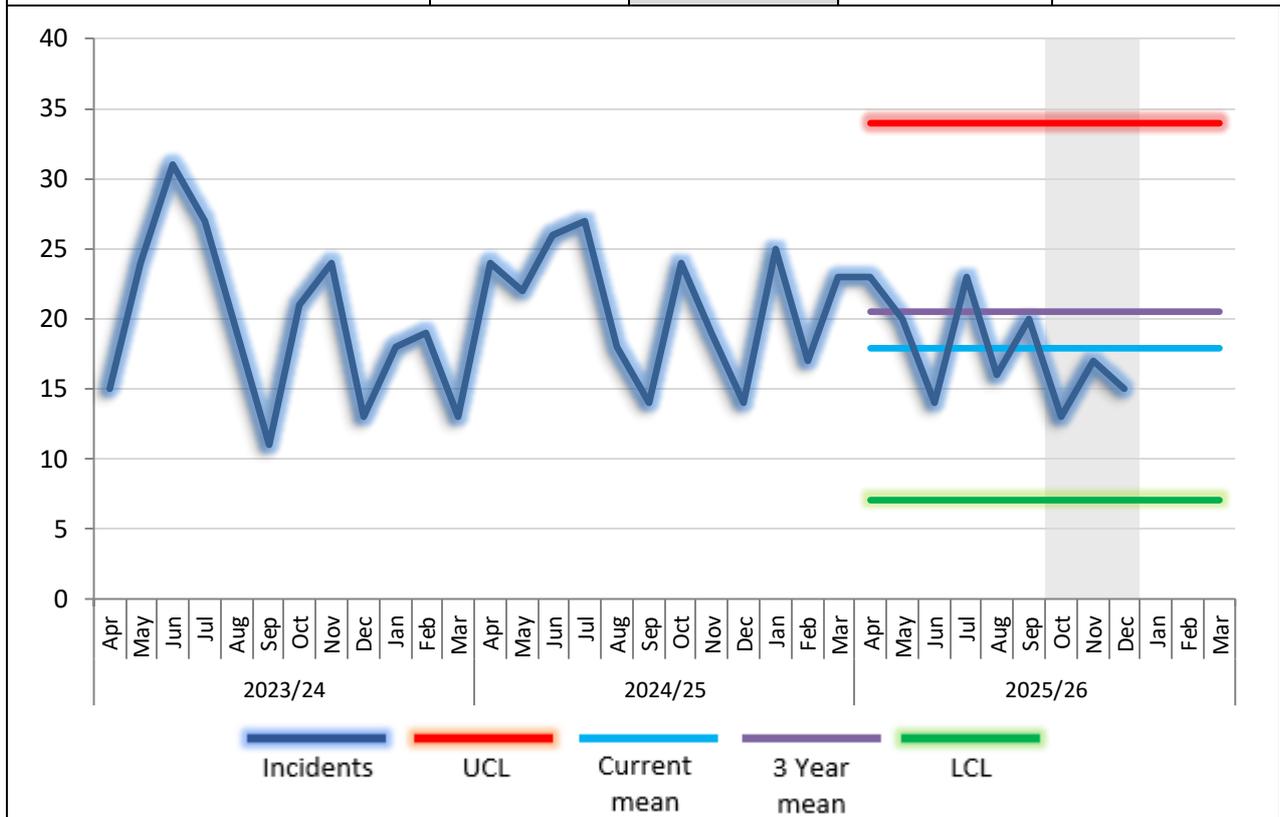
Quarter Activity  
**45**

The number of primary fires where a building has been affected, which is other than a dwelling or a private building associated with a dwelling, and the cause of fire has been recorded as Accidental or Not known.

A primary fire is one involving property (excluding disused property) or any fires involving casualties, rescues, or any fire attended by five or more pumping appliances.

**Quarterly activity decreased 21.05% over the same quarter of the previous year.**

Accidental Building Fires (Commercial Premises)	Year to Date	2025/26 Quarter 3	Previous year to Date	2024/25 Quarter 3
	161	<b>45</b>	188	57



Current mean activity and the monthly mean activity over the previous 3 years.

Current mean	3 Year mean	2024/25	2023/24	2022/23
<b>18</b>	<b>21</b>	21	20	21

**2.4.1 ABF (Commercial Premises) – Harm to property: Extent of damage (fire severity)**



Quarter Percentage  
**77%**

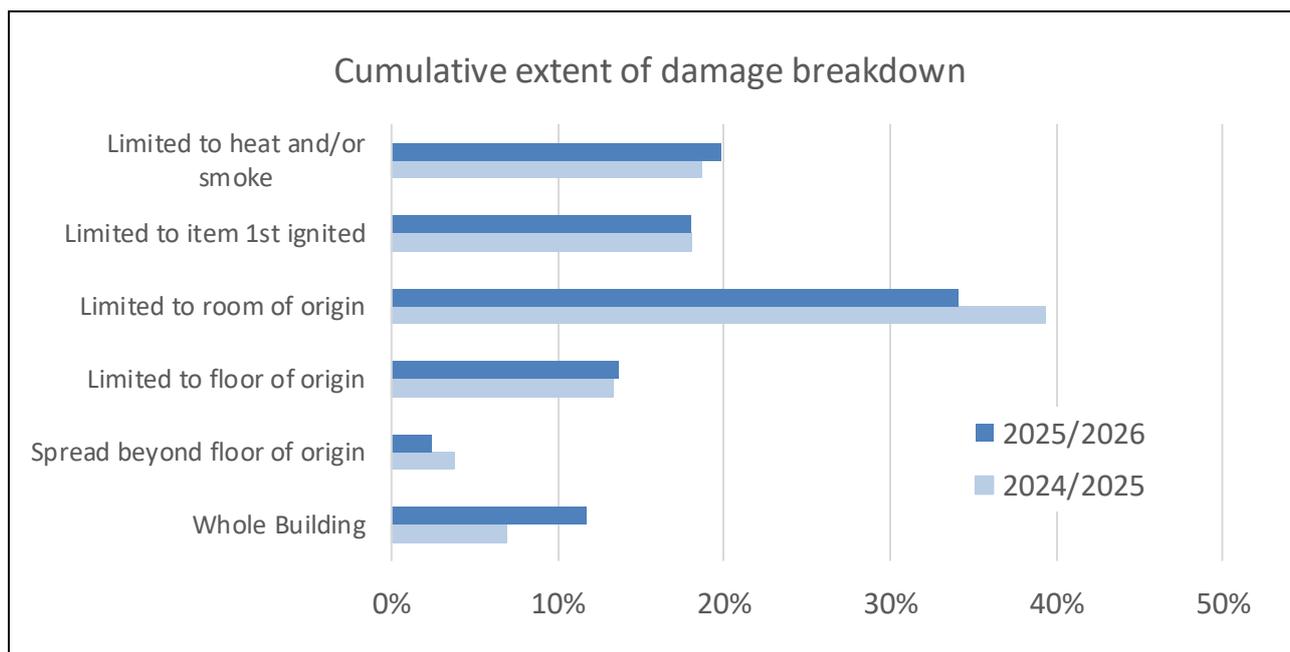
ABF criteria as 2.4. Extent of fire, heat and smoke damage is recorded at the time the STOP message is sent and includes all damage types.

The table below shows a breakdown of fire severity at ABF's, with a direction indicator comparing the current quarter to the same quarter of the previous year.

An improvement is shown if the combined percentage of fires limited to heat and/or smoke damage only, the item 1<sup>st</sup> ignited or to the room of origin, is higher than the comparable quarter of the previous year.

**Combined quarterly percentage increased 9.36% over the same quarter of the previous year.**

Fire severity	25/26 Q1	25/26 Q2	25/26 Q3	25/26 Q4	↑/↓	24/25 Q1	24/25 Q2	24/25 Q3	24/25 Q4
Limited to heat and/or smoke	20%	21%	18%	-	↑	15%	27%	14%	23%
Limited to item 1st ignited	18%	19%	15%	-	↓	19%	15%	21%	18%
Limited to room of origin	27%	36%	44%	-	↑	44%	39%	33%	35%
Limited to floor of origin	20%	12%	9%	-	↓	13%	14%	14%	17%
Spread beyond floor of origin	2%	0%	7%	-	↓	1%	2%	9%	2%
Whole Building	13%	12%	7%	-	↓	8%	3%	9%	5%
<b>Combined percentage</b>	<b>65%</b>	<b>76%</b>	<b>77%</b>	<b>-</b>	<b>↑</b>	<b>78%</b>	<b>81%</b>	<b>68%</b>	<b>76%</b>



**2.5 Accidental Building Fires (Non-Commercial Premises)**



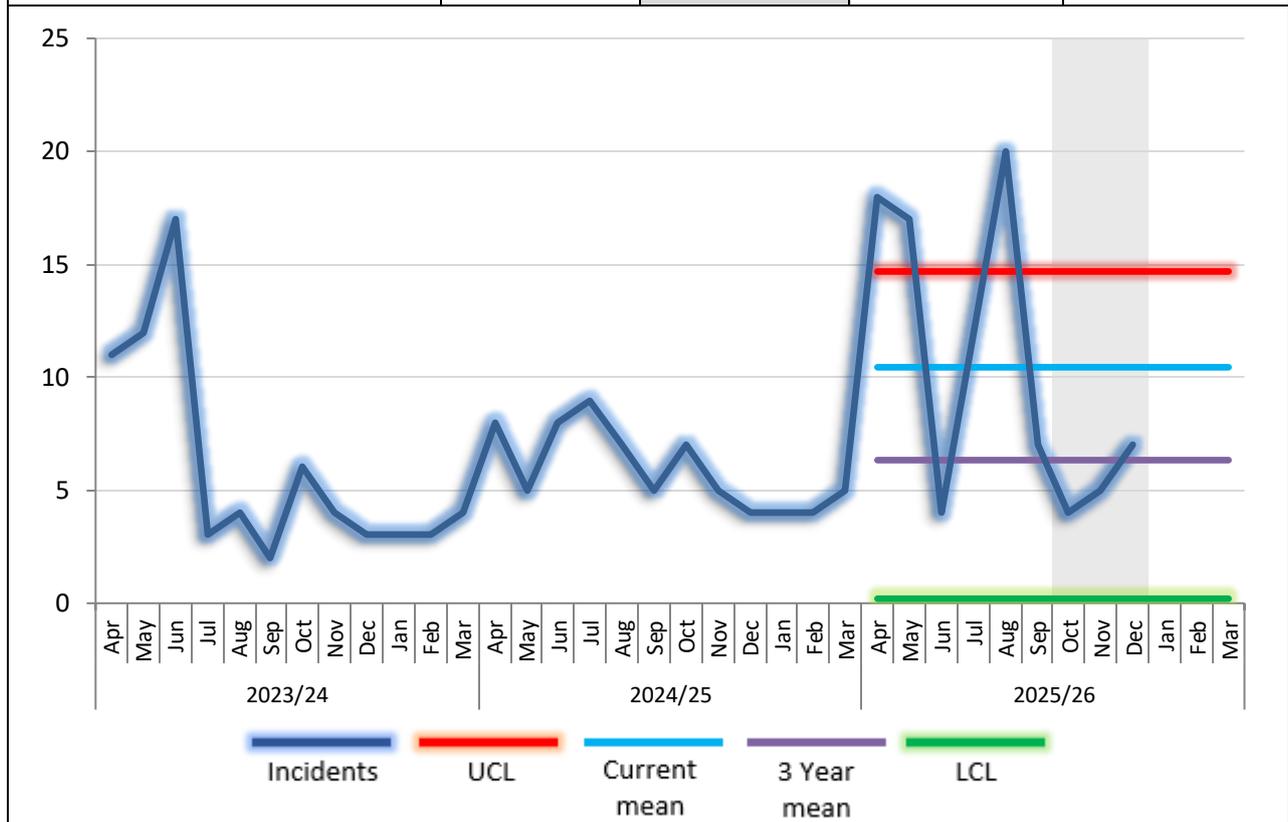
Quarter Activity  
**16**

The number of primary fires where a private garage, private shed, private greenhouse, private summerhouse, or other private non-residential building has been affected, and the cause of fire has been recorded as Accidental or Not known.

A primary fire is one involving property (excluding disused property) or any fires involving casualties, rescues, or any fire attended by five or more pumping appliances.

**Quarterly activity remained static against the same quarter of the previous year.**

Accidental Building Fires (Non-Commercial Premises)	Year to Date	2025/26 Quarter 3	Previous year to Date	2024/25 Quarter 3
	94	<b>16</b>	58	16



Current mean activity and the monthly mean activity over the previous 3 years.

Current mean	3 Year mean	2024/25	2023/24	2022/23
<b>10</b>	<b>6</b>	6	6	7

**2.5.1 ABF (Non-Commercial Premises: Private Garages and Sheds) – Harm to property: Extent of damage (fire severity)**



Quarter Percentage  
**38%**

ABF criteria as 2.5. Extent of fire, heat and smoke damage is recorded at the time the STOP message is sent and includes all damage types.

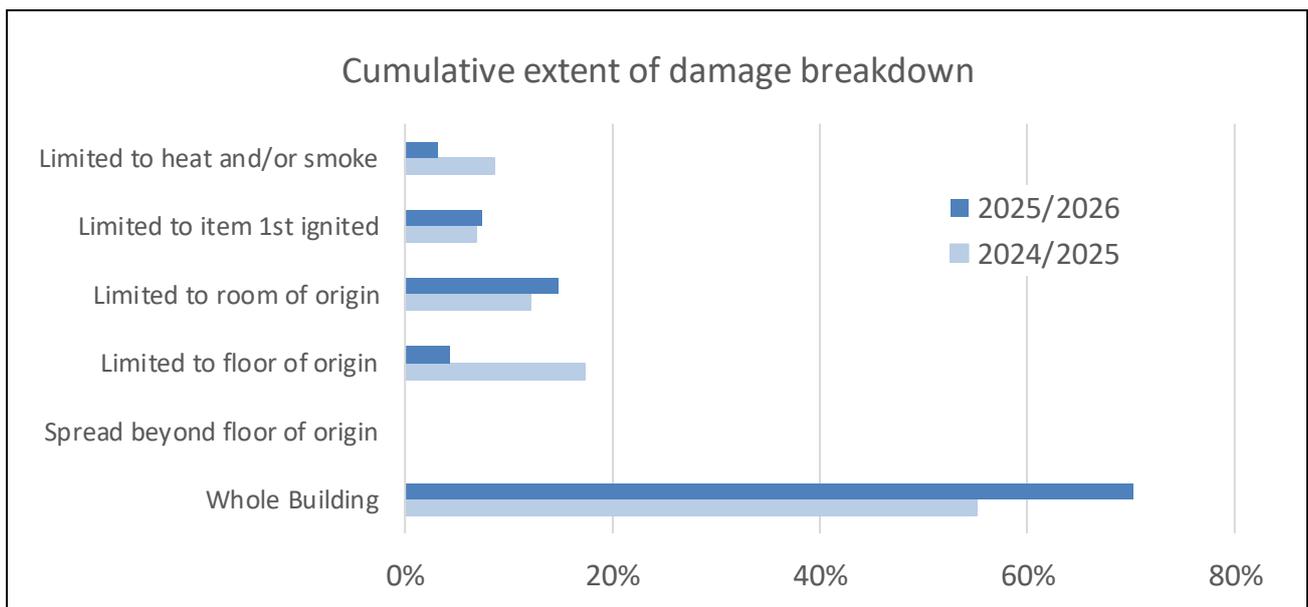
The table below shows a breakdown of fire severity at ABF's, with a direction indicator comparing the current quarter to the same quarter of the previous year.

An improvement is shown if the combined percentage of fires is limited to heat and/or smoke damage only, the item 1<sup>st</sup> ignited or to the room of origin, is higher than the comparable quarter of the previous year.

As the property types of sheds and garages are typically of a single room construction, there is an increased likelihood of the whole building being affected.

**Combined quarterly percentage increased 0.50% over the same quarter of the previous year.**

Fire severity	25/26 Q1	25/26 Q2	25/26 Q3	25/26 Q4	↑/↓	24/25 Q1	24/25 Q2	24/25 Q3	24/25 Q4
Limited to heat and/or smoke	5%	3%	0%	-	↑	14%	0%	12%	0%
Limited to item 1st ignited	10%	3%	13%	-	↓	10%	5%	6%	0%
Limited to room of origin	13%	15%	25%	-	↑	14%	5%	19%	15%
Limited to floor of origin	5%	3%	6%	-	↓	14%	19%	19%	8%
Spread beyond floor of origin	0%	0%	0%	-	↔	0%	0%	0%	0%
Whole Building	67%	76%	56%	-	↑	48%	71%	44%	77%
Combined percentage	28%	21%	38%	-	↑	38%	10%	37%	15%



**2.6 Deliberate Fires Total: Specific performance measure of deliberate fires**

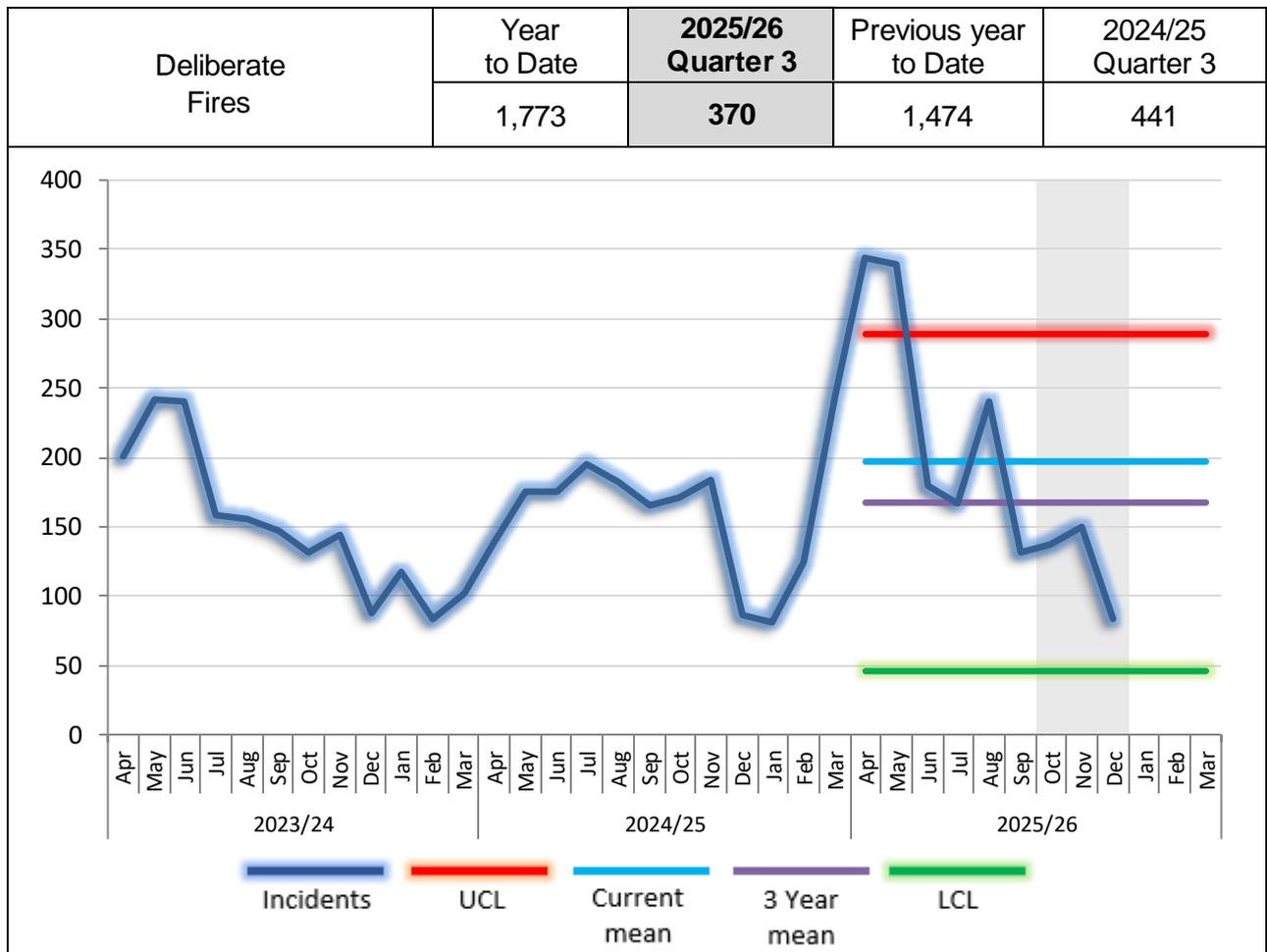


Quarter Activity  
**370**

The number of primary and secondary fires where the cause of fire has been recorded as deliberate.

