

Public Document Pack

Lancashire Combined Fire Authority Performance Committee

**Wednesday, 8 July 2026 in Main Conference Room, Service Headquarters,
Fulwood commencing at 10.00 am.**

If you have any queries regarding the agenda papers or require any further information, please initially contact Jen Kelly on telephone number Preston (01772) 866720 and she will be pleased to assist.

Agenda

Part 1 (open to press and public)

Chair's Announcement – Openness of Local Government Bodies Regulations 2014

Any persons present at the meeting may photograph, film or record the proceedings, during the public part of the agenda. Any member of the press and public who objects to being photographed, filmed or recorded should let it be known to the Chair who will then instruct that those persons are not photographed, filmed or recorded.

1. **Apologies For Absence**

2. **Disclosure of Pecuniary and Non-Pecuniary Interests**

Members are asked to consider any pecuniary/non-pecuniary interests they may have to disclose to the meeting in relation to matters under consideration on the agenda.

3. **Minutes of Previous Meeting (Pages 1 - 32)**

4. **Performance Management Information for Quarter 4, 2025-26 (Pages 33 - 80)**

5. **North West Fire Control Quarter 4 2025-26 (Pages 81 - 98)**

6. **Road Safety Intervention Activity Annual Report 2025-26 (Pages 99 - 112)**

7. **Annual Review of Key Performance Indicator 3.3 - Fire Engine Availability
(Pages 113 - 116)**

8. **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 Chair of the meeting is of the opinion that the item should be considered as a matter of urgency.

Wherever possible, the Monitoring Officer should be given advance warning of any member's intention to raise a matter under this heading.

9. **Date of Next Meeting**

The next scheduled meeting of the Committee has been agreed for 10:00 hours on **Tuesday 15 September 2026** in the Main Conference Room, at Lancashire Fire and Rescue Service Headquarters, Fulwood.

Further meetings are: scheduled for Wednesday 9 December 2026
 proposed for Wednesday 3 March 2027

Lancashire Combined Fire Authority Performance Committee

**Wednesday, 11 March 2026, at 10.00 am in the Main Conference Room,
Service Headquarters, Fulwood.**

Minutes

Present:	
Councillors	
S Asghar	
A Riggott	
S Sidat MBE	
J Tetlow (Vice-Chair)	
E Worthington (Chair)	

Officers
S Pink, Assistant Chief Fire Officer (LFRS) M Hamer, Area Manager, Prevention and Protection (LFRS) P Jones, Area Manager, Head of Service Delivery (LFRS) K McCreesh, Acting Area Manager (LFRS) T Powell, Area Manager, Head of Service Improvement (LFRS) D Howell, Monitoring Officer (LFRS) S Hunter, Member Services Manager (LFRS) L Barr, Member Services Officer (LFRS)

1-25/26	Apologies For Absence
	Apologies were received from Councillor J Hugo, and County Councillors A Blake, M Clifford, G Mirfin, and M Ritson.
2-25/26	Disclosure of Pecuniary and Non-Pecuniary Interests
	None received.
3-25/26	Minutes of Previous Meeting
	Resolved: - That the Minutes of the last meeting held on the 03 December 2025 be confirmed as a correct record and signed by the Chair.
4-25/26	Q3 Measuring Progress Report
	The Assistant Chief Fire Officer (ACFO) presented a comprehensive report to the Performance Committee. This was the 3rd quarterly report for 2025/26 as detailed

in the Community Risk Management Plan 2022-2027.

In quarter 3, two Key Performance Indicators (KPIs), 1.2.3 Staff Absence Greenbook, and 2.9 Business Fire Safety Checks were shown in positive exception and one KPI was shown in negative exception, 1.2.1 Staff Wholetime Absence Wholetime (WT).

Members examined each indicator in turn focusing on those KPIs in exception as follows:

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

1.1 Overall Staff Engagement

Members received an update on how staff were engaged during the period.

From October to December 2025, 27 station visits were carried out by Principal Officers and Area Managers as part of the service-wide engagement programme.

Forty-seven wellbeing interactions were undertaken ranging from workshops with crews to wellbeing support dog interactions.

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 which encouraged staff across the Service to submit ideas for smarter ways of working using technology that would lead 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 was happening in service delivery and give them the opportunity to share feedback and be involved in changes.

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.

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: 3.04

Cumulative total number of shifts lost: 7.43

The negative exception report was due to the number of shifts lost through absence per employee being below the Service target for quarter 3.

The element of that section of the report referred to sickness absence rates for the period 01 April 2025 to 31 December 2025.

The agreed target performance level was 8 shifts lost per employee per year for wholetime staff, which equated 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 that group of staff was 7.43, which was 1.43 shifts above target. During the same period of the previous year, 6.05 shifts were lost which was an increase of 1.38 shifts lost per wholetime employee compared to the same period of the previous year.

A total of 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 were:

- Mental Health 3 cases
- Other absence types 1 case

Two hundred shifts were lost during quarter 3 as a result of the above four cases of long-term absence. This was in comparison to 114 shifts which were lost during the same quarter of 2024-25. Those cases accounted 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:

- Musculo Skeletal 13 cases
- Mental Health 12 cases
- Hospital/Post Operative Procedure 2 cases
- Other absence types 6 cases

There were 301 shifts lost which related to Respiratory related absences including Coronavirus absence. This was 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.

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

Support mechanisms included Occupational Health guidance, Trauma Risk Management (TRiM), the Employee Assistance Programme (EAP), and the Firefighters Charity. If an employee did not return promptly, absence review meetings were held to explore support options such as modified duties or redeployment; outcomes could include dismissal or ill-health retirement.

Formal review thresholds were triggered by:

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

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

The Service was analysing absence data for trends, such as school-holiday spikes.

Recent formal absence meetings included 10 at Stage 1 and none at Stages 2 or 3. Managers aimed to facilitate earlier returns through meaningful modified duties.

Occupation Health Unit referrals were high across Q1-Q3, including many follow-up appointments. Referrals could be preventative as well as related to absence. A breakdown between absence-related and non-absence related referrals was not available.

In response to a question from the Chair as to whether the Service compared against other Services, such as the Police, in relation to Musculo skeletal absences, the ACFO explained that the Service did not benchmark against the Police but did use national sickness data for comparison of categories and themes.

Councillor Sidat queried whether the Musculo skeletal injuries were related to being on-duty and how they were managed. The ACFO advised that the data for injuries revealed a mixture of internal and external factors as the nature of the job was physical, some injuries could occur in the workplace, and some injuries could also be attributed to recreational activities outside of the workplace. To manage those types of injuries, the Service provided high-quality physiotherapy, Occupational Health Support, and rehabilitation through the Firefighters Charity. Proactively, the Service encouraged a fitness culture providing staff with gym facilities to maintain fitness. The number of referrals to physiotherapy had increased, and feedback from staff had been positive.

In response to a question from County Councillor Asghar regarding mental health support, the ACFO confirmed that there was immediate support through the TRiM programme for anyone who had experienced a traumatic incident. For long term cases, there was access to a Psychotherapist, The Employee Assistance Programme, and the Firefighters Charity. The ACFO had met with the National Fire Chiefs Council (NFCC) to discuss proactive action taken prior to operational stress such as the Hope Programme which was delivered through the Firefighters Charity which helped to build resilience, and assisting managers to recognise low level indicators of stress to prevent situations from reaching crisis point. Area Manager, Phil Jones, added that the Urban Search and Rescue (USAR) and International Search and Rescue (ISAR), who dealt with devastating and traumatic incidents at home and overseas, had an enhanced, bespoke mental health support programme designed to help manage the risk of developing PTSD.

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, 1.51%.

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: 0.97

Cumulative shifts lost: 4.10

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

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

During the period, April – December 2025, absence statistics showed non-uniformed personnel absence above 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 quarters 1 to quarter 3. There were no cases of long-term absence which spanned over the total of the 6 months.

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

- Mental Health 2 cases
- Other absence types 2 cases

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

Respiratory related absences accounted for 83 lost shifts, which included Coronavirus absence. This was compared to 40 shifts lost in the same quarter of 2024-25.

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

Support mechanisms included Occupational Health guidance, Trauma Risk Management (TRiM), the Employee Assistance Programme (EAP), and the Firefighters Charity. If an employee did not return promptly, absence review meetings were held to explore support options such as modified duties or redeployment; outcomes could include dismissal or ill-health retirement.

Formal review thresholds were triggered by:

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

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

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

Occupation Health Unit referrals were high across Q1-Q3, including many follow-up appointments. Referrals could be preventative as well as related to absence. A breakdown between absence-related and non-absence related referrals was not available.

In response to a question from the Chair as to whether any cases of respiratory illnesses were work/smoke-related, the ACFO explained that there were none to her knowledge and highlighted that Firefighters underwent a medical examination every three years which included a lung function test and were checked for occupational exposure to contaminants.

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%(92%)	Not stated 5%(4%)
Sexual Orientation:	LGBT 5%(4%)	Heterosexual 63%(60%)	Not stated 32%(36%)
Disability:	Disability 4%(3%)	No disability 93%(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 62%
	Male	Grey book 89%	Green book 38%
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 62%	Green book 68%
	Not stated	Grey book 33%	Green book 29%
Disability:	Disability	Grey book 3%	Green book 6%
	No disability	Grey book 95%	Green book 88%
	Not stated	Grey book 2%	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 22%(39%)	Male 78%(61%)	
Ethnicity:	BME 1%(7%)	White 91%(65%)	Not Stated 8%(28%)
Sexual Orientation:	LGBT 4%(3%)	Heterosexual 86%(85%)	Not stated 10%(12%)
Disability:	Disability 1%(7%)	No disability 94%(88%)	Not stated 5%(5%)

During quarter 3, there were a total of 43 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, 21 for quarter 3; year to date 44; previous year to date 45. 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.

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 13,879; previous year to date 12,936. Quarterly activity decreased 1.92% over the same quarter of the previous year.

In quarter 3, the Service attended 4,185 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) – 1263, 30%
- Good Intent False Alarm – 651, 16%
- Malicious False Alarm – 52, 1%
- Total Primary Fire Calls (accidental dwelling / building and deliberate dwelling / commercial fires and other primary fires) – 456, 11%
- Total Secondary Fire Calls (deliberate and accidental fires) – 527, 13%
- Total Special Service Calls (critical incidents, gaining entry, RTCs, Flooding and other critical incidents) – 1220, 29%

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, 200 in quarter 3; year to date 563; previous year to date 518. Quarterly activity increased 5.82% 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	1 in quarter 3; year to date 2; previous year to date 6
Injuries appear Serious	4 in quarter 3; year to date 7; previous year to date 6
Injuries appear Slight	12 in quarter 3; year to date 24; previous year to date 24

County Councillor Tetlow queried the maximum of 10 casualties and the ACFO confirmed that 10 casualties represented the tolerance level. In quarter three, there had been a high number of casualties despite a relatively low number of incidents. The Service used the data to analyse trends such as age, and cause of the incidents which helped inform future prevention delivery to high-risk individuals.

Members noted that the casualties related to residential incidents.

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 86% against same quarter of the previous year, combined percentage of 87%.

Combined quarterly percentage decreased 0.77% over 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), 45 in quarter 3; year to date 161; previous year to date 188. Quarterly activity decreased 21.05% 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 77% against
- same quarter of the previous year, combined percentage of 68%.