This is an overall total measure of deliberate dwelling, commercial premises, and other fires, which are further reported within their respective KPI's.

**Quarterly activity decreased 16.10% over the same quarter of the previous year.**



Current mean activity and the monthly mean activity over the previous 3 years.

Current mean	3 Year mean	2024/25	2023/24	2022/23
<b>197</b>	<b>167</b>	160	151	191

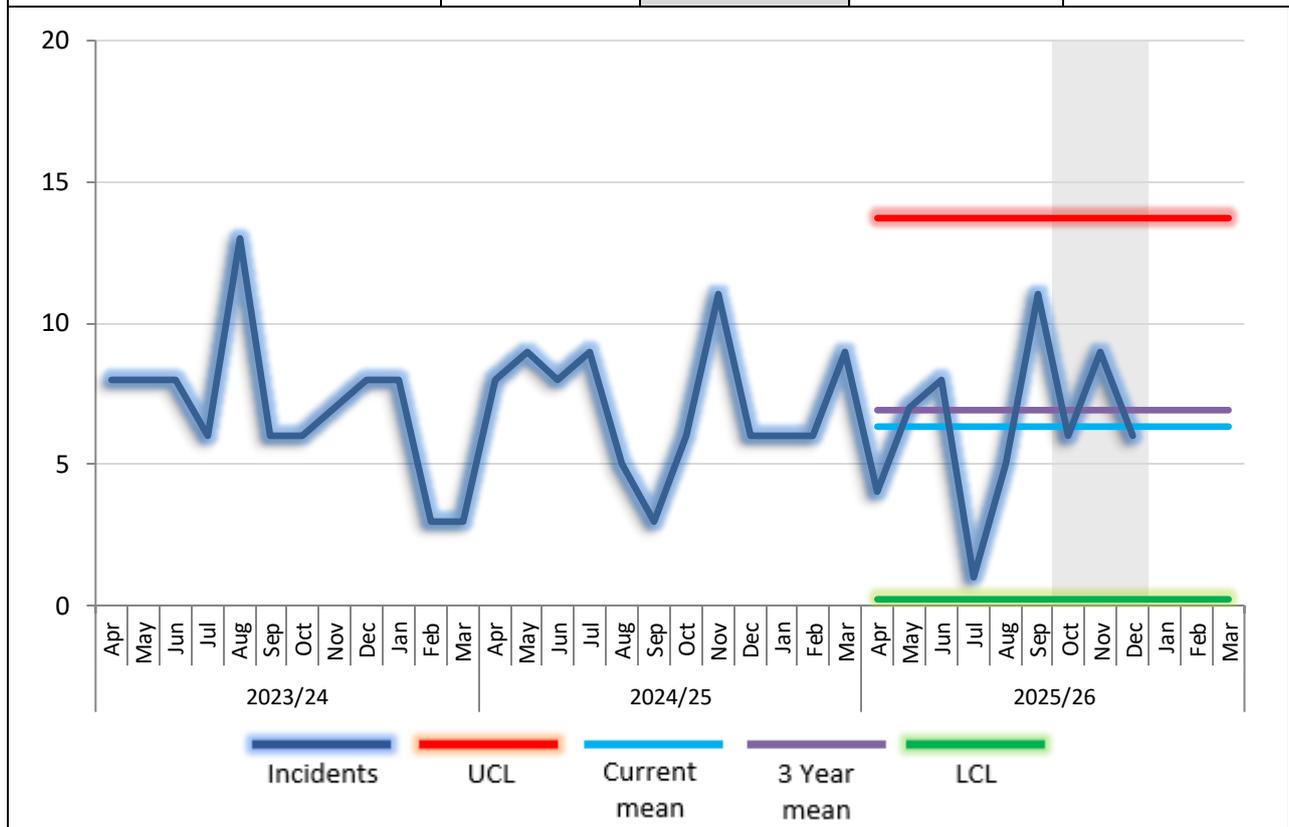
**2.6.1 Deliberate Fires – Dwellings**  Quarter Activity 21

The number of primary fires where a dwelling has been affected, and the cause of fire has been recorded as deliberate.

A primary fire is one involving property (excluding disused property) or any fires involving casualties, rescues, or any fire attended by five or more pumping appliances.

**Quarterly activity decreased 8.70% over the same quarter of the previous year.**

Deliberate Fires - Dwellings	Year to Date	2025/26 Quarter 3	Previous year to Date	2024/25 Quarter 3
	57	21	65	23



Current mean activity and the monthly mean activity over the previous 3 years.

Current mean	3 Year mean	2024/25	2023/24	2022/23
6	7	7	7	7

**2.6.2 Deliberate Fires – Commercial Premises**



Quarter Activity  
**38**

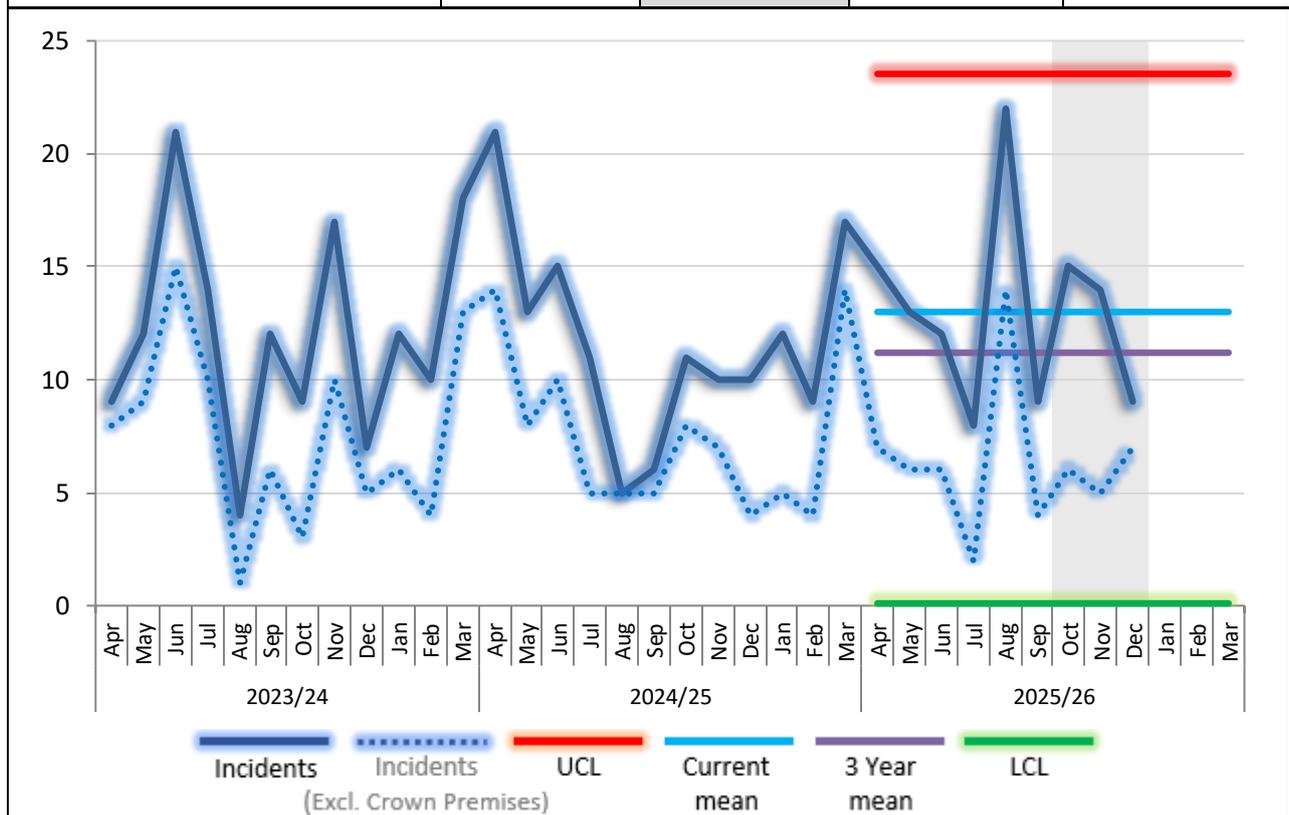
The number of primary fires where the property type is a building, which is other than a dwelling or a private building associated with a dwelling, and the cause of fire has been recorded as deliberate.

A second incident activity line is shown which excludes Crown premises which fall outside of our legislative jurisdiction.

A primary fire is one involving property (excluding disused property) or any fires involving casualties, rescues, or any fire attended by five or more pumping appliances.

**Quarterly activity increased 22.58% over the same quarter of the previous year.**

Deliberate Fires - Commercial	Year to Date	2025/26 Quarter 3	Previous year to Date	2024/25 Quarter 3
	117	<b>38</b>	102	31



Current mean	3 Year mean	2024/25	2023/24	2022/23
<b>13</b>	<b>11</b>	12	12	10

Current mean activity and the monthly mean activity over the previous 3 years.

**2.6.3 Deliberate Fires – Other (Rubbish, grassland, vehicles etc.)**



Quarter Activity  
**311**

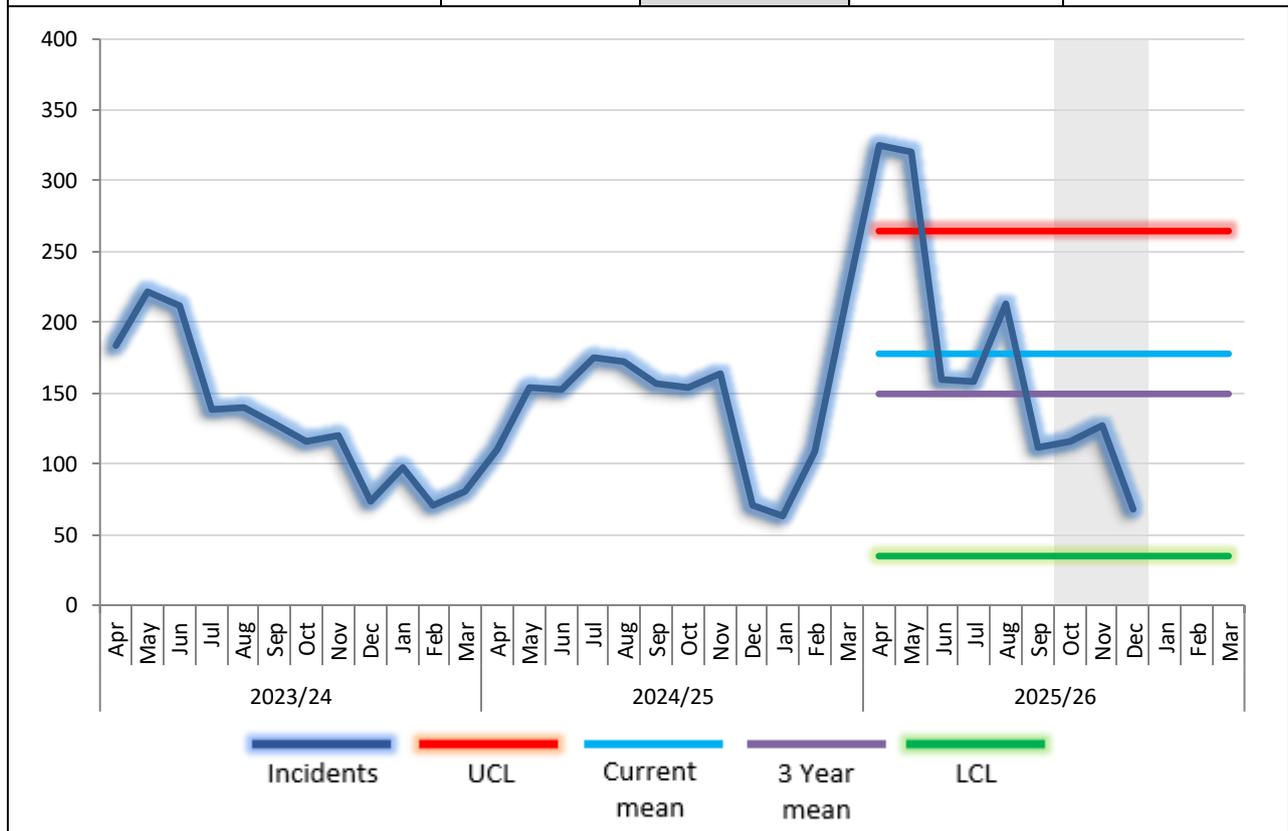
The number of primary and secondary fires where the property type is other than a building, except where the building is recorded as disused, and the cause of fire has been recorded as deliberate.

The majority of deliberate fires are outdoor secondary fires and include grassland and refuse fires. Abandoned vehicle fires are also included under secondary fires.

Primary fires are when the incident involves casualties or rescues, property loss or 5 or more pumping appliances attend the incident, and can include large scale moorland fires or vehicle fires which are not abandoned.

**Quarterly activity decreased 19.64% over the same quarter of the previous year.**

Deliberate Fires - Other	Year to Date	2025/26 Quarter 3	Previous year to Date	2024/25 Quarter 3
		1,599	311	1,307



Current mean activity and the monthly mean activity over the previous 3 years.

Current mean	3 Year mean	2024/25	2023/24	2022/23
178	149	141	132	175

<b>2.7 Home Fire Safety Checks (HFSC)</b>		Quarter Activity <b>52%</b>
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The percentage of completed HFSC's, excluding refusals, carried out by LFRS personnel in the home, where the risk score has been determined to be high.

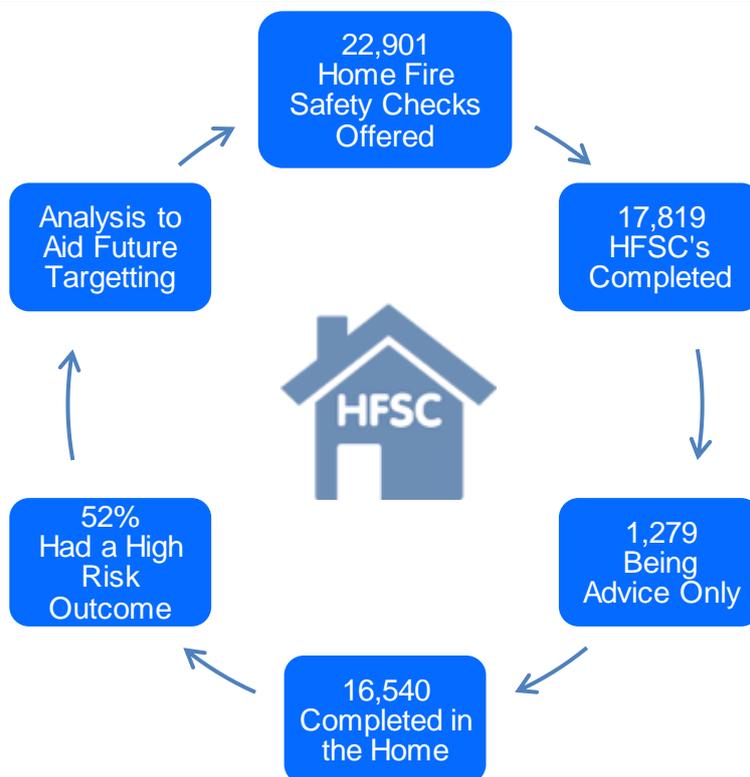
An improvement is shown if:

- The total number of HFSC's completed is greater than the comparable quarter of the previous year and,
- The percentage of high HFSC outcomes is greater than the comparable quarter of the previous year.

**Quarterly activity decreased 7.9% against the same quarter of the previous year, whilst the high-risk outcomes increased 0.9%.**

	2025/26		↑/↓	2024/25	
	HFSC completed	% of High HFSC outcomes	Progress	HFSC completed	% of High HFSC outcomes
Q 1	6,031	52%	↑/↓	5,880	53%
Q 2	6,229	52%	↓/↔	6,353	52%
Q 3	5,559	52%	↓/↑	6,035	51%
Q 4	-	-	-	5,365	55%

**Cumulative year to date activity**



## 2.8 Prevention activities delivered



Activity	Description	Targets for delivery	Data for quarter 3 2025/26
ChildSafe	Fire Safety education package to Year 2 (key stage 1)	Offered to all year 2 pupils	279 sessions delivered to 7,871 students
RoadSense	Fire and Road Safety education package to Year 6 (key stage 2)	Offered to all year 6 pupils	242 sessions delivered to 7,761 students
SENDSafe	Fire Safety education package for learners with Special Educational Needs and Disabilities (SEND)	Offered to all SEND schools	3 sessions delivered to 49 students
Wasted Lives	Pre Driver information session in workshop or assembly format. Aimed at Year 10 or Year 11 in high school (key stage 4)	Increase delivery aligned to district risk in the academic year	44 sessions delivered to 4,153 students
Biker Down	3 hour course aimed at Powered 2 Wheel riders covering incident management, first aid and the science of being seen	Deliver a minimum of 12 sessions per year	3 sessions 38 attendees
FIRES	Fire setting intervention delivered to 4-17 year olds. Referrals made by anyone who might work or support the family of a child who is setting fires	Deliver an intervention to all referrals	46 referrals opened prior to Q3 and carried over. 38 referrals received in Q3. 41 referrals closed in Q3. 43 referrals carried to 2025/26, Q4
Partner Training (including care providers)	LFRS deliver a 'train the trainer' package to organisations/agencies within health and social care. There are currently 190 preferred partners, and 73 standard partners registered with LFRS. Partnerships are reviewed and RAG rated quarterly	Increase the number of partners rated green on the RAG report and continue to review partnerships and provide training	22 sessions delivered to 330 delegates
Specific education sessions such as Water Safety & Bright Sparx	Education package delivered either virtually or in person to educate about Water Safety, Anti-Social Behaviour (ASB), deliberate fire setting etc. Covers key stages 2,3 and 4	Increase delivery	134 in-person Bright Sparx sessions, to 18,137 pupils.  6 virtual delivery Bright Sparx sessions at 25 schools, to 14,748 pupils
Arson Threat Referral	Bespoke service where a threat of arson has been made. Referrals largely come from the Police.	Meet demand from LanCon	193 visits completed

## 2.9 Business Fire Safety Checks



Quarter Activity  
**719**

Business Fire Safety Checks (BFSC) are interventions which look at different aspects of fire safety compliance, including risk assessments, fire alarms, escape routes and fire doors. If the result of a BFSC is unsatisfactory, fire safety advice will be provided to help the business comply with The Regulatory Reform (Fire Safety) Order 2005. If critical fire safety issues are identified, then a business safety advisor will conduct a follow-up intervention.

- The pro rata BFSC target is delivered through each quarter.

A +/-10% tolerance is applied to the completed BFSC's and the year to date (YTD) BFSC's, against both the quarterly and YTD targets. When both counts are outside of the 10% tolerance they will be deemed in exception. This enables local delivery to flex with the needs of their district plan over the quarters.

	2025/26				↑/↓	2024/25	
	BFSC completed	Quarter Target	BFSC Cumulative	YTD Target	Progress	BFSC complete	Quarter Target
Q 1	769	625	769	625	↓	924	625
Q 2	753	625	1,522	1,250	↓	943	625
Q 3	719	625	2,241	1,875	↓	883	625
Q 4	-	625	-	2,500	-	887	625

### Cumulative year to date activity



Top five completed BFSC's: satisfactory and unsatisfactory premise types.

**What are the reasons for the Exception**

This is a positive exception due to the number of completed Business Fire Safety Checks (BFSC) being greater than 10% of the quarterly target, and the cumulative year to date target.

**Targeting Strategy**

Service delivery personnel have been carrying out BFSC's in their respective districts for over 2 years, and this work is now embedded into business-as-usual activity.