Combined quarterly percentage had therefore increased 9.36% 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), 16 in quarter 3; year to date 94; previous year to date 58. Quarterly activity remained static against the same quarter of the previous year.

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 38% against

- same quarter of the previous year, combined percentage of 37%.

Combined quarterly activity had therefore increased 0.50% 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 – 370 in quarter 3; year to date 1,773; previous year to date 1,474. Quarterly activity decreased 16.10% 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, 21 in quarter 3, year to date 57; previous year to date 65. Quarterly activity decreased 8.70% 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, 38 in quarter 3; year to date 117; previous year to date 102.

Quarterly activity increased 22.58% 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.

County Councillor Riggott asked how the Service worked with Crown Premises to minimise the risk of deliberate fires. Area Manager, Matt Hamer responded that incidents were managed under the Fire Safety Order (FSO), although responsibility for Crown premises fell within the jurisdiction of the Ministry of Justice and the Crown Inspectorate. The Service worked with crown premises, including probation services and prisons, and the Fire Investigation Team would collect and analyse data from fire investigations. It had been found that some inmates had used electronic smoking materials as an ignition source for attacks or self-protection purposes. To address deliberate fires, the Service had undertaken a trial with tamper proof vapes, and fire safety talks were given by the Community Safety Team. Additionally, 12 weeks pre-release the Service provided a half day safety session covering safety information and relevant legislative changes. If an incident had malicious intent, prison sentences could be extended to act as a deterrent, however, through the Prison Working Group chaired by the Service, prevention and protection education was considered the most effective approach.

In response to a question from County Councillor Asghar regarding the response from inmates to the safety packages delivered by the Service, Area Manager explained that inmates had been involved with the design of the package and the feedback had been positive. Engagement was enhanced through the family centre with advice shared with inmates' families and the Service worked with the art department in prisons to design prevention messaging which added value to the initiative.

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, 311 in quarter 3; year to date 1,599; previous year to date 1,307. Quarterly activity decreased 19.64% over the same quarter of the previous year.

In response to a question from the Chair regarding whether a lack of bins in public spaces contributed to bin and rubbish fires, the ACFO advised that bins fires could be accidental attributed to discarded smoking materials, but rubbish fires were not linked to evidence where they were due to the amount of lack of bins. Area Manager, Phil Jones explained that periods of dry weather contributed with some individuals setting rubbish fires. Accurate reporting by crews had been encouraged, noting that incidents were only classifying as deliberate if that was known.

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, 5,559 in quarter 3; year to date 22,901; previous year to date 18,268. Quarterly activity decreased 7.9% against the same quarter of the previous year.

HFSCs with high-risk outcomes, Quarter 3, 52%; previous year Quarter 2, 51%.

High risk outcomes increased 0.9% against the same quarter of the previous year.

Members noted that Dynamic Resource Management could have a direct impact on prevention activity due to fire engine cover.

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, 279 sessions delivered to 7,871 students;
RoadSense, 242 sessions delivered to 7,761 students;
SENDSafe, 3 sessions delivered to 49 students;
Wasted Lives, 44 sessions delivered to 4,153 students;
Biker Down, 3 sessions delivered to 38 attendees;
FIRES, 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), 22 sessions delivered to 330 delegates;

Specific Education packages – delivered Water Safety, BrightSparx, ASB, Deliberate Fire Setting etc (Covers key stages 2, 3 and 4). 134 in-person BrightSparx sessions to 18,137 pupils. 6 virtual delivery BrightSparx sessions at 25 schools, to 14,748 pupils.

Arson Threat Referrals – 193.

In response to a question from Councillor S Sidat as to whether the BrightSparx education package included firework safety, Area Manager, Matt Hamer confirmed that the package covered bonfires, safety for firework and sparkler use at home, and the action to take in the event of a burn. Ideally, the Service advocated attending organised, controlled events.

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, 719 in quarter 3; Cumulative 2,241; YTD target, 1,875; previous YTD 2,750.

Cumulative YTD BFSCs being satisfactory, 2,024. Top 5 completed satisfactory

premise types (Shops 723, Offices 347, Factories/Warehouses 274, Other Workplaces 207, Other Public Premises 141).

Cumulative YTD BFSCs being unsatisfactory, 217. Top 5 completed unsatisfactory premise types (Shops 83, Factories/Warehouses 33, Other Workplaces 27, Offices 17, Licensed Premises 15).

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.

Councillor S Sidat asked if the Service carried out enforcement regarding the sale of fireworks. Area Manager, Matt Hamer explained that the Service worked closely with Trading Standards. The Fire Safety Team received a list of licenced establishments which was shared with operational crews for information in the event of an incident. Unlicenced sales were picked up through BFSCs and reported to Trading Standards who were the regulatory body. The ACFO advised that on Bonfire Night, a multi-agency approach was used to target the improper use of fireworks with monitoring taking place through attendance at North West Fire Control and intervention taking place where necessary.

The Chair referenced a ski resort bar fire in Switzerland and asked if that incident influenced prevention work in pubs and clubs. Area Manager, Matt Hamer advised that sparklers and a polystyrene roof had been involved in the ski resort fire, with two similar incidents occurring in the north west. One of the incidents involved sparklers in bottles and helium balloons, and the other was the ignition of green foliage. A newsletter had been relayed through licensing teams to focus on the fire rating and risk assessment of decorations in establishments. The Service would go through findings from incidents, taking lessons, which informed education and safety messages for responsible persons.

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 3, 404;
Formal Activity in Quarter 3, 8%, same quarter of the previous year 8%.
Quarterly activity remained static against the same quarter of the previous year.

Members noted the cumulative number of Fire Safety inspections undertaken for

2025/26 was 1,248.

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 3, Building Regulation Consultations received 265, of which 242 were completed within the timeframe (LFRS should make comments in writing within 15 working days of receiving a BRC).

Area Manager, Matt Hamer commented that requests for further information could affect the timeframe for completion, as could staffing levels at times, and added that the Service was working to improve the number of competent staff.

KPI 3 - Responding to fire and other emergencies quickly

3.1 Critical Fire Response – 1st 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 – 1st Fire Engine Attendance, Quarter 3, Very High 05:31 min; High 06:06 min, Medium 07:19 min, Low 09:03 min.

Q3 overall 07:49 min. Year to date overall 07:50 min. Previous year to date overall

07:40 min.

3.2 Critical Special Service Response – 1st 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 – 1st Fire Engine Attendance, 08:44 min in quarter 3; year to date 08:42 min; previous year to date 08:36 min.

In response to a question from the Chair regarding animal rescues and whether mistreated animals were reported to the RSPCA, the ACFO stated that the Service had a duty of care to report mistreated animals to the RSPCA. However, the Service was generally called to animal rescues where animals were in distress such as horses entering ice. Additionally, Acting Area Manager, Kirsty McCreesh advised that the Service had access to Vets who could assist when needed and could make direct referrals to the RSPCA.

3.3 Total Fire Engine Availability

This indicator measured the availability of the 1st fire engine at each of the 39 fire stations. It was measured as the percentage of time the 1st 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, 89.67% in quarter 3; year to date 89.19%; previous year to date 87.45%.

Quarterly availability increased 0.37% 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. At the end of quarter 3 there was a small underspend of £0.2m (budget £55 million, spend £54.8 million). This was 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 was £12.6 million and spend at the end of December was £3.9 million. Slippage of £6.7 million had been identified.

Quarter 3 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 report outlined the progress of major workstreams overseen in Lancashire by the Blue Light Collaboration Board (BLCB). These workstreams were 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) continued 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 was underway for another series of events in 2026. It was proposed that they would follow a similar format, with each blue light service hosting one of the events.

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

Health and Wellbeing

A new collaborative group was formed earlier in the year, bringing together Health and Wellbeing leads from all 3 Services. The group was led by LFRS, and its goal was to understand and align the health and wellbeing offerings across Blue Light's organisations, exploring joint opportunities to support staff. It was recognised that there were a number of similarities in the challenges faced by personnel across the 3 services, such as dealing with distressing incidents and shift work. By collaborating and sharing mechanisms to support staff, interventions could be optimised.

The group's initial step was to share policies and procedures for best practice and learning. Work planned for the group included 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 were 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, 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.

Fleet had now been added as part of that group and had started work to explore the opportunities around joint servicing of vehicles across the blue light services. The group were also assessing the viability of sharing the use of Vehicle Maintenance Unit (VMU) facilities in cases of high demand or business continuity. Work had already been carried out to reduce the number of Notices on Intended Prosecution (NIPs) sent to blue light partner agencies, where appropriate. Further workstreams would be identified as the group matured such as electric vehicles and supporting infrastructure, collisions, and driver management.

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. The parallel response increased the likelihood of timely intervention. Whilst that model had been successful in parts of the UK, the steer was now to phase out EMR in favour of supporting the CFR volunteer Framework.

In Lancashire, the CFR workstream enabled LFRS staff volunteers to respond to life-threatening emergencies from their workplace. Since April 2025, nearly 2025,

	nearly 300 incidents had 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 were currently at the point of developing Phase 3. Stations had been identified to align with NWS data indicating greatest demand for CFR and where implementation of the scheme would maximise the positive impact. Recruitment Recruitment was the most recent subgroup to be set up and was still in its infancy. The group were 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. Councillor S Sidat asked whether the Fire Service would commence action without the police in a scenario where both services were requested through a 999 call. Acting Area Manager, Kirsty McCreesh advised that it would be dependent on the incident type. If it were a fire, the Service would begin immediately, however, in the event of other incidents, such as gaining entry, support may be required from the National Inter-Agency Liaison Officers (NILO) on duty to understand any risks posed to ensure the Service made informed decisions. 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 3, 76 people had been surveyed and the number satisfied with the service was 73. The running total number of people surveyed was 4,074 with 4,016 of those people being satisfied with the Service; 98.58% against a standard of 97.50%; a variance of 1.08%. The Chair thanked Officers for an excellent report and positive work. County Councillor J Tetlow moved to note and endorse the Quarter 3 Measuring Progress report; seconded by Councillor S Sidat. Resolved: - That the Performance Committee noted and endorsed the Quarter 3 Measuring Progress report, including two positive and one negative exception.
5-25/26	Lithium Battery-related Fires
	The paper supported the presentation to the Committee and provided 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.

Area Manager, Matt Hamer informed Members that the increasing prevalence of consumer products powered by lithium-ion batteries presented an emerging and distinct fire risk within domestic settings. Those products were widely used, frequently charged within living spaces, and were often associated with poor charging practices, battery degradation, or non-compliant devices. The presentation summarised Lancashire Fire and Rescue Service's (LFRS) analysis of lithium battery-related ADFs using enhanced incident recording and retrospective data interrogation.

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 were described inconsistently (e.g. vapes, e-cigarettes, electronic cigarettes). The combined approach strengthened confidence that lithium battery-related incidents were being consistently identified across the dataset.

Over the most recent three-year period, LFRS attended 93 lithium battery-related accidental dwelling fires. Incident levels had 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.

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-cigarette and similar devices,
- Portable electronic equipment.

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

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 demonstrated that lithium battery fires most frequently originated in occupied living and sleeping areas which increased the potential for life risk.

In terms of Geographic Distribution, the three highest incident districts together accounted for 45.2% of all lithium battery-related ADFs.