The KPI dashboard and District Intel Profiles are used to identify and target both the business types and business locations for this activity.

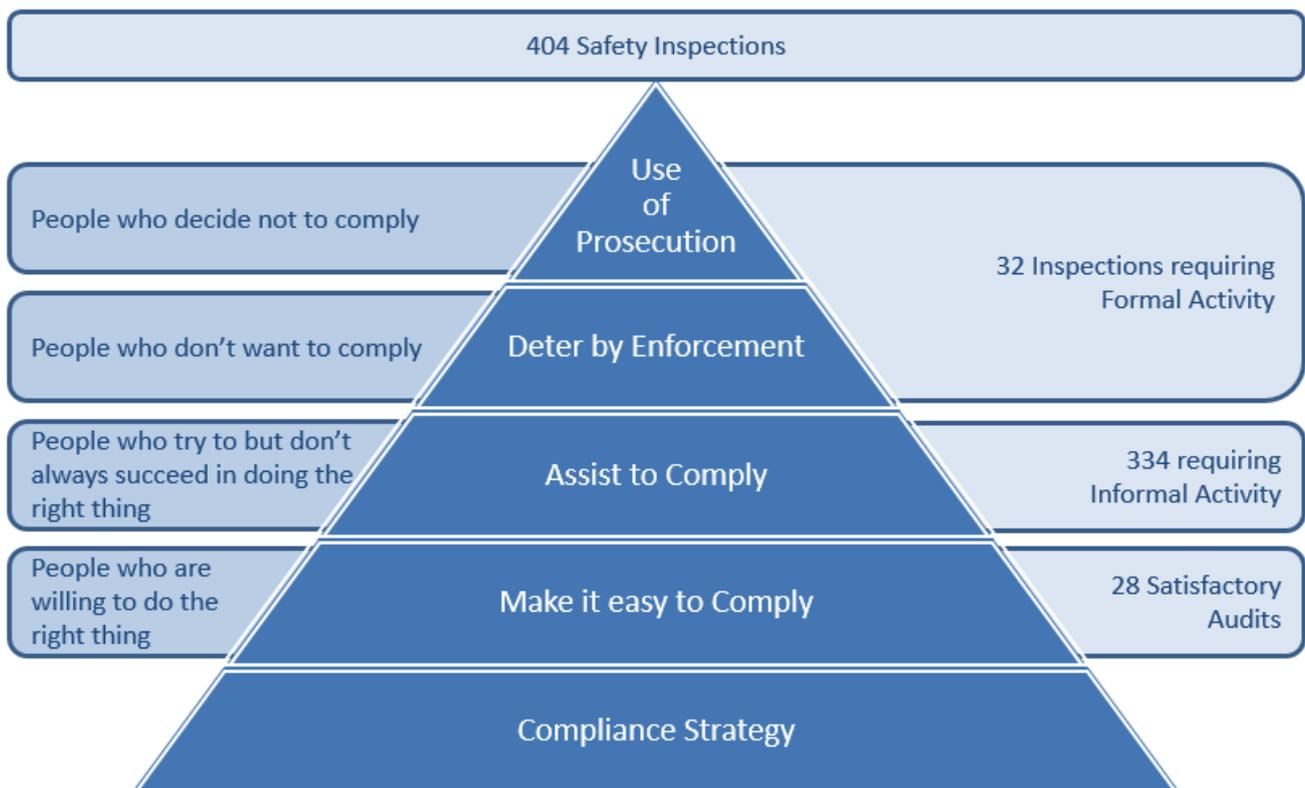
**2.9.1 Fire Safety Activity**  Quarter Activity **8%**

The number of Fire Safety Enforcement inspections carried out within the period resulting in supporting businesses to improve and become compliant with fire safety regulations or to take formal action of enforcement and prosecution of those that fail to comply. Formal activity is defined as one or more of the following: enforcement notice or an action plan, alterations notice or prohibition notice.

An improvement is shown if the percentage of audits ‘Requiring formal activity’ is greater than the comparable quarter of the previous year. This helps inform that the correct businesses are being identified.

**Quarterly activity remained static against the same quarter of the previous year.**

Quarter	2025/26								2024/25	
	Fire Safety Enforcement Inspections	Formal Activity	% Formal Activity	Informal Activity	% Informal Activity	Satisfactory Audit	% Satisfactory Audit	Progress	% Formal Activity	% Informal Activity
1	402	19	5%	261	65%	80	20%	↓	6%	80%
2	442	30	7%	368	83%	44	10%	↑	6%	73%
3	404	32	8%	334	83%	28	7%	↔	8%	66%
4	-	-	-	-	-	-	-	-	8%	63%



## 2.10 Building Regulation Consultations (BRC)



**Building Regulations:** If a business intends to carry out building work it must do so in accordance with the requirements of current Building Regulations.

There are two building control bodies that can be used, the Local Authority or an Approved Inspector.

These bodies are then responsible for ensuring compliance with building regulations which generally apply when:

- Erecting a new building
- Extending or altering an existing building
- Providing services and/or fittings in a building
- Altering the use of a building

**Purpose of the consultation process:** If the Regulatory Reform (Fire Safety) Order 2005 (FSO) applies to the premises, or will apply following the work, the building control body must consult with LFRS. LFRS then comments on FSO requirements and may also provide additional advice relevant to the building type which may exceed minimum requirements but, if adopted, would further enhance safety or resilience (e.g. use of sprinklers).

LFRS cannot enforce building regulations but can offer observations to the building control body regarding compliance if it is felt the proposals may not comply. In addition to securing a safe premises, an important outcome of the process is to ensure that the completed building meets the requirements of the FSO once occupied, so that no additional works are necessary.

<b>Building Regulation Consultations</b>	<b>25/26 Q1</b>	<b>25/26 Q2</b>	<b>25/26 Q3</b>	<b>25/26 Q4</b>
Received	<b>104</b>	<b>289</b>	<b>265</b>	-
Completed within timeframe <sup>[1]</sup>	<b>103</b>	<b>275</b>	<b>242</b>	-
% Completed within timeframe	<b>99.0%</b>	<b>95.2%</b>	<b>91.3%</b>	-

<sup>[1]</sup>LFRS should make comments in writing within 15 working days of receiving a BRC.

### 3.1 Critical Fire Response – 1<sup>st</sup> Fire Engine Attendance



Quarter Response  
**07:49**

Critical fire incidents are defined as incidents that are likely to involve a significant threat to life, structures or the environment. Our response standards, in respect of critical fires, are variable and are determined by the risk map (KPI 2.1) and subsequent risk grade of the Super Output Area (SOA) in which the fire occurred.

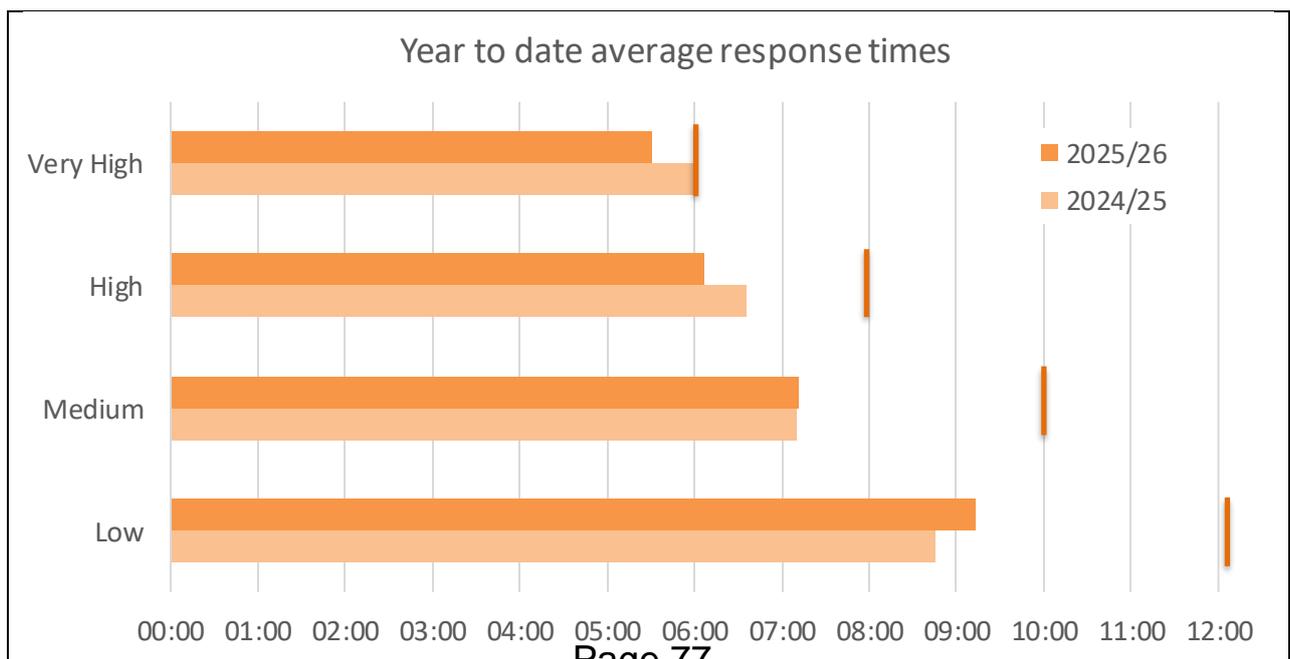
The response standards include call handling and fire engine response time for the first fire engine attending a critical fire, and are as follows:

- Very high risk area = 6 minutes
- High risk area = 8 minutes
- Medium risk area = 10 minutes
- Low risk area = 12 minutes

We have achieved our standards when the time between the ‘Time of Call’ (TOC) and ‘Time in Attendance’ (TIA) of the first fire engine arriving at the incident, averaged over the quarter, is less than the relevant response standard. Expressed in minutes & seconds.

Critical Fire Response	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year to Date	Previous Year to Date
Very High (6 min)	05:49	05:00	05:31	-	<b>05:31</b>	06:00
High (8 min)	05:37	06:38	06:06	-	<b>06:07</b>	06:36
Medium (10 min)	07:05	07:11	07:19	-	<b>07:11</b>	07:10
Low (12 min)	09:07	09:25	09:03	-	<b>09:12</b>	08:45
Overall	07:38	08:05	07:49	-	<b>07:50</b>	07:40

[Any out of standard response times are expressed within square brackets]



**3.2 Critical Special Service Response –  
 1<sup>st</sup> Fire Engine Attendance**



Quarter Response  
**08:44**

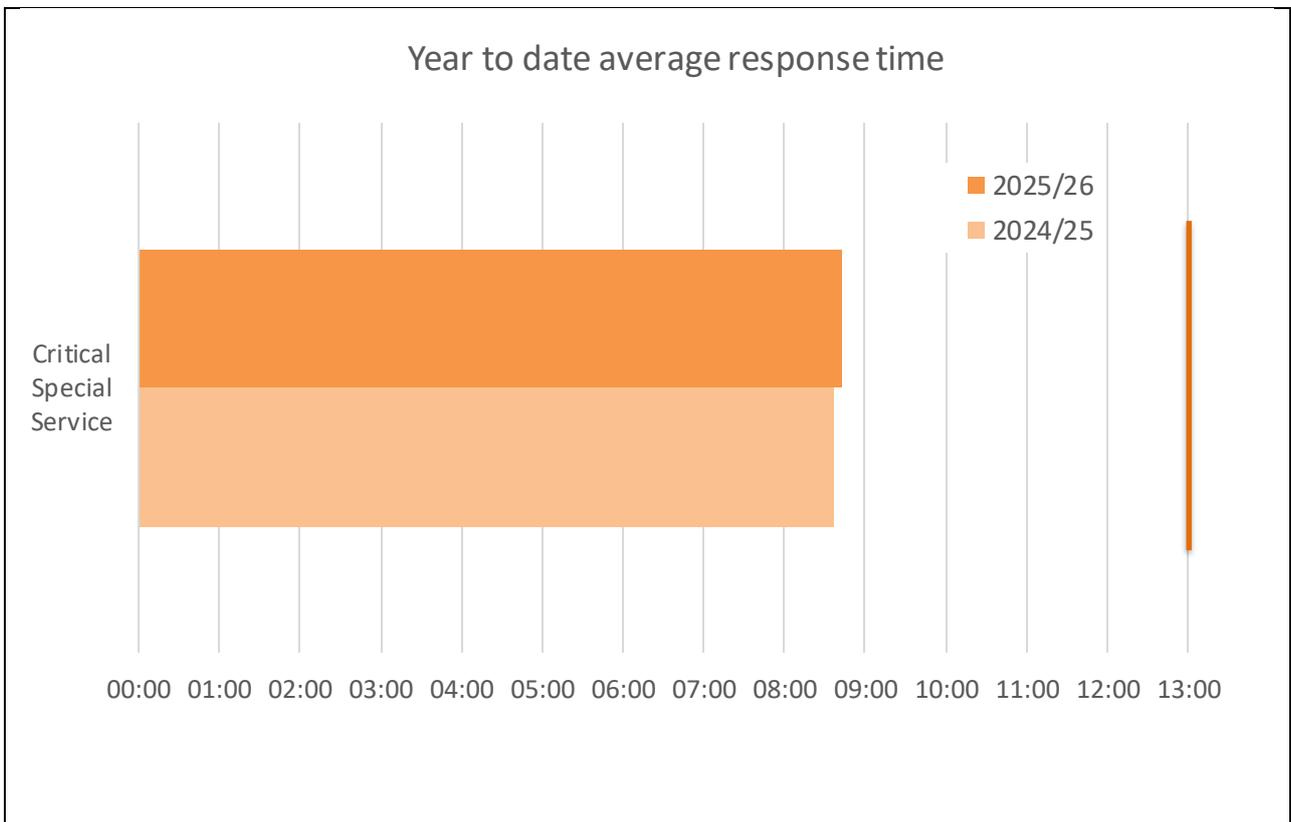
Critical special service incidents are non-fire incidents where there is a risk to life, for example, road traffic collisions, rescues and hazardous materials incidents. For these incidents there is a single response standard which measures call handling time and fire engine response time.

The response standard for the first fire engine attending a critical special service call = 13 minutes.

We have achieved our standards when the time between the ‘Time of Call’ (TOC) and ‘Time in Attendance’ (TIA) of the first fire engine arriving at the incident, averaged over the quarter, is less than the response standard. Expressed in minutes & seconds.

Critical Special Service Response	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year to Date	Previous Year to Date
(13 min)	08:37	08:46	08:44	-	<b>08:42</b>	08:36

[Out of standard response times are expressed within square brackets]



### 3.3 Fire Engine Availability



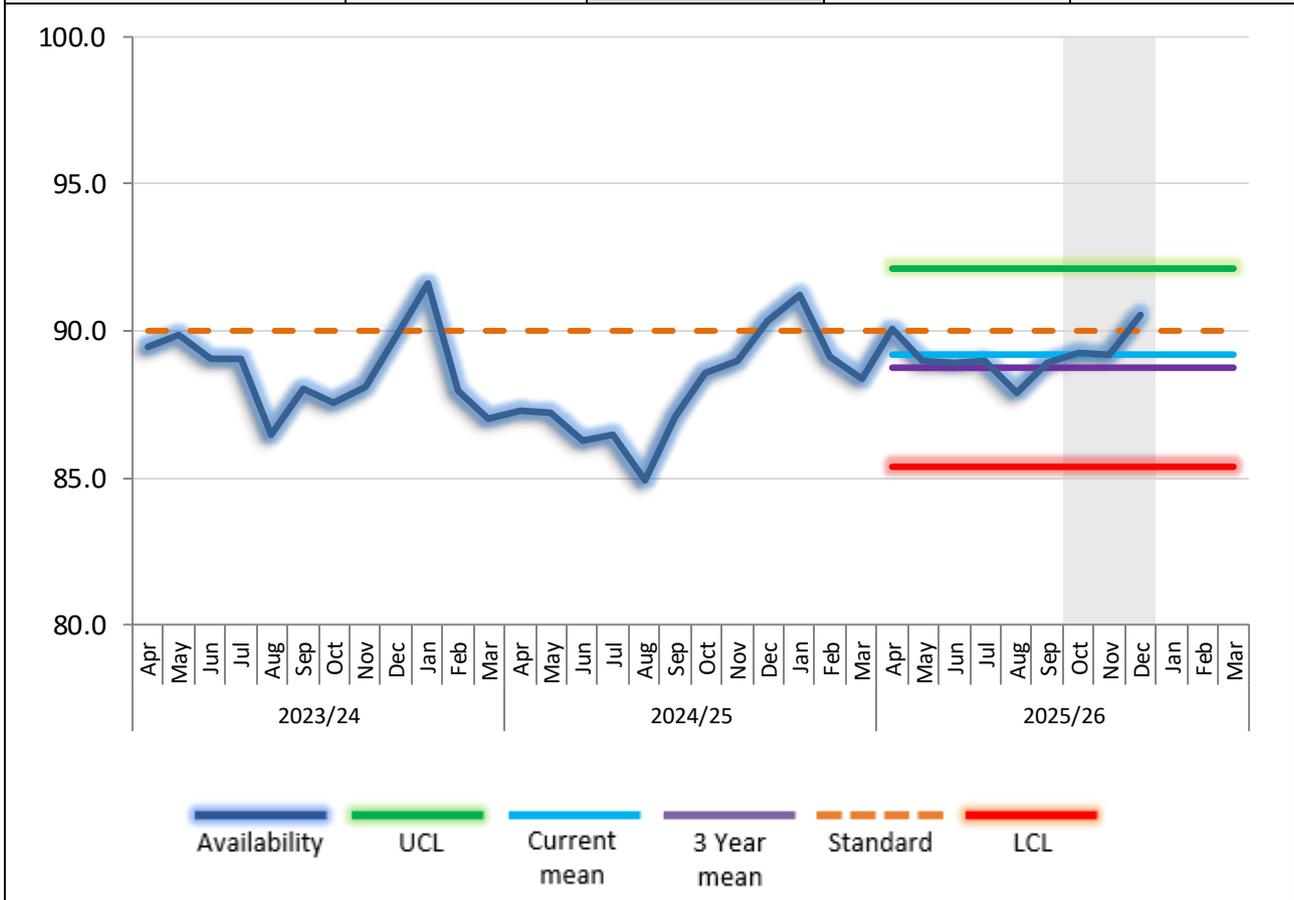
Quarter Availability  
**89.67%**

This indicator measures the total availability of the 1<sup>st</sup> fire engine at each of the 39 fire stations. It is measured as the percentage of time the 1<sup>st</sup> fire engine is available to respond compared to the total time in the period.

**Standard: 90%**

Quarterly availability increased 0.37% over the same quarter of the previous year.

Fire engine availability WT, FDC, DCP & OC	Year to Date	<b>2025/26 Quarter 3</b>	Previous year to Date	2024/25 Quarter 3
	89.19%	<b>89.67%</b>	87.45%	89.30%



#### 4.1 Progress Against Allocated Budget



Quarter variance  
-0.26%\*

The total cumulative value of the savings delivered to date compared to the year's standard and the total.

As a public service we are committed to providing a value for money service to the community and it is important that once a budget has been agreed and set, our spending remains within this.

The annual revenue budget for 2025/26 is £77.5 million. At the end of quarter three there is a small underspend of £0.2m (budget £55 million, spend £54.8 million). This is mainly attributable to savings on Wholetime pay due to the structure reducing earlier than anticipated, offset against additional on call costs and higher than budgeted pay awards of 3.2% for all staff compared to the 3% budgeted.

The annual revised capital budget for 2025/26 is £12.6 million and spend at the end of December was £3.9 million. Slippage of £6.7 million has been identified.

\*Revenue budget variance: -0.26%

## 4.2 Partnership Collaboration



A written update on partnership collaboration will be provided on a quarterly basis.

### Scope and definition:

The Police, Fire & Rescue Service, and Ambulance Service are mandated to work together under the Policing and Crime Act 2017. The aim is to encourage closer working between police, fire, and ambulance services to improve efficiency and emergency response.

This report outlines the progress of major workstreams overseen in Lancashire by the Blue Light Collaboration Board (BLCB). These workstreams are managed through both Strategic and Tactical meetings, supporting improved outcomes, better value for money, reduced demand, and addressing inequalities in communities.