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 was relatively modest, the proportion of serious injury and fatal outcomes indicated that lithium battery fires could have severe consequences, particularly when fires developed rapidly in domestic settings.

Analysis highlighted several important risk characteristics:

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

The findings reinforced 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.

Additionally, Area Manager, Matt Hamer informed Members that from a regulatory perspective, a Private Member's Bill for lithium-ion battery safety had been put forward to the House of Lords and was currently its second reading.

The Chair queried whether the source of purchase for lithium-ion batteries impacted on the number of fires. Area Manager, Matt Hamer explained that the majority of fires related to the tampering and modifying of products, over charging or incorrect charging, and charging with damaged chargers. It was acknowledged that cost was an influential factor in the type of charger purchased, however, the Service encouraged the purchase of batteries with incorporated safety features. The Service worked closely with Trading Standards, gathering evidence, to assist in closing down opportunistic, unsafe, online sellers.

In response to a question from Councillor Sidat in relation to the work of Prevention regarding lithium-ion battery fires, Area Manager, Matt Hamer explained that the Service had developed a dedicated electrical safety campaign which was informed by the annual analysis of incident data and ran prior to times when incidents were most likely to occur. The campaign in the winter period comprised of heating safety messages with the charging safety campaign delivered in October/November, in advance of the purchase of electrical gifts at Christmas. In addition to working closely with Trading Standards, the Service also promoted national campaigns such as the 'Register my Appliance' campaign. It was noted by Members that learning taken from fatal incidents had informed subsequent education packages.

The Chair requested further information on mobile phone related bedroom fires. Area Manager, Matt Hamer highlighted that the fires were most likely to occur when

batteries were damaged causing over-heating when charging which could result in thermal-runaway. High-quality products had in-built safety features and had battery-performance intelligence. Low-quality and modified products for phones posed a safety risk for a significant battery fire.

County Councillor Tetlow referenced a fatal incident where an electric scooter ignited in a lift. Area Manager, Matt Hamer stated that the ignition of batteries did occur and was a recognised hazard. Some new buildings were designed with charging points on exit routes, and the Service were influencing design practice to ensure escape routes remained clear.

In response to a query from Councillor S Sidat regarding safety provision in schools, Area Manager, Matt Hamer explained that with the increase of electronic device use within schools, a school education package had been developed for young people and also teachers, in relation to safe charging practices. During holiday periods, engagement would take place with schools to ensure safe shutdown procedures. Advice had also been requested from schools on fire risk assessments to include pupils travelling to school on e-scooters and bikes.

The Chair requested a more detailed breakdown of lithium-ion battery related accidental dwelling fires in relation to districts. Area Manager, Matt Hamer advised that data would be broken down to wards in Lower Super Output areas to identify causes of fires and target specific risk. Details of the ward and causation for the high numbers of incidents could be provided to Members.

County Councillor Aidy Riggott commented that, while the number of fires in some districts was proportionate to their population, there were instances where districts with lower populations recorded a surprisingly high number of fires. Area Manager, Phil Jones highlighted that many large districts had a high number of delivery drivers and individuals using modified e-bikes which posed safety risks, particularly whilst charging. Area Manager, Matt Hamer added that comparable district data would be provided for context.

County Councillor J Tetlow remarked that more legislation was needed to regulate e-bikes and prevent modifications. As part of the Road Safety Partnership, the Service worked with the police who were aware that electric-powered two-wheeled vehicles were a significant issue. During Operation Centurion, the police had the power to seize illegal e-bikes, many of which had been modified. Due to the speed and noise of e-bikes, there was also a link to organised crime and anti-social behaviour. The Chair asked if regulated enforcement could be adopted and penalties imposed to deter for individuals from riding e-bikes without a licence. Area Manager, Matt Hamer stated that the police have enforcement powers to seize and crush vehicles. E-bike issues were reported back to the National Fire Chiefs Council as it was a high-profile topic.

County Councillor A Riggott stated that if individuals were shown the end result of e-bikes and e-scooters that had been crushed, it could act as a deterrent. Area Manager, Matt Hamer replied that he could feed that back to the police.

County Councillor A Riggott moved to note the report and presentation; seconded by Councillor J Tetlow.

	Resolved: - That the Performance Committee noted the report and presentation.
6-25/26	Houses in Multiple Occupation
	The report supported the presentation to Performance Committee and provided an overview of Lancashire Fire and Rescue Service's (LFRS) risk-based approach to managing the 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. Area Manager, Matt Hamer informed Members that HMOs represented a complex area of risk due to high occupancy levels, shared facilities, and often, the vulnerability of residents. While Local Housing Authorities (LHAs) were the lead regulator for most HMOs, LFRS retained responsibility under the Regulatory Reform (Fire Safety) Order 2005 for higher-risk and more complex premises, including taller buildings and mixed-use accommodation. Lancashire had 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) identified 5,085 high and very high-risk premises. A fully established Protection establishment (Level 4 competent staff) provided capacity for up to 3,000 audits per year. To maintain a three-year intervention cycle, the Service aimed to complete 1,500 high-risk audits per annum, prioritising premises that presented the greatest life risk. A HMO was defined as a property occupied by three or more tenants forming more than one household, sharing basic facilities. Larger HMOs were those with five or more tenants. Local Housing Authorities were the lead regulator for most HMOs, including licensed and unlicensed properties. LFRS acted 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. The dual-regulatory framework required strong coordination to ensure that risk was effectively managed without duplication. Local authority data indicated several hundred known HMOs across Lancashire, with the majority being below three storeys, but a smaller number of 3-6 storey HMOs that presented 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. Since 2021, LFRS had undertaken significant regulatory activity within HMOs, including audits, enforcement notices, alterations, and prohibitions. Enforcement action had been used proportionately to address serious deficiencies and manage risk where compliance could not be achieved through advice or informal measures. Emerging risk pressures were:

- Rapid growth in small (3-4 person) HMOs that fell 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 elevated life risk and complexity.