### Leadership Development

Lancashire Fire and Rescue Service (LFRS), Lancashire Police (LanCon), and North West Ambulance Service (NWAS) continue to seek efficiencies and foster professional relationships across Blue Light Services.

Following the success and positive feedback from the three leadership events held in 2025, one hosted by each blue light service, planning is underway for another series of events in 2026. It is proposed that they will follow a similar format, with each blue light service hosting one of the events.

The group is also continuing to progress a cross-service coaching and mentoring network where people with similar roles at a comparable level are identified to link with each other in the role of either a coach or a mentor. The events that ran in 2025 provided an opportunity for the attendees to be briefed on the benefits of this and indicate whether they would be willing to enter into a coaching or mentoring arrangement. This received a positive response.

### Health and Wellbeing

A new collaborative group was formed earlier this year, bringing together Health and Wellbeing leads from all three Services. The group's goal is to understand and align the health and wellbeing offerings across Blue Light organisations and explore joint opportunities to support staff. It is led by LFRS. It is recognised that there are a number of similarities in the challenges faced by personnel across the three services, such as dealing with distressing incidents and shift work. By collaborating and sharing mechanisms to support staff, interventions can be optimised.

The group's initial step was to share policies and procedures for best practice and learning. Work planned for the group includes continuing to develop the idea of a Tri-service wellbeing event for any member of blue light staff and continuing to explore the possibility of a joint blue light fitness and nutrition support offer. LFRS and LanCon are developing an online module for mental health awareness, to be available to all staff and shared more widely once completed.

### **Estates and Co-location**

The estates and co-location initiative between LFRS, NWS, and LanCon aims to identify opportunities for shared sites, enhancing collaboration and value for money. Successful co-location at Lancaster, St Annes, Darwen, Preston, and other Fire Stations has improved operational efficiency and fostered stronger inter-service relationships, ultimately benefiting Lancashire communities.

The updated Blue Light Collaboration Project Initiation Document continues to provide direction for the Estates and Co-location sub-group, which is exploring further collaboration. Quarterly meetings between Heads of Estates from LFRS, NWS, and LanCon have shown that benefits extend beyond site sharing. The project's objectives, principles, and expected benefits have been updated. The group continues to consider system knowledge exchange, shared procurement specifications, and joint supplier frameworks.

Fleet have now been added as part of this group and have started work to explore the opportunities around joint servicing of vehicles across the blue light services. The group are also assessing the viability of sharing the use of vehicle maintenance unit (VMU) facilities in cases of high demand or business continuity. Work has already been carried out to reduce the number of notices of intended prosecution (NIPs) sent to blue light partner agencies, where appropriate. Further workstreams will be identified as the group matures such as electric vehicles and supporting infrastructure, collisions and driver management.

### **Community First Responder (CFR)**

A cost-benefit analysis by the New Economy shows that Emergency Medical Response (EMR) yields a return of £4.41 for every £1 invested. In areas with EMR co-responding, firefighters are dispatched alongside ambulance services for suspected cardiac arrests, with the first to arrive providing life-saving care. This parallel response increases the likelihood of timely intervention. While this model has been successful in parts of the UK, the steer is now to phase out EMR in favour of supporting the CFR volunteer framework.

In Lancashire, the CFR workstream enables LFRS staff volunteers to respond to life-threatening emergencies from their workplace. Since April 2025, nearly 300 incidents have been attended by LFRS personnel acting within phases 1 and 2.

- Phase 1: Green book staff respond voluntarily while on duty.
- Phase 2: Flexi Duty Officers (FDOs) respond while on duty.
- Phase 3: On Call staff respond within their communities.

LFRS are currently at the point of developing phase 3. Stations have been identified to align with NWS data indicating greatest demand for CFR and where implementation of the scheme will maximise the positive impact.

### **Recruitment**

Recruitment is the most recent subgroup to be set up and is still in its infancy. This group is looking at opportunities for joint recruitment initiatives, exploring ways to improve the vetting and references protocol, reviewing best practice for supporting applicants with neurodiverse conditions and consider cost saving collaboration through shared recruitment events and recruitment material.

<b>4.3 Overall User Satisfaction</b>		Percentage satisfied <b>98.58%</b>
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The percentage of people who were satisfied with the service received from the total number of people surveyed.

People surveyed include those who have experienced an accidental dwelling fire, a commercial fire, or a special service incident that we attended.

The standard is achieved if the percentage of satisfied responses is greater than the 97.50% standard.

**During the quarter, 76 people were surveyed; 73 responded that they were very or fairly satisfied.**

Question	Running Total	Number Satisfied	% Satisfied	% Standard	% Variance
Taking everything in to account, are you satisfied, dissatisfied, or neither with the service you received from Lancashire Fire and Rescue Service?	4,074	4,016	98.58%	97.50%	1.08%

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## Lancashire Combined Fire Authority

### Performance Committee

Meeting to be held on 11 March 2026

### An Overview of Lithium Battery-related Fires

Contact for further information – Sam Pink, Assistant Chief Fire Officer (ACFO)  
Tel: 01772 866801

#### Executive Summary

This paper supports the presentation to Performance Committee and provides an overview of lithium battery-related Accidental Dwelling Fires (ADFs) in Lancashire, including scale, trends, product types, locations, casualty impact, and the implications for prevention and risk management activity.

#### Recommendation

The Performance Committee is asked to note the report.

#### Context

The increasing prevalence of consumer products powered by lithium-ion batteries presents an emerging and distinct fire risk within domestic settings. These products are widely used, frequently charged within living spaces, and are often associated with poor charging practices, battery degradation, or non-compliant devices.

The presentation summarises Lancashire Fire and Rescue Service's (LFRS) analysis of lithium battery-related ADFs using enhanced incident recording and retrospective data interrogation.

#### Methodology and Data Confidence

- A custom incident recording question set was introduced into the Incident Recording System (IRS) in June 2023 to improve identification of lithium battery-related fires.
- To ensure earlier incidents were captured, keyword searches of free-text fields were also applied, recognising that many lithium-powered products are described inconsistently (e.g. vapes, e-cigarettes, electronic cigarettes).
- This combined approach strengthens confidence that lithium battery-related incidents are being consistently identified across the dataset.

#### Scale and Trend of Activity

- Over the most recent three-year period, LFRS attended 93 lithium battery-related accidental dwelling fires.
- Incident levels have remained broadly static, averaging 31 incidents per year.
- During the same period, LFRS attended 2,123 accidental dwelling fires in total, meaning lithium battery-related fires accounted for 4.4% of all ADFs.

## Product Types Involved

- In 58% of incidents (54 fires), the product involved was recorded generically as lithium- ion batteries, reflecting limitations in the information available at incident level.
- Other identified product types included:
  - E- bikes,
  - E- scooters,
  - E- appliance chargers,
  - E- cigarettes and similar devices,
  - Portable electronic equipment.

This indicates risk across a wide range of consumer products, not limited to any single category.

## Location of Fire Origin

- The most common locations for fire ignition were:
  - Bedrooms – 23.7% (22 incidents),
  - Living rooms – 19.4% (18 incidents),
  - Kitchens – 16.1% (15 incidents).

These findings demonstrate that lithium battery fires most frequently originate in occupied living and sleeping areas, increasing the potential for life risk.

## Geographic Distribution

- The three highest- incident districts together account for 45.2% of all lithium battery–related ADFs.

## Casualties and Severity

- There were 13 recorded casualties from 8 incidents:
  - 61.5% (8) resulted in slight injuries,
  - 23.1% (3) resulted in serious injuries,
  - 15.4% (2) resulted in fatalities.

Although the overall number of incidents is relatively modest, the proportion of serious injury and fatal outcomes indicates that lithium battery fires can have severe consequences, particularly when fires develop rapidly in domestic settings.

## Key Risk Insights

Analysis highlights several important risk characteristics:

- Lithium battery fires are consistently occurring year- on- year, rather than emerging as a short- term spike.
- Incidents predominantly occur in habitable rooms, increasing life risk.
- A wide range of everyday consumer products are involved, many of which are used and charged without formal safety oversight.

## Implications for Prevention and Risk Management

The findings reinforce the importance of:

- Targeted public safety messaging on safe charging, storage, and disposal of lithium battery products,
- Integration of lithium battery risk into home fire safety check advice and campaigns,
- Continued improvement in data quality and incident identification,
- Ongoing monitoring to identify any future growth linked to increased uptake of electric mobility and portable devices.

### **Business Risk**

Medium – Failure to recognise and act on lithium battery–related fires exposes LFRS to avoidable life- risk, assurance, and reputational challenge.

### **Environmental Impact**

None.

### **Equality & Diversity Implications**

None.

### **HR Implications**

None.

### **Financial Implications**

None.

### **Legal Implications**

Medium.

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

List of background papers

Paper:

Date:

Contact:

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# Lithium battery related ADF's

## Methodology:

- A custom question set was added to IRS in June 2023 to aid the identification of lithium battery related product fires: (8f.1) Emerging tech.

- 8f.1 Was Emerging Technology the cause of the fire?
- 8f.2 What type of Emerging Technology was involved?
- 8f.3 Hazardous Material Environment Protection Officer (HMEPO) involvement?

-- Select an item --

- Hover Board or Segway
- E-Cigarette
- E-Bike
- E-Scooter**
- E-Vehicle
- E-Vehicle Charging Points
- Solar Panels
- Lithium Ion Batteries
- Robotic Vacuum
- Domestic Energy Storage System DESS
- E-Appliance Charger
- Battery Energy Storage System BESS

- Additionally, the identification of products associated with a lithium battery product is enhanced via a keyword search of free-text fields used to describe the incident. This is to account for the period prior to June 2023 and to ensure products which may be known by multiple names are captured. E.g. E-Cigarette and their derivatives are also known as:
  - Vapes
  - E-cigs
  - Electronic cigarettes
  - Hookah's etc.



# Lithium battery related ADF's

## Activity:

- There have been 93 lithium product related fires over the latest three-year period.
- with activity remaining static each year, averaging 31 incidents annually.
- Over the same three-year period, there were 2,123 accidental dwelling fires, equating to lithium fires accounting for 4.4% of all ADF's.

Page 90

	2023	2024	2025	Total
ADF's	739	660	724	2,123
Lithium related	31	32	30	93
% of ADF's	4.2%	4.8%	4.1%	4.4%



# Lithium battery related ADF's

## Product type:

- Where a product category/description isn't stated, the item is recorded as Lithium-Ion Batteries. These account for 54 of the 93 incidents (58%).

	2023	2024	2025	Total	% of Total
Lithium-Ion Batteries	17	22	15	54	58.1%
E-Bike	7	3	3	13	14.0%
E-Appliance charger	-	4	7	11	11.8%
E-Scooter	2	3	3	8	8.6%
E-Cigarette	2	-	1	3	3.2%
Hover Board or Segway	2	-	-	2	2.2%
Laptop	1	-	1	2	2.2%



# Lithium battery related ADF's

## Location lithium fire start:

- 23.7% (22) of incidents originated in the bedroom, followed by the living room 19.4% (18), and kitchen 16.1% (15).

	2023	2024	2025	Total	% of Total
Bedroom	7	9	6	22	23.7%
Living room	7	7	4	18	19.4%
Kitchen	5	4	6	15	16.1%
Garage	1	1	9	11	11.8%
Corridor/Hall	6	2	-	8	8.6%
Dining room	3	3	1	7	7.5%
Other	-	1	2	3	3.2%
External fittings	1	1	1	3	3.2%
Open plan area	1	-	-	1	1.1%
Not known	-	1	-	1	1.1%
Utility room	-	1	-	1	1.1%
Conservatory	-	-	1	1	1.1%
Bathroom/Toilet	-	1	-	1	1.1%
External Structures	-	1	-	1	1.1%



# Lithium battery related ADF's

## Location district:

- The top three districts account for a combined 45.2% of lithium related ADF's.

	2023	2024	2025	Total	% of Total
Preston	6	8	3	17	18.3%
Blackpool	6	4	5	15	16.1%
Lancaster	4	4	2	10	10.8%
West Lancashire	2	3	3	8	8.6%
Burnley	1	3	4	8	8.6%
South Ribble	1	1	3	5	5.4%
Wyre	2	2	1	5	5.4%
Blackburn with Darwen	1	2	2	5	5.4%
Hyndburn	1	1	2	4	4.3%
Ribble Valley	2	1	1	4	4.3%
Fylde	2	1	-	3	3.2%
Rossendale	1	-	2	3	3.2%
Pendle	1	1	1	3	3.2%
Chorley	1	1	-	2	2.2%
Out of area	-	-	1	1	1.1%



# Lithium battery related ADF's

## Casualties:

- There were 13 recorded casualties from 8 incidents.
- 61.5% (8) recorded a slight injury, 23.1% (3) serious, and 15.4% (2) fatal.

	2023	2024	2025	Total	% of Total
<b>Victim went to hospital; injuries appear to be Slight</b>	1	4	3	8	61.5%
<b>Victim went to hospital; injuries appear to be Serious</b>	2	1	-	3	23.1%
<b>Fatality</b>	-	2	-	2	15.4%
<b>Total</b>	3	7	3	13	-



Lancashire Fire  
and Rescue Service

## Questions

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## Lancashire Combined Fire Authority

### Performance Committee

Meeting to be held on 11 March 2026

### Houses in Multiple Occupation

Contact for further information – Sam Pink, Assistant Chief Fire Officer (ACFO)

Tel: 01772 866801

#### Executive Summary

This paper supports the presentation to Performance Committee and provides an overview of Lancashire Fire and Rescue Service's (LFRS) risk-based approach to managing fire risk in Houses in Multiple Occupation (HMOs), including the scale of the risk, recent fire and enforcement data, emerging pressures, and the collaborative arrangements in place with Local Housing Authorities.

#### Recommendation

The Performance Committee is asked to note the report.

#### Context

HMOs represent a complex area of risk due to high occupancy levels, shared facilities, and (often) the vulnerability of residents. While Local Housing Authorities (LHAs) are the lead regulator for most HMOs, LFRS retains responsibility under the Regulatory Reform (Fire Safety) Order 2005 for higher-risk and more complex premises, including taller buildings and mixed-use accommodation.

#### Scale of the Risk and Resourcing

- Lancashire has over 68,000 regulated premises, with HMOs forming a significant and growing component of residential risk.
- The current three-year Risk Based Inspection Programme (RBIP) identifies 5,085 high and very high-risk premises.
- A fully established Protection establishment (Level 4 competent staff) provides capacity for up to 3,000 audits per year.
- To maintain a three-year intervention cycle, the Service aims to complete 1,500 high-risk audits per annum, prioritising premises that present the greatest life risk.

#### HMO Definition and Regulatory Responsibility

- An HMO is defined as a property occupied by three or more tenants forming more than one household, sharing basic facilities.
- Larger HMOs are those with five or more tenants.
- Local Housing Authorities are the lead regulator for most HMOs, including licensed and unlicensed properties.
- LFRS acts as the enforcing authority for higher-risk premises, such as:
  - HMOs within mixed-use buildings,
  - Taller and more complex residential layouts,
  - Hostels, hotels, and accommodation managed by local authorities.

This dual- regulatory framework requires strong coordination to ensure risk is effectively managed without duplication.

### **Local Intelligence and Incident Data**

- Local authority data indicates several hundred known HMOs across Lancashire, with the majority being below three storeys, but a smaller number of 3–6 storey HMOs that present elevated risk.
- Between 2021 and 2025, LFRS attended 125 primary fires in HMOs:
  - 63% occurred in licensed HMOs,
  - 33% where licensing status was unknown,
  - 4% in known unlicensed HMOs.

### **Regulatory Activity and Outcomes**

- Since 2021, LFRS has undertaken significant regulatory activity within HMOs, including audits, enforcement notices, alterations, and prohibitions.
- Enforcement action has been used proportionately to address serious deficiencies and manage risk where compliance could not be achieved through advice or informal measures.

### **Emerging Risk Pressures**

- Rapid growth in small (3–4 person) HMOs that fall outside licensing schemes, reducing visibility and oversight.
- Increased investor ownership, often by individuals based outside the area, making engagement and compliance more challenging.
- Growing use of HMOs as supported accommodation, housing residents with increased vulnerability, which elevates life risk and complexity.

### **Collaborative Approach**

LFRS works closely with all Lancashire Local Housing Authorities through:

- A formal Memorandum of Understanding (MoU),
- Selective licensing and joint initiatives targeting higher- risk HMOs and rogue landlords,
- Information sharing and coordinated enforcement activity,
- Attendance at pan- Lancashire housing leads forums,
- Continual safeguarding and signposting through prevention pathways (e.g. Home Fire Safety Checks (HFSC) / Business Fire Safety Checks (BFSC)),
- National leadership on improving premises risk data, including development of improved local data systems.

### **Business Risk**

Medium - a failure to maintain effective collaborative working arrangements with other regulators and fulfil our statutory duty could result in reputational and assurance challenge.

### **Environmental Impact**

None.

## **Equality & Diversity Implications**

None.

## **HR Implications**

None.

## **Financial Implications**

None.

## **Legal Implications**

Medium.

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

List of background papers

Paper:

Date:

Contact:

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# **LFRS HMO Risk-Based Approach**

# Resourcing to Risk

- Lancashire has over 68,000 regulated premises.
- Protection Resource of 45 level 3, 4 and 5 green and grey book staff
- Three-year RBIP comprises **5085 high/very high-risk** premises. It is accepted that there is an anomaly rate in the Ordnance Survey data of around 10-15%, therefore it is likely that this figure equates to **c.4500** premises.
- A fully established and qualified (level 4) Protection establishment provides capacity for up to 3000 audits per annum. With a typical intervention frequency of three years the objective is to undertake 1500 high risk audits per annum from the RBIP to ensure the programme is completed in a three-year period.

# Lead Authorities and Dual Regulation

Type of premises  Shaded section indicates premises covered by the Regulatory Reform (Fire Safety) Order 2005	Lead Authority
Single dwellings	Local Housing Authority
Shared Houses	Local Housing Authority
All <b>House in Multiple Occupation (HMO)</b> whether or not subject to mandatory, selective or additional licensing	Local Housing Authority
All self-contained flats, whether purpose built or converted	Local Housing Authority
Premises with mixed commercial and associated residential accommodation and sheltered housing	Fire Authority
Hostels/B&B/Hotels	Fire Authority
Accommodation owned or managed by the Local Housing Authority	Fire Authority

# HMO Definition and Risk

**Your home is a house in multiple occupation (HMO) if both of the following apply:**

- at least 3 tenants live there, forming more than 1 household
- you share toilet, bathroom or kitchen facilities with other tenants

**Your home is a large HMO if both of the following apply:**

- at least 5 tenants live there, forming more than 1 household
- you share toilet, bathroom or kitchen facilities with other tenants

# LFRS Data on HMOs Approx. Volumes

<b>Fire Safety Area</b>	<b>Below 3 Storey</b>	<b>3 - 6 Storey</b>
<b>Eastern and Pennine</b>	<b>167</b>	<b>4</b>
<b>Northern and Western</b>	<b>247</b>	<b>30</b>
<b>Southern and Central</b>	<b>772</b>	<b>18</b>

This data is based on local authority custodian data sources

# LFRS Primary Fires in HMOs 2021-2025

Property type 3	2021	2022	2023	2024	2025	Total	%
Licensed HMO	20	9	17	23	10	79	63.2%
Unknown if licensed HMO	10	5	8	8	10	41	32.8%
Unlicensed HMO	2	2		1		5	4.0%
Total	32	16	25	32	20	125	
	25.6%	12.8%	20.0%	25.6%	16.0%		

# Regulatory Action since 2021

Satisfactory Audits	80
Unsatisfactory Audits	1109
Total Audits	1189
Enforcements	103
Prem w/ Enforcements	81
Alterations	46
Prem w/ Alterations	28
Prohibitions	7
Prem w/ Prohibitions	7

'Prem w/' is the number of premises that have had a notice (as we often issue to more than one RP)

# HMO Risk Growth

- Housing Authorities experiencing exponential growth in 3-4 person HMOs as they fall outside Licensing scope.
- Many being bought by investors (who live remote) capitalising on relatively low property prices and no permission or need to inform LA before they operate which makes true volume and risk tracking difficult.
- Used as 'supported accommodation' for tenants with a variety of backgrounds (and vulnerabilities/dependencies), as this usage attracts significantly higher rates of payments, so it is an extremely lucrative source of income for the providers and the owners who lease them out.