LFRS worked 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 forum,
- Continual safeguarding and signposting through prevention pathways (e.g. Home Fire Safety Check (HFSC) / Business Fire Safety Checks (BFSC),
- National Leadership on Improving premises risk data, including development of improved local data systems.

County Councillor A Riggott commented that only 6 Councils in Lancashire had issued an Article 4 Directive to remove permitted development rights for HMOs and some Councils were not exercising their regulatory powers.

The Chair asked if the severity of injuries of those involved in HMO fires was recorded as she believed it would be useful campaign material and encourage Councils to issue Article 4 Directives. Area Manager, Matt Hamer confirmed that the severity was recorded as slight, serious, or fatal.

Councillor S Sidat queried whether Councils could identify some unlicensed HMOs through the Housing benefits system based on addresses with multiple claimants. Area Manager, Matt Hamer advised that the matter was left to professional judgement. Due to personal circumstances, many tenants of unlicensed premises could be claimants of multiple benefits and some opportunistic landlords use an individual's vulnerabilities to increase rent charges.

In response to a question from Councillor Sidat regarding Homes of Multiple Occupation, Area Manager, Matt Hamer explained that if the residents were from the same family (immediate or extended), it would be classed as a single private dwelling. The perspective from the Fire Service would be prevention in the home. He advised that he would check the legislation with regards to classification and the number of family members in one household as there were grey areas in housing and planning legislation, and fire safety.

In response to a question from the Chair in relation to Air BnBs, Area Manager, Matt Hamer explained that the property was classified as a single private dwelling, however, when hosting paying guests, it should be treated as a small property for paying guests in accordance with guidance. The Air BnB website advised guests to provide their own smoke detection. Nationally, Fire Services had collaborated with the National Fire Chiefs Council (NFCC) and Air BnB to raise awareness of fire safety issues. It was acknowledged that once a paying guest was present, the property should fall under paying guest regulations, however, it would need to be enforced. Following a fire in a glamping pod, the Service worked with the NFCC to

	shape guidance around those types of dwellings. County Councillor highlighted a tax break that the government had introduced for renting additional rooms in homes, which could result in a growing number of HMOs. Area Manager, Matt Hamer advised that he would investigate it outside of the meeting. The Chair queried the number of unlicensed properties in relation to slavery. Area Manager, Matt Hamer explained that he would liaise with the Fire Safety Manager in Blackpool as there was an organised crime response which identified victims of modern slavery. County Councillor J Tetlow moved to note the report and presentation; seconded by Councillor S Sidat. Resolved: - That the Performance Committee noted the report and presentation.
7-25/26	Flooding Incident Activity The report as the same as that reported to the Performance Committee in December 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. 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. Over the first half of the analysis period, activity typically followed an alternating peak and trough pattern, however, activity over the most recent 2 years had been static. 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. Whilst the source of a flooding incident may have been due to surface water for example, the actual cause of the incident could 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).

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.

There were large variations of activity with each district between the years. 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.

Members were provided with a breakdown of the 881 flooding incidents by district and the Lower Super Output Area (LSOA) in which the incident was located.

In response to a query from the Chair as to whether flooded subways were included in the surface water statistics, Area Manager, Phil Jones confirmed that they were. He explained that the subways were mostly in Skelmersdale and the Service sometimes pumped them when flooded and informed the local authority.

County Councillor Tetlow remarked that the country was not as proactive in

	response to flooding as some other countries. Area Manager, Phil Jones stated that a lot of flooding occurred in the autumn period when drains were blocked due to falling leaves which caused surface water and localised flooding. Despite financial pressures, local authorities had made improvements in the clearing of drains and gullies. County Councillor J Tetlow commented that new developments would add to flooding issues in the county by increasing surface water. The ACFO explained that the Chair of the Authority was working with Flooding Groups. Farmers were proactively undertaking natural interventions and initiatives to mitigate flooding, and that further measures were in progress, including the implementation of flood alleviation tunnels in urban areas. County Councillor J Tetlow moved to note the analysis of flood-related demand and the continued importance of effective planning, preparedness, and response to severe weather events impacting on communities; seconded by Councillor S Sidat. 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.
8-25/26	Dynamic Resource Management
	The report and the attached six-month evaluation of Dynamic Resource Management (DRM) focused on its application, frequency, and effects across operational and financial areas. Also provided, was a review of the impact of DRM on response standards, availability, prevention and prevention activities, and impacts on mobilisations. Members were provided with assurance that the DRM had provided the required efficiency savings whilst maintaining excellent operational response performance within the standards set by the Key Performance Indicators (KPIs) over the first six months of implementation. Area Manager, Tom Powell informed Members that Lancashire Fire and Rescue Service (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. 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. 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.

On 1 July 2025, the Service changed this approach to ensure sufficient resources 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.

Following an initial three-month evaluation, LFRS had undertaken a six-month evaluation of DRM, with the full evaluation in Appendix 1. Over the first six months (1 July – 31 December 2025), DRM had been used a total of 208 times in quarters 2 and 3 (Q2 and Q3) which represented that DRM had been enacted 14% of available shifts across the four stations.

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

Critical special service call response times at DRM stations had increased by 30 seconds in Q1 – Q3 2025 compared with Q1 – Q3 2024, whereas response times across all LFRS stations over the same period had increased by 8 seconds. Whilst this was a higher increase than overall, response times had remained substantially under the 13-minute average response time target, and the 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 in the six months since DRM was introduced, however this had 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 1 July 2025, which was 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 bill was £596,270, this equated to a saving of £549,085. This figure included 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 as a 3.2% pay rise was awarded from July 2025.