# A Collaborative Approach

- MoU with all LA Housing
- Selective Licensing Initiatives to target HMOs and Rogue Landlords
- Information sharing on risks
- Multi-agency interventions and joint enforcements utilising most effective regulatory powers
- RBIP proactively targeting higher risk HMOs as per MOU (generally 3 storeys plus and more complex layouts)
- LFRS attend pan-Lancashire housing leads forum
- Continual signposting/ safeguarding – HFSC/ BFSC
- LFRS leading nationally on improving premises risk data with local custodians and introduction of digital override table.



Memorandum of Understanding between Lancashire Fire and Rescue Service (LFRS) and Blackburn with Darwen Borough Council, Improving fire safety in residential premises.

# Questions

## **Lancashire Combined Fire Authority Performance Committee**

Meeting to be held on 11 March 2026

### **Flooding Incident Activity – Ten Year Analysis (2014/15 – 2024/25)**

(Appendix 1 refers)

Contact for further information – Sam Pink, Assistant Chief Fire Officer (ACFO)  
Tel: 01772 866801

#### **Executive Summary**

There were 881 flooding-related special service incidents recorded between 1 April 2014 and 31 March 2025.

This paper provides an overview of the levels of activity, distribution and impacts of incidents attended.

The appendix provides a detailed analysis of flooding events across districts and Lower Layer Super Output Areas (LSOAs).

#### **Recommendation(s)**

Performance Committee are asked to note the analysis of flooding-related demand and the continued importance of effective planning, preparedness and response to severe weather events impacting on our communities.

#### **Information**

This paper is the same paper that was reported to the performance committee in December 2025. It includes detailed information about incident numbers, broken down by district and LSOAs, in the appendix. The paper summarises special service incidents related to flooding recorded by Lancashire Fire and Rescue Service (LFRS), between 1 April 2014 and 31 March 2025. The analysis covers flooding due to surface water, rising river levels, high tide, or reservoir and the recorded causes (heavy rainfall, obstruction/blockage, structural failure). Incidents involving burst pipes, etc., are excluded. Fiscal years are used to align with seasonal effects and include the most recent 2025 data.

There have been 881 flood related incidents over the ten-year period. Activity peaked in 2015/16 due to storm Desmond and storm Eva, both of which occurred in December 2015, with activity generally trending downward since then. The most recent year recorded 67 incidents, equating to 74.1% fewer incidents than the 259 recorded in 2015/16, and 31.5% fewer incidents than the ten-year average.

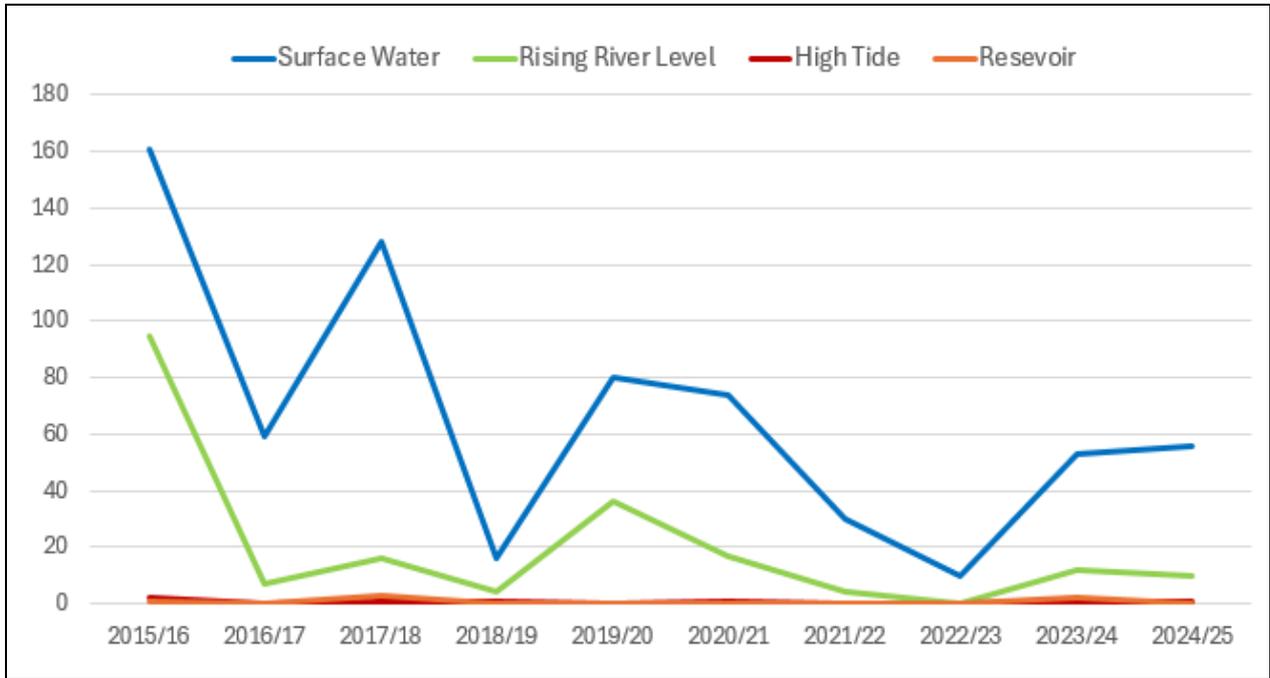
Over the first half of the analysis period, activity typically followed an alternating peak and trough pattern, however activity decreased notably during 2021/22 to 2022/23, and activity over the most recent two years has been static.

Flooding source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Surface Water	161	59	128	16	80	74	30	10	53	56	667
Rising River Level	95	7	16	4	36	17	4		12	10	201
High Tide	2		1	1		1			1	1	7
Reservoir	1		3						2		6
Total	259	66	148	21	116	92	34	10	68	67	881

Overall, the winter months account for 41.7%, autumn 31.1%, summer 24.1%, and with the lowest activity months being the spring season at 3.2%. However, incidents occurred most frequently in the individual months of December (26.1%) and November (18.8%), which combined, accounted for 44.9% of activity.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Activity	6	6	76	63	73	35	73	166	230	62	75	16
% of total	0.7%	0.7%	8.6%	7.2%	8.3%	4.0%	8.3%	18.8%	26.1%	7.0%	8.5%	1.8%

Table 3 shows the flooding related activity over the ten-year period broken down by the source of flooding.



Whilst the source of a flooding incident may be due to surface water for example, the actual cause of the incident may be due to an event such as heavy rainfall, obstruction or blockage, or structural failure. For example, the large-scale flooding seen in the village of St Michaels on Wyre during Storm Desmond in December 2015 was due to rising river levels and a structural failure i.e. embankment. Structural failure is a relatively rare event and accounts for just 1.1% of the 881 incidents.

Overall, heavy rainfall accounted for 90.6% of the causes, with an obstruction or blockage accounting for just 7.5%. An obstruction or blockage could be caused by drainage issues (blocked roadside drains, culvert etc.).

Table 4 shows the source of the flooding and the cause of the event.

Flooding source and cause	Heavy Rainfall	Obstruction/Blockage	Structural Failure	Not recorded	Total
Surface Water	601	60	6		667
Rising River Level	194	4	3		201
High Tide				7	7
Reservoir	3	2	1		6
Total	798	66	10	7	881
%	90.6%	7.5%	1.1%	0.8%	

Table 5 shows that over the last 10-year period, Lancaster district accounted for the largest number of flooding incidents, recording 190 (21.6% of the total). This is quite distantly followed by West Lancashire with 90 (10.2%) and 87 occurring in Wyre (9.9%).

The top four districts of Lancaster, West Lancashire, Wyre, and Rossendale account for almost 50% of the incidents. Lancaster district accounts for the largest amount of surface water, rising river levels, and high tide incidents. The high tide incidents are

mainly around the Glasson Dock area. The five reservoir incidents within Chorley district are from an area north of Anglezarke reservoir.

District	Surface Water	Rising River Level	High Tide	Reservoir	Total	% of Total
Lancaster	117	70	3		190	21.6%
West Lancashire	84	6			90	10.2%
Wyre	67	19	1		87	9.9%
Rosendale	41	30			71	8.1%
Ribble Valley	45	14	2		61	6.9%
Chorley	38	13		5	56	6.4%
Fylde	52	2			54	6.1%
Preston	50	3			53	6.0%
Blackpool	47			1	48	5.4%
South Ribble	33	12	1		46	5.2%
Pendle	28	11			39	4.4%
Burnley	20	11			31	3.5%
Hyndburn	22	3			25	2.8%
Blackburn With	18	6			24	2.7%
Out Of Area	5	1			6	0.7%
Total	667	201	7	6	881	

There are large variations of activity within each district between the years. For example, Table 6 shows that Lancaster recorded almost 50% (93 incidents) of its activity in 2015/16, with another peak in 2017/18 accounting for an additional 32%.

Overall, all districts but three have a decreasing trend, with only Blackburn with Darwen, Chorley, and Fylde recording a small increasing trend. During the most recent year only West Lancashire has recorded a notably greater number of incidents with 17. These are almost exclusively heavy rainfall related.

District	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Lancaster	93	9	61	1	10	13	0	0	2	1	190
West Lancashire	12	27	0	0	13	14	2	2	3	17	90
Wyre	18	4	35	0	6	3	5	4	10	2	87
Rosendale	19	0	9	1	25	6	0	1	0	10	71
Ribble Valley	29	4	3	6	3	5	3	0	2	6	61
Chorley	10	1	8	1	6	10	0	0	11	9	56
Fylde	7	0	6	1	4	20	2	2	11	1	54
Preston	12	2	1	3	9	6	11	0	7	2	53

Blackpool	3	4	17	1	9	2	4	0	6	2	48
South Ribble	19	2	0	1	9	3	3	0	3	6	46
Pendle	19	0	2	3	8	0	2	0	3	2	39
Burnley	7	7	1	2	7	0	1	0	1	5	31
Hyndburn	9	1	2	1	3	3	0	1	3	2	25
Blackburn With Darwen	2	3	3	0	4	3	1	0	6	2	24
Out Of Area	0	2	0	0	0	4	0	0	0	0	6
Total	259	66	148	21	116	92	34	10	68	67	881

Flooding events can quickly affect many properties over a wide area, so in certain circumstances, spate conditions are declared. These conditions are when many calls are received simultaneously, for incidents not at the same address. This means that affected property counts can be recorded as estimates, or there is a single record for the original location/property, but the actual number affected is far greater. This may involve large numbers of properties in which the counts are only captured within free text narrative.

However, overall, there have been 8,708 recorded properties affected by flood water entry. This includes three separate incidents in 2017/18 in which a count of 500 properties at each incident were recorded.

Table 7 shows the number of incidents within each property count banding.

Properties affected	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total	% of Total
None	38	17	15	4	19	18	6	1	15	11	144	16.3%
1 to 5	167	40	81	17	79	63	24	5	41	39	556	63.1%
6 to 10	14	4	21		7	5	1		5	8	65	7.4%
11 to 20	14	5	9		5	5			3	5	46	5.2%
21 to 30	4		1		1	1		2			9	1.0%
31 to 40			2							2	4	0.5%
50 to 99	4		7		1		3			2	17	1.9%
100+	12		9		3			2	1		27	3.1%
Unknown	6		3		1				3		13	1.5%
Total	259	66	148	21	116	92	34	10	68	67	881	

Spate conditions can also affect the recording of casualties, rescues, and evacuations, so these can sometimes be estimates, especially where large numbers of people are not directly evacuated by the Fire Service.

The table below shows a count of incidents against the number of people evacuated with the assistance of the Fire Service. For example, there was a single incident during 2015/16 in which 50 people were evacuated.

TABLE 8											
Evacuated with Fire Service assistance	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
1	4		4		3	1					12
2	1		1		1						3
3	2					1					3
4		1								1	2
5			1								1
6	1										1
7	1										1
8	1										1
10			1								1
12					1						1
15			1								1
16						1					1
50	1										1
Total	11	1	8	0	5	3	0	0	0	1	29

Table 9 records a count of incidents against the number of people evacuated without the assistance of the Fire Service. There was a single incident during 2017/18 in which 100 people were evacuated.

TABLE 9											
Evacuated without Fire Service assistance	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
1	2			1		1			1		5
2	1		1		2						4
3			1								1
4						1					1
5	1										1
6						1					1
8		1									1
10	2		1								3
20	1				1				1		3
21		1									1
25	1										1
30	1				1						2
50	1										1
100			1								1
Total	10	2	4	1	4	3	0	0	2	0	26

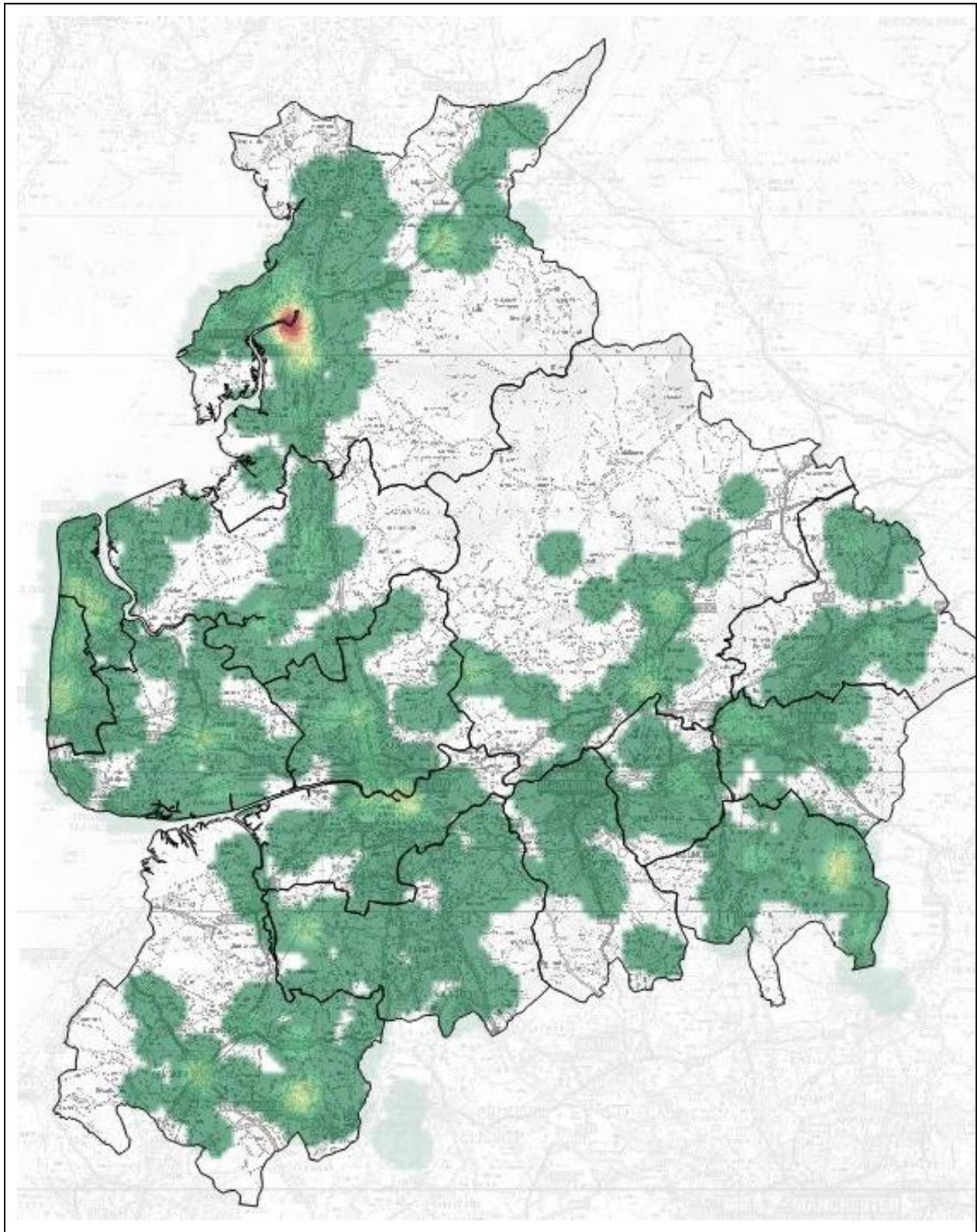
The tables below show where casualty details have been recorded. These people have been either rescued without an injury or have a recorded injury. Note that these differ from the previous evacuations in which no rescue was required, or no injury occurred.

TABLE 10											
Casualty status	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Rescued (rescue without injury)	23	1	19		4	4	4		14	20	89
Injury (incl. rescue with injury)									3	2	5
Total	23	1	19	0	4	4	4	0	17	22	94

In addition to the above, there is an incident type which may be used as an alternate to, but related to flooding, such as a rescue or evacuation from water. An additional section has been added to the end of this report to account for this alternative.

Ten-year heat map of flooding incidents.

TABLE 11
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There is an additional incident classification that, whilst not recorded as a flooding incident, is related to the effects of flooding: 'Rescue or evacuation from water'. These are where people have been rescued/assisted by the Fire Service from a vehicle or a location/property surrounded by water. An example would be when a vehicle has entered floodwater and become stranded.

Over the ten-year period, there have been 115 such rescues/evacuations.

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Person in or on top of vehicle that is surrounded by moving or rising water greater than (2) foot deep	17	2	9	2	8	10	2	1	3	14	68
From widespread flooding, e.g. flooded streets or field.	5			2	2		2	1	3	3	18
Person assisted through or across public highway covered by water	3		1	1	2	2	1	1	1	4	16
Person assisted from dwelling surrounded by water	7	1					1	2			11
Person in or on top of buildings that is surrounded by moving or rising water that will exceed head height or cause structural collapse	2										2
Total	34	3	10	5	12	12	6	5	7	21	115

### **Business risk**

Without sustained capability for a response to severe weather incidents, there is a risk of reduced operational effectiveness during spate conditions, this may impact public safety, increase operational demand on neighbouring Fire and Rescue Service (FRS) partners, and expose the Authority to reputational risk.

### **Sustainability or Environmental Impact**

Neutral/positive. Investment in severe weather response capabilities mitigates environmental harm by limiting water damage and contamination spread during floods or wildfires. Any equipment procurement will consider lifecycle impacts and energy efficiency.

### **Equality and Diversity Implications**

Flooding disproportionately affects vulnerable communities (e.g. older and disabled residents, and low-income households in high-risk areas). Response planning and public warning/informing should continue to account for accessibility and targeted engagement.

### **Data Protection (GDPR)**

Will the proposal(s) involve the processing of personal data? No. The analysis uses aggregated incident data; no personally identifiable information is included.

### **HR implications**

None identified

**Financial implications**

None identified as part of this paper.

**Legal implications**

Proposals align with duties under the Fire and Rescue Services Act 2004 (rescue and protection) and the Civil Contingencies Act 2004 (warn and inform). No direct legal implications arise from noting this report.

**Local Government (Access to Information) Act 1985****List of background papers**

Paper:

Date:

Contact:

Reason for inclusion in Part 2 if appropriate: Insert Exemption Clause

## Appendix 1

Breakdown of the 881 flooding incidents by district and the Lower Super Output area (LSOA) the incident was located. Data ordered by district and LSOA total.

District/LSOA	Surface Water	Rising River Level	High Tide	Reservoir	Total
<b>LANCASTER</b>	<b>117</b>	<b>70</b>	<b>3</b>		<b>190</b>
E01025093	2	14			16
E01025166	14	1			15
E01025151	3	11			14
E01025099	2	10			12
E01025159	10				10
E01025141	4	4			8
E01025130	5	3			8
E01033071	4	3			7
E01025167	6	1			7
E01025149	2	4			6
E01025105	4	1			5
E01025126	3	2			5
E01025133	3	2			5
E01025107	1	1	2		4
E01025163	4				4
E01025142	4				4
E01025127	3	1			4
E01025106	1	3			4
E01025131	2	2			4
E01025108	3	1			4
E01025089	4				4
E01025132	1	2			3
E01025092	1	2			3
E01025114	2				2
E01025115	2				2
E01025143	1	1			2
E01025168	2				2
E01025109	2				2
E01025140	1	1			2
E01025120	2				2
E01025111	1				1
E01025087	1				1
E01025158	1				1
E01025102	1				1
E01025098	1				1
E01033073	1				1
E01025152	1				1
E01025169	1				1
E01025096	1				1
E01033072			1		1
E01025165	1				1
E01025147	1				1
E01025116	1				1
E01025101	1				1
E01025113	1				1

E01025095	1				1
E01025145	1				1
District/LSOA	Surface Water	Rising River Level	High Tide	Reservoir	Total
E01025124	1				1
E01025146	1				1
E01025139	1				1

<b>WEST LANCASHIRE</b>	<b>84</b>	<b>6</b>			<b>90</b>
E01025499	6	1			7
E01025506	6	1			7
E01025483	5				5
E01025514	5				5
E01025510	5				5
E01025521	4				4
E01025480	4				4
E01025490	4				4
E01025522	3				3
E01025511	3				3
E01025471	3				3
E01025484	2				2
E01025530	1	1			2
E01025523	1	1			2
E01025497	2				2
E01025479	1	1			2
E01025533	2				2
E01025481	2				2
E01025535	2				2
E01025524	2				2
E01025482	2				2
E01025491	1	1			2
E01025478	2				2
E01025538	2				2
E01025500	2				2
E01025512	2				2
E01025474	1				1
E01025519	1				1
E01025540	1				1
E01025495	1				1
E01025520	1				1
E01025469	1				1
E01025539	1				1
E01025528	1				1
E01025496	1				1
E01025518	1				1

District/LSOA	Surface Water	Rising River Level	High Tide	Reservoir	Total
<b>WYRE</b>	<b>67</b>	<b>19</b>	<b>1</b>		<b>87</b>
E01025562	3	6			9
E01025548	5	1			6
E01025561	3	2			5
E01025549	2	3			5
E01025559	2	2			4

E01025601	4			4
E01025547	4			4
E01025565	4			4
E01025576	3			3
E01025572	3			3
E01025589	3			3
E01025604	3			3
E01025553	1	2		3
E01025594	2			2
E01025556	2			2
E01025588	2			2
E01025595	2			2
E01025591	2			2
E01025552	1	1		2
E01025550	2			2
E01025585	2			2
E01025602	2			2
E01025555	2			2
E01025580	1			1
E01025560		1		1
E01025545	1			1
E01025558		1		1
E01025577	1			1
E01025574	1			1
E01025609	1			1
E01025590	1			1
E01025575	1			1
E01025544	1			1
E01025570			1	1

District/LSOA	Surface Water	Rising River Level	High Tide	Reservoir	Total
<b>ROSSENDALE</b>	<b>41</b>	<b>30</b>			<b>71</b>
E01025369	5	7			12
E01025360	6	3			9
E01025368	7				7
E01025367	2	4			6
E01025355	3	1			4
E01025357	1	3			4
E01025390	2	1			3
E01025356	1	1			2
E01025393		2			2
E01025391	2				2
E01025384		2			2
E01025358		2			2
E01025395	2				2
E01025370	1	1			2
E01033281		2			2
E01025394		1			1
E01025375	1				1
E01025365	1				1
E01025383	1				1
E01025379	1				1
E01025359	1				1

E01025382	1			1
E01025389	1			1
E01025373	1			1
E01025374	1			1

District/LSOA	Surface Water	Rising River Level	High Tide	Reservoir	Total
<b>RIBBLE VALLEY</b>	<b>45</b>	<b>14</b>	<b>2</b>		<b>61</b>
E01025346	6	2			8
E01025351	5	1	1		7
E01025354	5				5
E01025342		3	1		4
E01025349		4			4
E01025317	4				4
E01025325	4				4
E01025350	3	1			4
E01025348	1	1			2
E01025326	2				2
E01025345	2				2
E01025320	2				2
E01025319	1	1			2
E01025328	2				2
E01025315	2				2
E01025321	1				1
E01025323	1				1
E01025344	1				1
E01025347	1				1
E01025318	1				1
E01025334		1			1
E01025333	1				1

District/LSOA	Surface Water	Rising River Level	High Tide	Reservoir	Total
<b>CHORLEY</b>	<b>38</b>	<b>13</b>		<b>5</b>	<b>56</b>
E01024976	3	5			8
E01024974	1	4			5
E01024921	5				5
E01024971	4				4
E01024977				3	3
E01024975	2	1			3
E01024979	3				3
E01024964	3				3
E01024973		1		2	3
E01024966	1	2			3
E01024915	2				2
E01024972	2				2
E01024916	2				2
E01024954	1				1
E01024959	1				1
E01024957	1				1
E01024978	1				1
E01024924	1				1
E01024980	1				1
E01024934	1				1
E01034339	1				1

E01024941	1				1
E01024969	1				1
<b>District/LSOA</b>	<b>Surface Water</b>	<b>Rising River Level</b>	<b>High Tide</b>	<b>Reservoir</b>	<b>Total</b>
<b>FYLDE</b>	<b>52</b>	<b>2</b>			<b>54</b>
E01025009	8				8
E01025007	5				5
E01025014	3	1			4
E01025019	4				4
E01024999	4				4
E01025031	4				4
E01025026	3				3
E01025028	3				3
E01025029	2				2
E01024998	2				2
E01025020	2				2
E01024993	1	1			2
E01025030	1				1
E01025022	1				1
E01025013	1				1
E01024990	1				1
E01024991	1				1
E01025015	1				1
E01024986	1				1
E01024997	1				1
E01025000	1				1
E01024984	1				1
E01025012	1				1

<b>District/LSOA</b>	<b>Surface Water</b>	<b>Rising River Level</b>	<b>High Tide</b>	<b>Reservoir</b>	<b>Total</b>
<b>PRESTON</b>	<b>50</b>	<b>3</b>			<b>53</b>
E01025277	8				8
E01034346	6	1			7
E01025281	4	1			5
E01025279	4				4
E01025259	3				3
E01025290	3				3
E01025243	2	1			3
E01034347	3				3
E01025306	2				2
E01025258	2				2
E01025232	2				2
E01025278	2				2
E01025242	1				1
E01025313	1				1
E01025272	1				1
E01025284	1				1
E01033223	1				1
E01025275	1				1
E01025247	1				1
E01025304	1				1
E01025256	1				1

District/LSOA	Surface Water	Rising River Level	High Tide	Reservoir	Total
<b>BLACKPOOL</b>	<b>47</b>			<b>1</b>	<b>48</b>
E01012743	4				4
E01012691	4				4
E01012730	2			1	3
E01012714	2				2
E01012736	2				2
E01012681	2				2
E01012722	2				2
E01012673	2				2
E01012677	2				2
E01012744	2				2
E01012703	2				2
E01012750	2				2
E01012682	1				1
E01012678	1				1
E01012675	1				1
E01012671	1				1
E01012738	1				1
E01012747	1				1
E01012683	1				1
E01012662	1				1
E01012668	1				1
E01012672	1				1
E01012737	1				1
E01012704	1				1
E01012669	1				1
E01012666	1				1
E01012746	1				1
E01012717	1				1
E01012718	1				1
E01012692	1				1
E01012693	1				1

District/LSOA	Surface Water	Rising River Level	High Tide	Reservoir	Total
<b>SOUTH RIBBLE</b>	<b>33</b>	<b>12</b>	<b>1</b>		<b>46</b>
E01025457	8	6	1		15
E01034348	3	1			4
E01025465	1	3			4
E01025402	3				3
E01025448	3				3
E01025456		2			2
E01025438	2				2
E01025408	1				1
E01034349	1				1
E01025419	1				1
E01025437	1				1
E01025427	1				1
E01025400	1				1
E01025417	1				1
E01025442	1				1

E01025423	1				1
E01025403	1				1
E01034351	1				1
E01025453	1				1
E01025454	1				1

District/LSOA	Surface Water	Rising River Level	High Tide	Reservoir	Total
<b>PENDLE</b>	<b>28</b>	<b>11</b>			<b>39</b>
E01025180	2	3			5
E01025227	2	2			4
E01025199	1	2			3
E01025179	1	2			3
E01025192	3				3
E01025202	2				2
E01025200	2				2
E01025176	2				2
E01025195	2				2
E01025209	1				1
E01025178		1			1
E01025211	1				1
E01025228		1			1
E01025177	1				1
E01025198	1				1
E01025210	1				1
E01025183	1				1
E01025213	1				1
E01025191	1				1
E01025201	1				1
E01025174	1				1
E01025196	1				1

District/LSOA	Surface Water	Rising River Level	High Tide	Reservoir	Total
<b>BURNLEY</b>	<b>20</b>	<b>11</b>			<b>31</b>
E01024885	3	4			7
E01024901	2	1			3
E01024871	3				3
E01024860	2	1			3
E01024893	1	1			2
E01024891		2			2
E01024881	1	1			2
E01024879	1				1
E01024899	1				1
E01024869	1				1
E01024884		1			1
E01024900	1				1
E01024864	1				1
E01024902	1				1
E01024874	1				1
E01024876	1				1

District/LSOA	Surface Water	Rising River Level	High Tide	Reservoir	Total
<b>HYNDBURN</b>	<b>22</b>	<b>3</b>			<b>25</b>
E01025059	3				3
E01025065	2				2
E01025069	2				2
E01025067	2				2
E01025054	2				2
E01025075	2				2
E01025080	1	1			2
E01025034	2				2
E01025039	1				1
E01025040		1			1
E01025068	1				1
E01025063	1				1
E01025041	1				1
E01025050		1			1
E01025051	1				1
E01025062	1				1

District/LSOA	Surface Water	Rising River Level	High Tide	Reservoir	Total
<b>BLACKBURN WITH DARWEN</b>	<b>18</b>	<b>6</b>			<b>24</b>
E01012616	2	2			4
E01012582	1	1			2
E01012596	2				2
E01012640		1			1
E01012583	1				1
E01012647		1			1
E01012585	1				1
E01012594		1			1
E01012633	1				1
E01012637	1				1
E01012607	1				1
E01012644	1				1

District/LSOA	Surface Water	Rising River Level	High Tide	Reservoir	Total
E01012611	1				1
E01012648	1				1
E01012655	1				1
E01032485	1				1
E01032486	1				1
E01012623	1				1
E01012628	1				1

District/LSOA	Surface Water	Rising River Level	High Tide	Reservoir	Total
<b>Out of Area/Unmatched</b>	<b>5</b>	<b>1</b>			<b>6</b>
Unknown	5	1			6

District/LSOA	Surface Water	Rising River Level	High Tide	Reservoir	Total
<b>All Districts Total</b>	<b>667</b>	<b>201</b>	<b>7</b>	<b>6</b>	<b>881</b>

## **Lancashire Combined Fire Authority**

### **Performance Committee**

Meeting to be held on 11 March 2026

### **Dynamic Resource Management**

(Appendix 1 refers)

Contact for further information – ACFO Samantha Pink – Director of Service Delivery  
Tel: 01772 866802

#### **Executive Summary**

This report and attached six-month evaluation of Dynamic Resource Management (DRM) focusses on its application, frequency, and effects across operational and financial areas. The report also reviews the impact of DRM on response standards, availability, prevention and protection activities, and impacts on mobilisations.

In summary, this report provides assurance that DRM has provided the required efficiency savings whilst maintaining excellent operational response performance within the standards set by Key Performance Indicators (KPIs) over the first six months of implementation.

#### **Recommendation**

The Performance Committee is asked to note the report and evaluation.

#### **Information**

Lancashire Fire and Rescue Service (LFRS) has robust systems in place to monitor, manage, and dynamically deploy our fire engines and firefighters to respond to emergencies across Lancashire. There are 58 fire engines and a number of specialist appliances in the county however some are often unavailable due to many reasons: ongoing incidents, training, maintenance, leave or sickness absence; unavailability of on-call staff; and other operational reasons.

#### **Dynamic Resource Management**

Dynamic resource management has introduced smarter and more efficient deployment of firefighters based on county-wide risk and it is used for advance planning.

There are 39 fire stations across Lancashire: 22 of these have at least one wholetime crewed fire engine and 17 have at least one on-call fire engine. Additional wholetime, day-crewed or on-call fire engines are also available at some of these stations which means they have two fire engines.

There are four fire stations with two wholetime crewed fire engines in the county: Blackburn, Blackpool, Burnley, and Preston. All four also have other fire stations close by, with additional fire engines ready to respond.

Previous policy was that when one of the two fire engines at our four stations with two wholetime engines was unavailable due to training or maintenance, it was not replaced or backfilled. However, if one was unavailable due to a crewing shortage (for example, due to leave or sickness) it was kept available by bringing in firefighters from other stations (we call this detached duties), or on overtime once detached duty options have been exhausted.

On 1 July 2025, the Service changed this approach to ensure sufficient resources are available to cover all risk areas across the county, using the latest technology and data. This provides the most effective and efficient use of resources for all communities across Lancashire. On some occasions, this also reduces costs through overtime requirements.

For example, firefighters at the four stations which have two wholetime fire engines may be detached, making the second engine temporarily unavailable, to maintain availability of a first fire engine somewhere else in the county. This is a methodical and strategic decision that ensures that we maintain a balanced, risk-based level of fire cover across the whole of Lancashire.

Before detaching firefighters from a station with two fire engines and making one temporarily unavailable, the first fire engine must be available as well as other fire engines in the area. We ensure a fire engine is available at every wholetime station in the county as a minimum.

Detachments are always used where possible before overtime, although overtime is still required on some occasions.

### **Dynamic Resource Management Evaluation**

Following an initial three-month evaluation, LFRS have undertaken a six-month evaluation of DRM, the full evaluation is attached as Appendix 1. Key findings are presented below:

Over the first six months (1 July – 31 December 2025), DRM has been used a total of 208 times in quarters 2 and 3 (Q2 and Q3). This represents that DRM has been enacted 14% of available shifts across the four stations.

Critical fire response times at DRM stations have improved by 8 seconds during Q1 - Q3 2025 compared with Q1 - Q3 2024, whereas response times across all LFRS stations over the same period have increased by 8 seconds. Whilst DRM cannot be attributed to the improved response times, it does highlight that DRM has not had detrimental impacts on response times and public safety.

Critical special service call response times at DRM stations have increased by 30 seconds in Q1 - Q3 2025 compared with Q1 - Q3 2024, whereas response times across all LFRS stations over the same period have increased by 8 seconds. Whilst this is a higher increase than overall, our response times remain substantially under the 13-minute average response time target, and our Key Performance Indicator demonstrates that performance levels continue to be met since the introduction of DRM.

The average number of Wholetime fire engines available has reduced by one in the six months since DRM was introduced, however this has been offset by an increase in On-Call fire engine availability over the same period. Combined availability has resulted in LFRS maintaining an average of 48 fire engines available at any one time since 1 July 2025, which is higher than the average availability over the same period last year.

The total cost of overtime shifts across Q2 and Q3 2025 was £47,185. For the same period in 2024, the overtime expenditure was £596,270, this equates to a saving of £549,085. This figure includes on-costs (such as national insurance) and is for overtime shifts directly related to maintaining fire engine availability. To enable direct comparison, one pay figure has been used (2025), therefore the 2024 cost will be slightly over reported as a 3.2% pay rise was awarded from July 2025.

The numbers of detachments in Q2 & Q3 2025 increased by only 0.6% from 713 in 2024, to 717 in 2025. In Q2 and Q3 2025 the cost of detachments was £22,055, in 2024 the cost of detachments over the same period was £21,198 (equivalent including 2025 pay rise), representing a 4% increase in 2025.

Enacting DRM and temporarily removing a resource from a two-pump station for a shift was anticipated to reduce the available time to complete prevention and protection activity. Overall, LFRS operational crews carried out 16% less Business Fire Safety Checks (BFSC) in Q2 and Q3 2025 compared with Q2 and Q3 2024, and 17% less Home Fire Safety Checks (HFSC) over the same period. Stations where DRM occurs have experienced a similar drop in both BFSC numbers (14%) and HFSC numbers (16%).

It was also anticipated that enacting DRM will impact the activity at neighbouring stations due to an increase in mobilisations. Whilst mobilisation numbers have increased for some surrounding fire engines, activity levels remain within tolerable levels, and most are within standard deviation. We have also seen a similar drop in BFSC and HFSC at those neighbouring stations aligned to increased operational activity.

## **Business Risk**

LFRS were required to find £500,000 efficiency savings in 2025/26, this has been achieved through DRM. Overtime was previously used to supplement shortfalls in crewing where any wholetime appliance would have otherwise been unavailable, effectively maintaining 100% of LFRS wholetime assets at all times. This approach was incongruent with other established procedures which frequently see appliances from both one and two pump stations being unavailable for an entire shift due to training. This happens routinely without any backfilling of that resource to maintain availability. Nationally, there is a requirement to become more efficient and effective utilising risk and demand to align resources. This process ensures that LFRS maintain sufficient resources whilst reducing spending. Whilst temporarily making a second appliance unavailable may have an impact on response times, this process ensures there is a minimum level of cover provided by other fire appliances prior to being made unavailable.

## **Sustainability or Environmental Impact**

There is a potential for a slight environmental impact associated with DRM as there may be both increases and decreases in the movement of staff due to not requiring all appliances to be protected all of the time, however conversely moving staff around to maintain availability where it is needed.

## **Equality and Diversity Implications**

A full equality impact assessment has been undertaken; it did not identify any potential discrimination or adverse impacts.

## **Data Protection (GDPR)**

Will the proposal(s) involve the processing of personal data? No

## **HR implications**

There are no human resource implications arising from this process.

## **Financial implications**

The financial implications of DRM have been analysed and are reported on within the report which detail significant cost efficiencies.

## **Legal implications**

The DRM process is in line with our Community Risk Management Plan 2022-27, supporting strategies, and performance indicators. The Community Risk Management Plan (CRMP) went through full consultation as part of its development, as is envisaged by the Fire and Rescue National Framework for England.

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

### **List of background papers**

Paper:

Date:

Contact:

Reason for inclusion in Part 2 if appropriate: Insert Exemption Clause

# Dynamic Resource Management

## Contents

Dynamic Resource Management .....	1
Introduction.....	2
Frequency of DRM Use .....	3
Impact on Critical Fire Response .....	4
Impact on Critical Special Service Response .....	8
Average Engine Availability over daily 24hr period.....	10
Financial Impact .....	11
Impact on Prevention and Protection Activity .....	13
Impact Other Resources (mobilisations) .....	14
Preston Area Impacts .....	15
Blackpool Area Impacts .....	16
Blackburn Area Impacts .....	17
Burnley Area Impacts .....	18

## Introduction

1. Lancashire Fire and Rescue Service has robust systems in place to monitor, manage, and dynamically deploy our fire engines and firefighters to respond to emergencies across Lancashire.
2. There are 58 fire engines and a number of specialist appliances in the county however some are often unavailable due to many reasons: ongoing incidents, training, maintenance, leave or sickness absence; unavailability of on-call staff; and other operational reasons.
3. When there is a crewing shortage, we take steps to keep a fire engine or specialist appliance available, by bringing in firefighters from other stations (we call this detaching) or on overtime.
4. With improved technology and access to more comprehensive data, we now have a greater understanding of fire risk across Lancashire. As a result, we have changed this approach to ensure sufficient resources are available in the areas that need them and reduce unnecessary overtime.
5. Firefighters who crew a second fire engine may be detached to maintain the availability of a first fire engine somewhere else, making that fire engine temporarily unavailable. This only occurs when the first fire engine is available as well as other fire engines in the area and this ensures we maintain a balanced level of fire cover across the county.
6. This forms part of a dynamic, risk-based approach to managing resources effectively.
7. Lancashire Fire and Rescue Service continually assesses and adjusts our operational resources to ensure the best possible emergency response across the county.
8. Using technology, we can see at any given time where live incidents are located, which fire engines are attending, which fire engines are available, and which are temporarily offline for training, maintenance, or crewing. This data is combined with five years' previous incident data to highlight community risk, enabling us to position fire engines in precisely the locations they are needed.
9. Every decision we make is guided by our commitment to public safety. Whether it's moving a fire engine to cover a neighbouring area or investing in new technology, our goal is always the same: to ensure that every community in Lancashire receives a timely and effective emergency response.