The numbers of detachments in Q2 & Q3 2025 increased by 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 occurred had experienced a similar drop in Business Fire Safety Check (BFSC) numbers (14%) and Home Fire Safety Check (HFSC) numbers (16%).

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. The Service had also seen a similar drop in BFSC and HFSC at those neighbouring stations aligned to increased operational activity.

In response to a question from the Chair regarding firefighters' perception of the overtime reduction, Area Manager, Tom Powell stated that the response had been mixed. Overtime had never been guaranteed, however, there had been a significant reduction which had affected those firefighters that had frequently chosen to undertake overtime. Although there had been a shift in the level of overtime, firefighters understood the need for the Service to make efficiencies. The ACFO further advised that, from a national and HMICFRS perspective, there was an expectation that Fire and Rescue Services should utilise their resources more effectively.

County Councillor J Tetlow asked how Wholetime and On-Call crews operated within a station and whether this had been taken into account regarding the DRM and potential cost savings. Area Manager, Tom Powell explained that the data Community Risk Management Plan (CRMP) was being refreshed in the current year, alongside an additional Service Review that considered emergency cover arrangements in relation to risk, demand, resources, and placement. Duty systems would also be reviewed with each presenting its own challenges.

Councillor S Sidat left the meeting at 12.03pm.

County Councillor A Riggott commented that the outcomes were excellent, though he stressed the importance of monitoring the HFSCs and BFSCs and for the

	Service's and national targets to be met whilst balancing what was realistically achievable. The ACFO responded that targets to be met and measurement against those were regularly discussed, deploying staff effectively across high-risk, commercial and prevention activity. Ongoing work was taking place to develop an evidence-based approach to identifying and targeting high-risk individuals and premises to ensure that activity was based on risk rather than volume. Going forward, evidence used would align resources to identified risks with crews identifying low level risk which could be elevated to high-risk where required. The importance of meeting targets was emphasised using an evidence-based framework with updates brought back to the Committee in due course. The priority was to ensure that the right people with the right skills were deployed effectively. Area Manager, Matt Hamer added that aspirational targets aided the Service in maximising potential and reiterated the importance of the right intervention, with the right person and the right place. Operational crews helped with capacity to ensure and business fire safety, and the community safety staff focused their expertise on high-risk individuals. A paper detailing a targeted approach would be presented to Members in summer/autumn. County Councillor a Riggott moved to note the report and evaluation; seconded by County Councillor S Asghar. Resolved: - That the Performance Committee noted the report and evaluation.
9-25/26	Date of Next Meeting
	The next meeting of the Committee would be held on 08 July 2026 at 1000 hours in the Main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood. Further meeting dates were noted for 15 September 2026 and agreed for 09 December 2026.

**LFRS HQ
Fulwood**

**M Nolan
Clerk to CFA**

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**Lancashire Combined Fire Authority
Performance Committee**

Meeting to be held on Wednesday 8 July 2026

**Performance Management Information for Quarter 4, 2025-26
(Appendix 1 refers).**

Contact for further information – Sam Pink, Assistant Chief Fire Officer (ACFO)
Telephone: 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 4 Measuring Progress report, including two positive, and one negative exception.

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: Not applicable



Measuring Progress Performance Report

Quarter 4: January 2026 – March 2026

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 KPIs and where appropriate, by an analysis of the KPIs 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 – 47

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)	14
1.2.3 Staff Absence Green Book	15
1.3.1 Workforce Diversity	18
1.3.2 Workforce Diversity Recruited	19
1.4 Staff Accidents	20
2.1 Risk Map	21
2.2 Overall Activity	22
2.3 Accidental Dwelling Fires (ADF)	24
2.3.1 ADF – Harm to people: Casualties	25
2.3.2 ADF – Harm to property: Extent of damage (fire severity)	26
2.4 Accidental Building Fires (ABF) - Commercial Premises	27
2.4.1 ABF (Commercial Premises) – Harm to property: Extent of damage (fire severity) ..	28
2.5 Accidental Building Fires (Non-Commercial Premises)	29
2.5.1 ABF (Non-Commercial Premises: Private Garages and Sheds) – Harm to property: Extent of damage (fire severity)	30
2.6 Deliberate Fires Total: Specific performance measure of deliberate fires	31
2.6.1 Deliberate Fires – Dwellings	32
2.6.2 Deliberate Fires – Commercial Premises	33
2.6.3 Deliberate Fires – Other (Rubbish, grassland, vehicles etc.)	34
2.7 Home Fire Safety Checks (HFSC)	35
2.8 Prevention activities delivered	36
2.9 Business Fire Safety Checks	37
2.9.1 Fire Safety Activity	39
2.10 Building Regulation Consultations (BRC)	40
3.1 Critical Fire Response – 1 st Fire Engine Attendance	41
3.2 Critical Special Service Response – 1 st Fire Engine Attendance	42
3.3 Fire Engine Availability	43
4.1 Progress Against Allocated Budget	44
4.2 Partnership Collaboration	45
4.3 Overall User Satisfaction	46

Explanation of Performance Measures

KPIs are monitored either by using an XmR^[1] chart, comparing current performance against that achieved in the previous year's activity, or against a pre-determined standard - for example: the response standard KPIs 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.

^[1]**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.