10. The Dynamic Resource Management (DRM) policy came into effect on 1 July 2025, it is a policy which provides steps which can be taken prior to using overtime to fill shortfalls, such as redistributing the crew from second fire engines at two pump wholetime stations where there is adequate fire cover in the area.
11. The four, two pump wholetime stations within LFRS are; Blackburn, Blackpool, Burnley, and Preston. DRM will only be enacted if the first fire engine at that station and neighbouring station(s) are available, the table below highlights which engines must be available to enact DRM:

<b>DRM Stations</b>	<b>Engines that must be available to enact DRM</b>		
<b>Blackburn</b>	Blackburn P1	Darwen P1	
<b>Blackpool</b>	Blackpool P1	Bispham P1	South Shore P1
<b>Burnley</b>	Burnley P1	Nelson P1	
<b>Preston</b>	Preston P1	Fulwood P1	Penwortham P1

### Frequency of DRM Use

<b>Appliance</b>	<b>DRM</b>	<b>Jul-25</b>	<b>Aug-25</b>	<b>Sep-25</b>	<b>Oct-25</b>	<b>Nov-25</b>	<b>Dec-25</b>
Blackpool	57	11	14	8	4	10	10
Preston	57	6	20	7	9	5	10
Blackburn	52	6	8	7	13	8	10
Burnley	42	3	11	9	11	5	3
<b>Total</b>	<b>208</b>	<b>26</b>	<b>53</b>	<b>31</b>	<b>37</b>	<b>28</b>	<b>33</b>

<b>Engine</b>	<b># DRM</b>		<b>% DRM</b>
	<b>Q2</b>	<b>Q3</b>	
Blackpool	33	24	15%
Preston	33	24	15%
Blackburn	21	31	14%
Burnley	23	19	11%
<b>Total</b>	<b>110</b>	<b>98</b>	<b>14%</b>

\*Data from 01/07/25 – 31/12/2025

12. DRM has been used a total of 208 times in Q2 (July – September) and Q3 (October – December). 208 occasions out of a total of 1472 available shifts across the four stations in that timeframe, representing DRM being enacted on 14% of available shifts.

## Impact on Critical Fire Response

13. Critical fire incidents are defined as incidents that are likely to involve a significant threat to life, structures or the environment. Our response standards, in respect of critical fires, are variable and are determined by the risk map (KPI 2.1) and subsequent risk grade of the Super Output Area (SOA) in which the fire occurred. The response standards include call handling and fire engine response time for the first fire engine attending a critical fire, and are as follows:

• Very high risk area = 6 minutes	• Medium risk area = 10 minutes
• High risk area = 8 minutes	• Low risk area = 12 minutes

14. When reviewing our critical fire response times and any impacts since DRM has been initiated, there has been no detrimental impact on any incident outcomes. In the current year, there have been fewer fires in low and medium risk LSOAs and an increase in high and very high risk LSOAs, when compared to the previous year. Across the four stations where DRM is enacted, response times have improved when compared to the same period last year, in all but the low-risk category, though this remains substantially under the 12-minute average response time target. Since DRM was introduced at the start of quarter 2 (Q2), overall response times at DRM stations have improved by 8 seconds, whereas response times across all stations over the same period have increased by 9 seconds. Whilst DRM cannot be attributed to the improved response times, it does highlight that DRM has not had detrimental impacts on response times and public safety.

Page 136

DRM Stations																	
Risk	Target (Mins)	2024/25						2025/26						Previous Year to Date		Year to Date	
		Q1	Incs	Q2	Incs	Q3	Incs	Q1	Incs	Q2	Incs	Q3	Incs	mm:s s	Incs	mm:s s	Incs
L	12	07:41	20	07:57	16	06:33	9	07:07	11	07:58	12	07:10	14	07:33	45	<b>07:25</b>	<b>37</b>
M	10	06:23	51	06:03	44	06:20	61	05:46	45	06:10	46	06:08	39	06:16	156	<b>06:01</b>	<b>130</b>
H	8	06:13	11	05:39	9	05:45	17	05:21	14	06:44	14	05:34	19	05:52	37	<b>05:51</b>	<b>47</b>
V H	6	05:36	6	05:38	7	05:50	9	05:50	11	04:35	5	05:48	9	05:42	22	<b>05:34</b>	<b>25</b>
<b>Overall</b>		<b>06:36</b>	<b>88</b>	<b>06:22</b>	<b>76</b>	<b>06:12</b>	<b>96</b>	<b>05:53</b>	<b>81</b>	<b>06:34</b>	<b>77</b>	<b>06:18</b>	<b>81</b>	<b>06:23</b>	<b>260</b>	<b>06:15</b>	<b>239</b>

Blackburn Station																	
Risk	Target (Mins)	2024/25					2025/26							Previous Year to Date		Year to Date	
		Q1	Incs	Q2	Incs	Q3	Incs	Q1	Incs	Q2	Incs	Q3	Incs	mm:ss	Incs	mm:ss	Incs
L	12	10:21	4	09:29	3	05:31	1	07:12	3	08:43	6	10:08	3	09:25	8	08:41	12
M	10	06:36	16	06:32	13	06:19	24	06:46	12	06:20	21	05:53	18	06:27	53	06:17	51
H	8	05:49	3	05:55	2	06:51	2	03:38	1	05:11	2	05:00	3	06:08	7	04:50	6
> H	6	-	0	-	0	05:11	1	-	0	-	0	-	0	05:11	1	-	0
<b>Overall</b>		<b>07:09</b>	<b>23</b>	<b>06:57</b>	<b>18</b>	<b>06:17</b>	<b>28</b>	<b>06:39</b>	<b>16</b>	<b>07:03</b>	<b>29</b>	<b>06:51</b>	<b>24</b>	<b>06:45</b>	<b>69</b>	<b>06:34</b>	<b>69</b>

Blackpool Station																	
Risk	Target (Mins)	2024/25					2025/26							Previous Year to Date		Year to Date	
		Q1	Incs	Q2	Incs	Q3	Incs	Q1	Incs	Q2	Incs	Q3	Incs	mm:ss	Incs	mm:ss	Incs
L	12	07:16	8	08:13	7	06:26	4	04:03	1	07:26	4	07:19	2	07:27	19	06:55	7
M	10	05:46	11	07:48	6	05:26	9	05:07	19	05:38	8	04:16	2	06:07	26	05:12	29
H	8	05:20	6	05:38	4	05:07	7	07:07	1	05:30	3	-	0	05:19	17	05:54	4
> H	6	05:26	4	05:31	3	05:51	4	05:19	8	04:35	5	05:27	8	05:37	11	05:11	21
<b>Overall</b>		<b>06:03</b>	<b>29</b>	<b>07:10</b>	<b>20</b>	<b>05:35</b>	<b>24</b>	<b>05:12</b>	<b>29</b>	<b>05:42</b>	<b>20</b>	<b>05:34</b>	<b>12</b>	<b>06:12</b>	<b>73</b>	<b>05:26</b>	<b>61</b>

Burnley Station																	
Risk	Target (Mins)	2024/25						2025/26						Previous Year to Date		Year to Date	
		Q1	Incs	Q2	Incs	Q3	Incs	Q1	Incs	Q2	Incs	Q3	Incs	mm:ss	Incs	mm:ss	Incs
L	12	04:56	3	08:30	2	06:56	2	08:58	4	-	0	06:18	6	06:31	7	07:22	10
M	10	06:16	15	04:48	15	05:47	10	05:37	5	06:03	10	06:50	9	05:36	40	06:15	24
H	8	-	0	05:28	1	05:30	2	05:10	7	06:56	4	05:28	10	05:29	3	05:39	21
VH	6	03:09	1	04:00	2	03:54	1	-	0	-	0	-	0	03:46	4	-	0
<b>Overall</b>		<b>05:53</b>	<b>19</b>	<b>05:08</b>	<b>20</b>	<b>05:47</b>	<b>15</b>	<b>06:15</b>	<b>16</b>	<b>06:18</b>	<b>14</b>	<b>06:09</b>	<b>25</b>	<b>05:35</b>	<b>54</b>	<b>06:13</b>	<b>55</b>

Preston Station																	
Risk	Target (Mins)	2024/25						2025/26						Previous Year to Date		Year to Date	
		Q1	Incs	Q2	Incs	Q3	Incs	Q1	Incs	Q2	Incs	Q3	Incs	mm:ss	Incs	mm:ss	Incs
L	12	07:51	5	06:02	4	06:54	2	05:34	3	06:49	2	05:51	3	07:01	11	05:59	8
M	10	06:57	9	06:16	10	07:08	18	05:52	9	06:26	7	06:22	10	06:51	37	06:13	26
H	8	09:29	2	05:29	2	06:12	6	05:37	5	07:56	5	06:02	6	06:43	10	06:30	16
VH	6	08:40	1	07:25	2	06:41	3	07:14	3	-	0	08:34	1	07:15	6	07:34	4
<b>Overall</b>		<b>07:37</b>	<b>17</b>	<b>06:16</b>	<b>18</b>	<b>06:52</b>	<b>29</b>	<b>05:58</b>	<b>20</b>	<b>07:01</b>	<b>14</b>	<b>06:18</b>	<b>20</b>	<b>06:54</b>	<b>64</b>	<b>06:22</b>	<b>54</b>

Incidents in Very High Risk (VH) Lower Super Output Areas (LSOA) in the Preston station area have not met the specified response standard in the previous year to date, or the current year to date. There has only been one critical fire in a VH risk LSOA in Preston area since the introduction of DRM. DRM was in place when the incident occurred, but a standby appliance from Bamber Bridge was available on station at Preston and responded. Analysis of the response times shows that travel time and extended call handling times were the main cause behind a delayed response. The low numbers of incidents, six in 2024/25 and four in 2025/26 mean that a single slower response will have an exaggerated impact on the average figure. When reporting all stations performance, this impact is reduced and the overall response time is within the prescribed standard (six minutes).

All LFRS Stations																	
Risk	Target (Mins)	2024/25						2025/26						Previous Year to Date		Year to Date	
		Q1	Incs	Q2	Incs	Q3	Incs	Q1	Incs	Q2	Incs	Q3	Incs	mm:ss	Incs	mm:ss	Incs
L	12	08:51	118	09:02	111	08:20	107	09:07	124	09:18	138	08:57	125	08:45	336	09:08	387
M	10	07:00	174	06:54	132	07:35	158	07:05	172	07:05	140	07:22	140	07:10	464	07:10	452
H	8	07:12	22	06:35	24	06:09	29	05:37	30	06:38	29	06:09	32	06:36	75	06:08	91
VH	6	06:02	10	05:55	10	06:03	12	05:49	15	04:57	8	05:31	11	06:00	32	05:31	34
<b>Overall</b>		<b>07:40</b>	<b>324</b>	<b>07:42</b>	<b>277</b>	<b>07:39</b>	<b>306</b>	<b>07:38</b>	<b>341</b>	<b>07:59</b>	<b>315</b>	<b>07:52</b>	<b>308</b>	<b>07:40</b>	<b>907</b>	<b>07:48</b>	<b>964</b>

## Impact on Critical Special Service Response

15. Critical special service incidents are non-fire incidents where there is a risk to life, for example, road traffic collisions, rescues and hazardous materials incidents. For these incidents there is a single response standard which measures call handling time and fire engine response time.

The response standard for the first fire engine attending a critical special service call = 13

16. When reviewing our critical special service response times and any impacts since DRM has been initiated, there has been little impact as a direct result of DRM. In Q1 to Q3 2025, there were 579 critical special service incidents within the four station areas where DRM occurs. Since DRM was introduced at the start of Q2, overall response times at DRM stations have increased by 30 seconds compared with Q1 to Q3 2024, whereas response times across all stations over the same period have increased by eight seconds. Whilst this is a higher increase than overall, our response times remain substantially under the 13-minute average response time target, and our Key Performance Indicator demonstrates that performance levels continue to be met since the introduction of DRM.

### Critical Special Service Response

Station	Target (Mins)	2024/25				2025/26				Previous Year to Date		Year to Date					
		Q1	Incs	Q2	Incs	Q3	Incs	Q1	Incs	Q2	Incs	Q3	Incs	mm:ss	Incs	mm:ss	Incs
Blackburn	13	08:12	66	07:54	56	08:31	73	09:01	53	09:09	61	08:47	43	07:38	195	09:00	157
Blackpool		06:47	56	06:40	47	06:28	57	07:38	62	06:48	52	07:08	53	08:14	160	07:13	167
Burnley		07:18	48	06:50	44	07:48	53	07:28	35	08:12	42	06:53	36	06:38	145	07:33	113
Preston		07:46	45	08:45	54	08:11	43	07:57	49	09:40	49	08:32	44	07:21	142	08:43	142

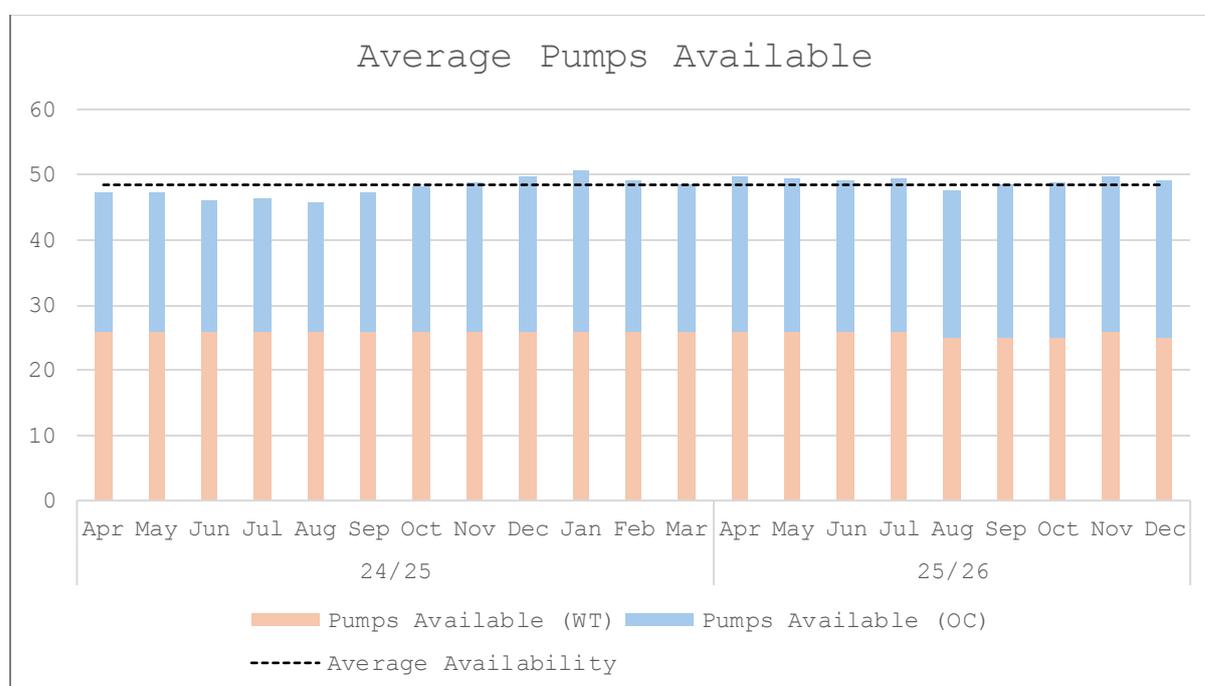
<b>DRM Stations</b>	<b>07:3 2</b>	<b>215</b>	<b>07:37</b>	<b>201</b>	<b>07:4 6</b>	<b>226</b>	<b>08:0 3</b>	<b>199</b>	<b>08:2 9</b>	<b>204</b>	<b>07:50</b>	<b>176</b>	<b>07:38</b>	<b>642</b>	<b>08:08</b>	<b>579</b>
<b>LFRS Overall</b>	<b>08:2 2</b>	<b>716</b>	<b>08:36</b>	<b>690</b>	<b>08:4 9</b>	<b>741</b>	<b>08:3 8</b>	<b>666</b>	<b>08:4 5</b>	<b>681</b>	<b>08:47</b>	<b>672</b>	<b>08:36</b>	<b>2147</b>	<b>08:44</b>	<b>2019</b>

## Average Engine Availability over daily 24hr period

17. As highlighted at the start of this paper, not every fire engine is always available due to various reasons. Robust performance monitoring is in place through various KPIs, below is a breakdown of average engine availability by month.

	2024												2025												Avg. Avail.
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
<b>Pumps Avail (OC)</b>	21	21	20	20	20	21	22	23	24	25	23	22	24	24	23	23	24	24	24	24	24	<b>23</b>			
<b>Pumps Avail (WT)</b>	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	25	25	25	25	26	25	<b>26</b>			
<b>Pumps Avail (All)</b>	47	47	46	46	46	47	48	49	50	51	49	48	50	50	49	49	48	49	49	50	49	<b>48</b>			

18. Whilst the average number of Wholtime fire engines available has occasionally reduced from 1 July 2025, On-Call fire engine availability has increased and whilst there is typically a drop in availability over the summer periods, there is still a significant upward trend compared to the 2024 summer period. Combined availability has resulted in LFRS maintaining an average of 48 fire engines available at any one time since DRM has been instigated, which is higher than the average availability over the same period last year.

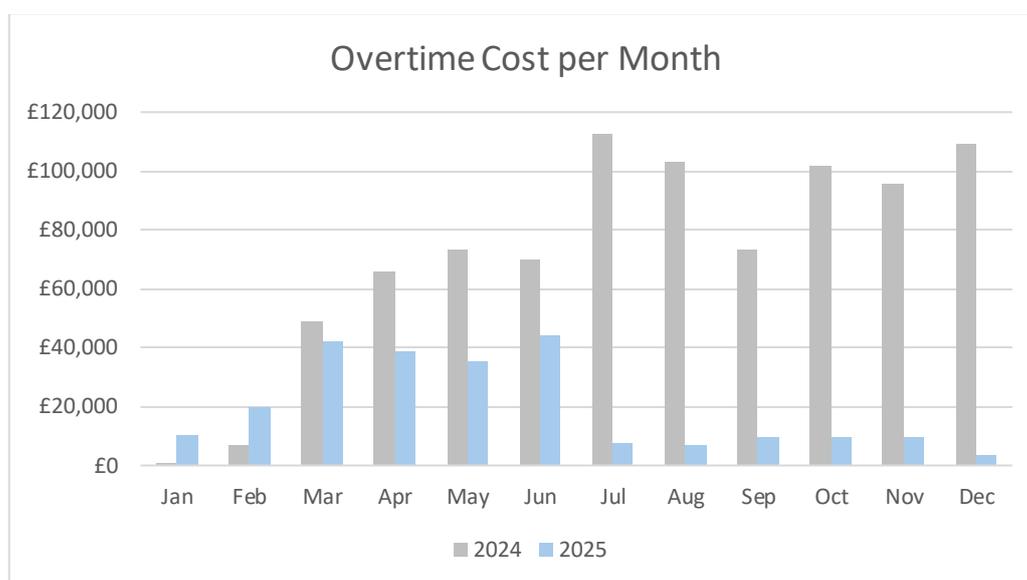


## Financial Impact

19. Dynamic Resource Management aims to reduce the usage of overtime and overall budgetary pressures. Once DRM is enacted and a fire engine has been taken off the run, the remaining crew are redistributed to fill shortfalls as required.

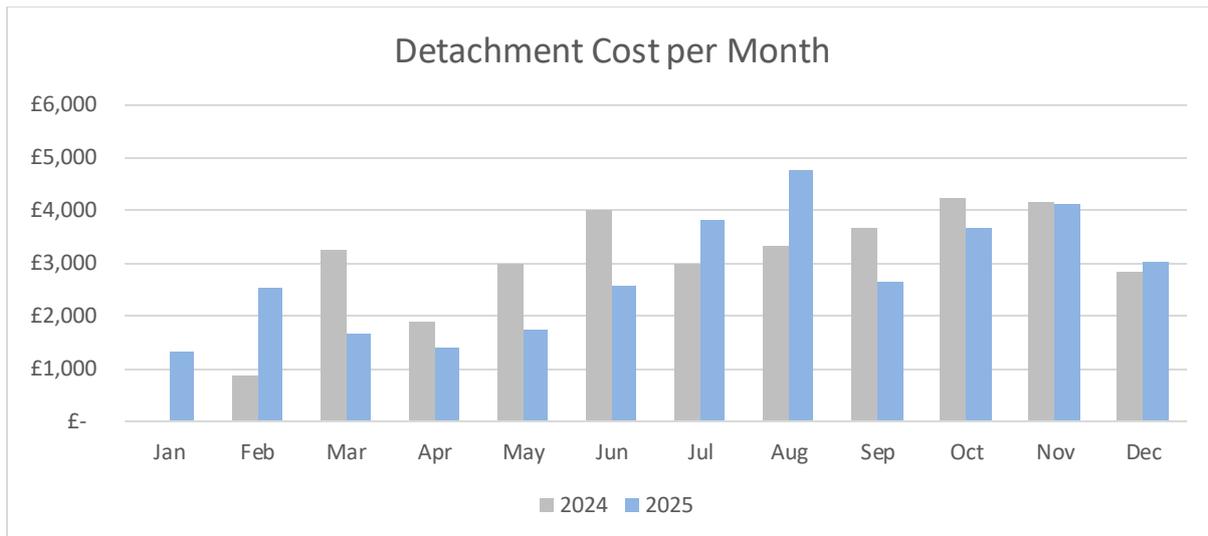
20. The number of overtime shifts/activities recorded in Q2 & Q3 2025/26 (July – December) was 116.

This is compared with 1479 in Q2 & Q3 2024/25, a reduction of 1363 overtime shifts.



21. 116 Overtime shifts across the six months represent a cost of £47,185. For the same period in 2024, the overtime expenditure was £596,270, this equates to a saving of £549,085. This figure includes on-costs (such as national insurance, but not employer pension as overtime is non-pensionable) and is for overtime shifts directly related to maintaining fire engine availability.

To enable direct comparison, one pay figure has been used (2025), therefore the 2024 cost will be slightly over reported as a 3.2% pay rise was awarded from July 2025.



22. Average detachments have been increasing year on year, and the number of detachments has increased over the same period in 2025 compared to 2024. This is to be expected with DRM as staff are detached to cover shortfalls at other stations. When staff go on detachments, overtime or time owing is incurred for travel to and from each detachment. This is capped at a total of 3 hours and can be taken as time or payment; the costs of detachments are significantly less than a full overtime shift. Detached duty payments for 2025 Q2 & Q3 were £22,055. In 2024 the cost of detachments in Q2 & Q3 was £21,198 (equivalent including 2025 pay rise), representing a 4% increase in Q2 & Q3 2025. Firefighters are increasingly choosing to take time rather than payment, which may ultimately have a detrimental impact on staff availability due to taking this time back. The actual numbers of detachments in Q2 & Q3 2025 increased by only 0.6% from 713 in 2024, to 717 in 2025.

## Impact on Prevention and Protection Activity

23. Enacting DRM and temporarily removing a resource from a two-pump station for a shift is anticipated to reduce the available time to complete prevention and protection activity.

Overall, LFRS operational crews carried out 16% less Business Fire Safety Checks (BFSC) in Q2 & Q3 2025/26 compared with Q2 & Q3 2024/25. It is anticipated that enacting DRM will impact the activity at neighbouring stations due to an increase in mobilisations, however stations eligible for DRM and their neighbours have experienced a smaller drop in BFSC numbers of 13%.

A reduction in Home Fire Safety Checks (HFSCs) was also seen in Q2 & Q3 2025/26 compared with Q2 & Q3 2024/25 at DRM stations, though this similar to the reduction across all stations. DRM and neighbouring stations experienced a slightly larger reduction, potentially indicating that the increased activity for neighbouring appliances may be having an impact.

Whilst there has been a small reduction in HFSC and BFSC numbers over the period, we are still above targets for both measures.

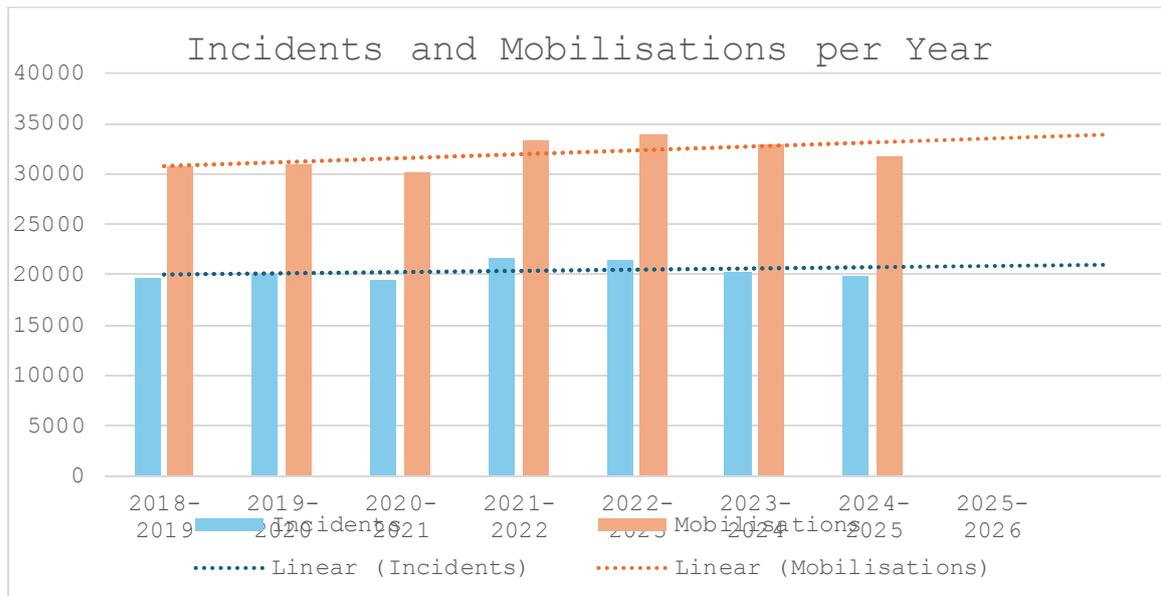
### Business Fire Safety and Home Fire Safety Checks

2024/25 – 2025/26 Q2 & Q3 Comparison % Change						
Stations	BFSC			HFSC		
	2024/25	2025/26	Diff.	2024/25	2025/26	Diff.
All Ops	1541	1292	-16%	6272	5508	-12%
DRM Stations	650	556	-14%	1820	1526	-16%
DRM & Neighbouring Stations	1139	994	-13%	3561	3002	-16%
Non-DRM Stations	891	736	-17%	4452	3982	-11%

## Impact Other Resources (mobilisations)

24. By removing a fire engine for a full shift, it can be assumed that incident activity (mobilisations) will increase for the remaining, and neighbouring engine.

As can be seen by the trend lines (linear) in the chart below, incidents have been increasing slightly year on year since 2018/19. Mobilisations have also been increasing, but at a greater rate.

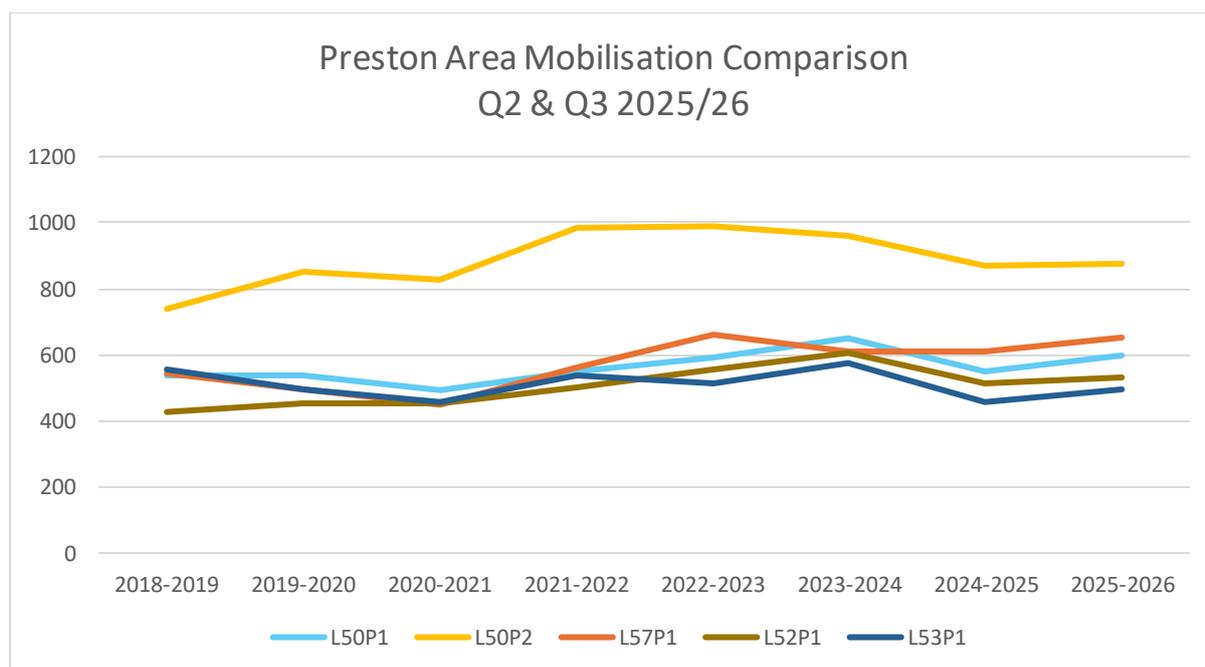


25. Beyond prevention activities, Lancashire FRS has little control over the number of incidents which it faces annually. However, policy decisions can have an impact on the number of mobilisations. Two examples are the Automatic Fire Alarm (AFA) policy, which has been amended over recent years to remove non-life risk premises, and assisting other agencies through gaining entry requests which LFRS carries out on behalf of Lancashire Police. Gaining entry accounts for 8% of all incidents at wholetime stations.

## Preston Area Impacts

26. Comparing Preston Q2 & Q3 over the previous eight years, as expected, Preston L50P2 has received fewer mobilisations than average; whilst Preston L50P1, Penwortham L57P1 and Fulwood L52P1 have all experienced increases in mobilisations, Penwortham L57P1 is the only fire engine out of the expected range of deviation. Bamber Bridge L53P1 has experienced a reduction in mobilisations, whilst within the expected deviation, it is nonetheless surprising and indicates that Penwortham are picking up the majority of the extra mobilisations. This may be attributed to Fulwood being On Call at night, rather than incident location.

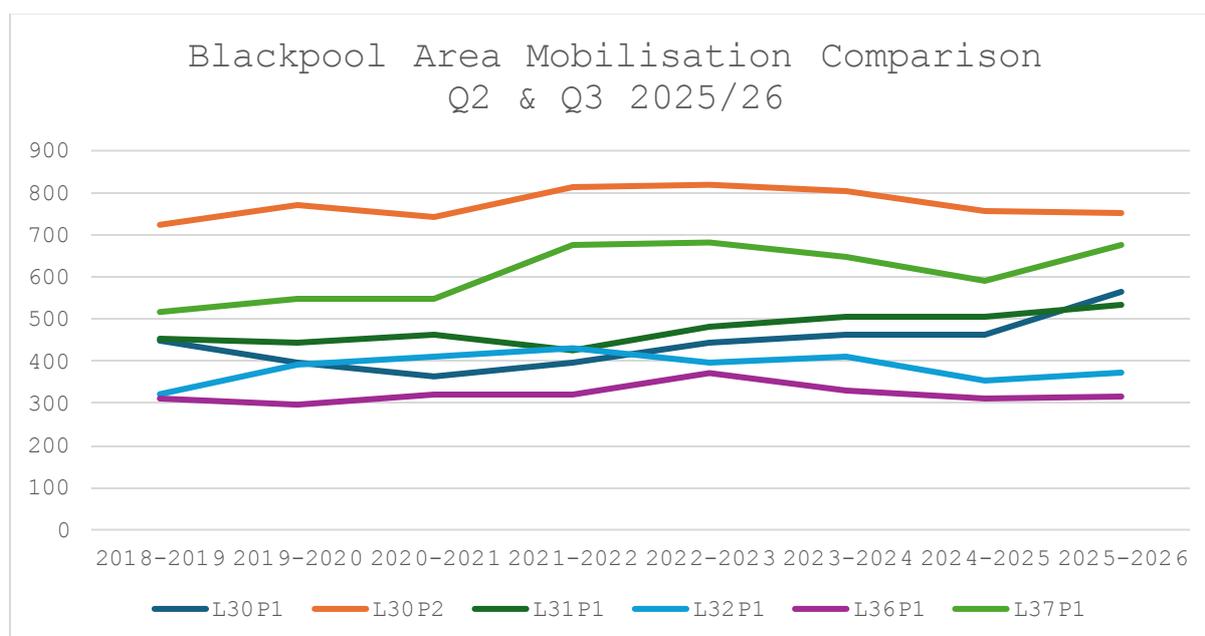
Fiscal Year	Quarter	L50P1	L50P2	L57P1	L52P1	L53P1
2018-2019	Q2 & Q3	539	739	543	427	554
2019-2020	Q2 & Q3	540	852	495	453	495
2020-2021	Q2 & Q3	493	830	449	452	457
2021-2022	Q2 & Q3	547	983	559	503	535
2022-2023	Q2 & Q3	589	989	661	557	514
2023-2024	Q2 & Q3	650	961	610	606	575
2024-2025	Q2 & Q3	550	867	612	512	457
2025-2026	Q2 & Q3	600	874	651	531	494
Avg 2018/19-2024/25		558	889	561	501	512
Std Dev 2018/19-2024/25		46	86	68	59	42
Deviation 2025/26		42	-15	90	30	-18



## Blackpool Area Impacts

27. Comparing Blackpool area Q2 & Q3 mobilisations over the previous eight years, Blackpool L30P2 has experienced reduced mobilisations, but in line with standard deviation. Most of the mobilisations appear to have been absorbed by Blackpool L30P1, with Bispham L31P1 and South Shore L37P1 also seeing an increase beyond standard deviation. Fleetwood L32P1 and St. Annes L36P1 have experienced fewer than average mobilisations, L36P1 has changed crewing to FDC during this period which may account for a reduction in activity. The reduction at both these stations is within expected standard deviation.

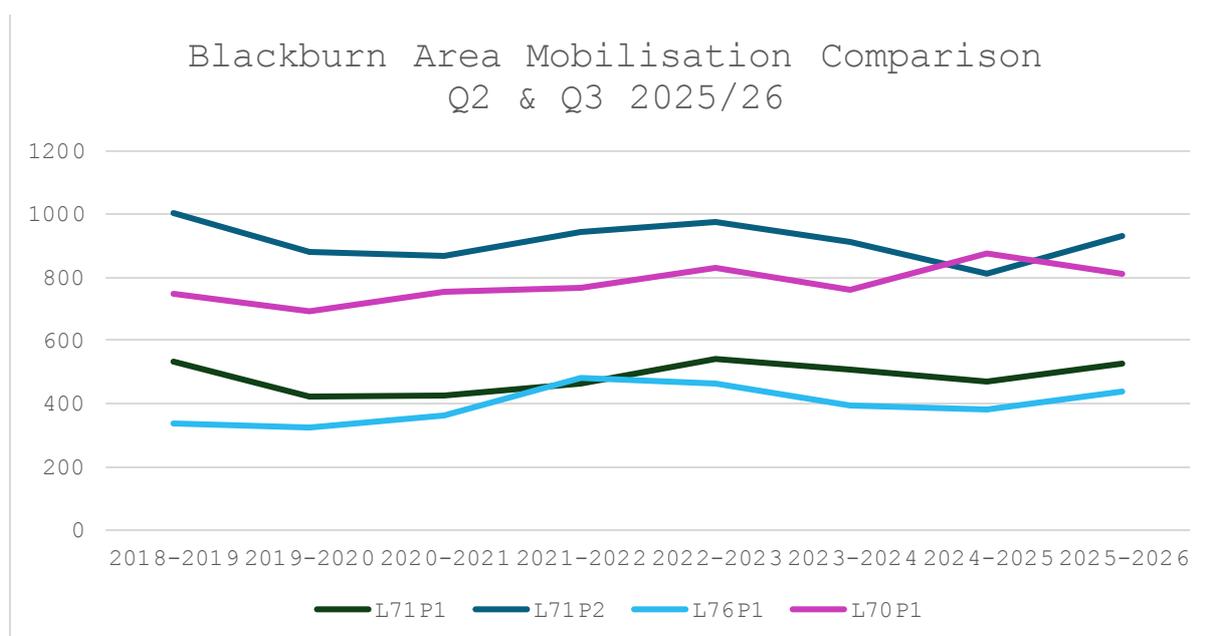
Fiscal Year	Quarter	L30P1	L30P2	L31P1	L32P1	L36P1	L37P1
2018-2019	Q2 & Q3	448	724	455	322	311	517
2019-2020	Q2 & Q3	398	769	442	390	297	549
2020-2021	Q2 & Q3	364	744	461	410	319	548
2021-2022	Q2 & Q3	399	812	426	431	321	676
2022-2023	Q2 & Q3	444	819	481	396	372	682
2023-2024	Q2 & Q3	465	802	505	413	330	646
2024-2025	Q2 & Q3	462	759	506	356	312	591
2025-2026	Q2 & Q3	565	753	534	374	318	675
Avg 2018/19-2024/25		426	776	468	388	323	601
Std Dev 2018/19-2024/25		36	34	28	35	22	62
Deviation 2025/26		139	-23	66	-14	-5	74



## Blackburn Area Impacts

28. Comparing Q2 & Q3 mobilisations in Blackburn and neighbouring stations over the previous eight years, despite DRM being enacted in Q2 & Q3 2025/26 Blackburn L71P2 has experienced greater than average mobilisations, but at 16 more than average, this is well within standard deviation. L71P1 has seen an expected increase in mobilisations, but only five more than expected standard deviation. All other station mobilisations have fallen within the expected range, with Darwen L76P1 receiving the greatest increase.

Fiscal Year	Quarter	L71P1	L71P2	L76P1	L70P1
2018-2019	Q2 & Q3	531	1004	340	749
2019-2020	Q2 & Q3	423	880	325	693
2020-2021	Q2 & Q3	428	868	364	755
2021-2022	Q2 & Q3	463	946	482	768
2022-2023	Q2 & Q3	542	973	466	829
2023-2024	Q2 & Q3	508	915	393	764
2024-2025	Q2 & Q3	469	812	381	876
2025-2026	Q2 & Q3	530	930	438	810
Avg 2018/19-2024/25		481	914	393	776
Std Dev 2018/19-2024/25		44	61	56	55
Deviation 2025/26		49	16	45	34



## Burnley Area Impacts

29. Comparing Q2 & Q3 mobilisations in Burnley and neighbouring stations over the previous eight years, Burnley L90P2 has received 100 fewer mobilisations than average, almost double the standard deviation for that fire engine. Burnley L90P1 was mobilised on 86 occasions over the average, which is 49 more than standard deviation. Nelson L94P1 and Padiham L92P1 mobilisations do not appear to have been affected. It is hard to identify any other stations/appliances which have experienced an increase in mobilisations due to DRM at Burnley, indicating that Burnley L90P1 was able to absorb most of the mobilisations normally attended by L90P2.

Fiscal Year	Quarter	L90P1	L90P2	L92P1	L94P1
2018-2019	Q2 & Q3	416	710	158	466
2019-2020	Q2 & Q3	377	739	119	434
2020-2021	Q2 & Q3	322	669	162	438
2021-2022	Q2 & Q3	357	732	106	531
2022-2023	Q2 & Q3	439	842	140	569
2023-2024	Q2 & Q3	360	702	117	508
2024-2025	Q2 & Q3	406	679	100	491
2025-2026	Q2 & Q3	468	625	136	495
Avg 2018/19-2024/25		382	725	129	491
Std Dev 2018/19-2024/25		37	53	23	46
Deviation 2025/26		86	-100	7	4