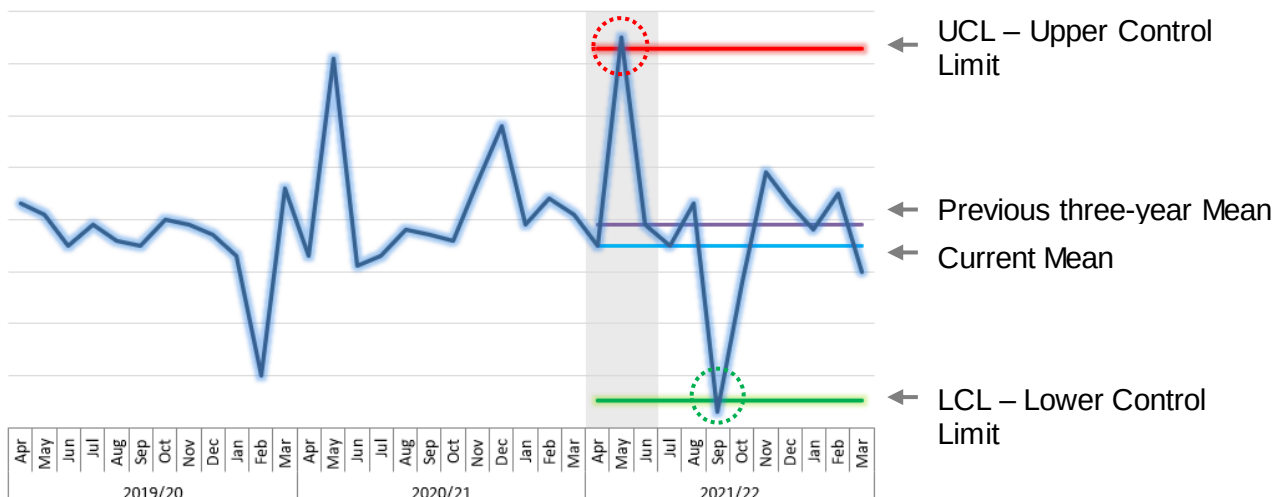
Activity is deemed to be within standard if it remains within set upper and lower limits. These limits are based upon the previous three years activity and are set using a statistically derived constant, approximately equivalent to three standard deviations.

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).



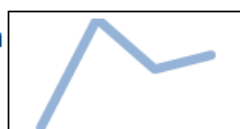
Performance Framework and indicator trends

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 KPIs is scrutinised every quarter at the Performance Committee.

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

This section also provides an overview of the performance direction of the KPIs. Each KPI is shown within its priority, with an indicator called Sparklines; 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. Sparklines are simple indicative indicators and are not intended to have labelled points or axes.

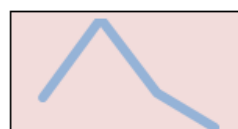
The cell shading within the Progress column denotes whether the indicator is:



within accepted limits



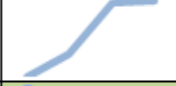
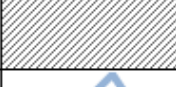
in positive exception

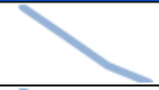
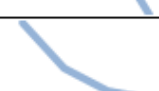


in negative exception



not applicable

KPI	Description	Progress	Page (s)
1	Valuing our people so that they can focus on making Lancashire safer.		
1.1	 Overall Staff Engagement: Performance measure of how engaged our staff are		8
1.2.1	 Staff Absence Wholtime (WT)		10
1.2.2	 Staff Absence On-Call (OC)		14
1.2.3	 Staff Absence Greenbook		15
1.3.1	 Workforce Diversity (as a %): Performance measure of how representative our staff are of our communities		18
1.3.2	 Workforce Diversity Recruited (as a %): Performance measure of our success in recruiting a diverse workforce		19
1.4	 Staff Accidents:		20

KPI	Description	Progress	Page (s)
2	Preventing fires and other emergencies from happening. Protecting people and property when fires happen.		
2.1	 Critical Fire Risk Map Score		21
2.2	 Overall Activity		22
2.3	 Accidental Dwelling Fires (ADF)		24
2.3.1	 ADF – Harm to people: Casualties		25
2.3.2	 ADF – Harm to Property: Extent of Damage (Fire Severity)		26
2.4	 Accidental Building Fires (Commercial Premises)		27
2.4.1	 ABF (Commercial Premises) – Harm to property: Extent of Damage (Fire Severity)		28
2.5	 ABF (Non-Commercial Premises)		29
2.5.1	 ABF (Non-Commercial Premises: Private Garages/Sheds) – Harm to Property: Extent of Damage (Fire Severity)		30
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2.6.2	 Deliberate Fires – Commercial Premises		33
2.6.3	 Deliberate Fires – Other (rubbish, grassland, vehicles etc.)		34
2.7	 Home Fire Safety Checks		35
2.8	 Numbers of other prevention activities delivered		36
2.9	 Business Fire Safety Checks		37
2.9.1	 Fire Safety Activity		39
2.10	 Building Regulation Consultations (BRC) (number and completed on time)		40

KPI		Description	Progress	Page (s)
3	Responding to fire and other emergencies quickly.			
3.1		Critical Fire Response – 1st Fire Engine Attendance		41
3.2		Critical Special Service Response – 1st Fire Engine Attendance		42
3.3		Fire Engine Availability		43
4	Delivering value for money in how we use our resources.			
4.1		Progress Against Allocated Budget		44
4.2		Partnership Collaboration		45
4.3		Overall User Satisfaction		47

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 January to March 2026, 17 station visits were carried out by principal officers and area managers as part of our service-wide engagement programme. Forty wellbeing interactions were undertaken ranging from workshops with crews to wellbeing support dog engagements.

An extended leadership workshop was held with middle and senior managers, and eight Watch Managers' Forum events took place 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 took place regarding improvements to Garstang Fire Station and several offices at Service Headquarters and the Leadership and Development Centre. The Service engaged with staff over topics relating to our fleet and equipment including thermal imaging and situational analysis cameras, which are being trialled by breathing apparatus instructors.

An On the Menu online event was open to everyone in the Service to learn about equality impact assessments - when and how to complete them and the data sources that matter - and a survey of on-call unit managers provided insight to shape future on-call leadership meetings.

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 zero 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)

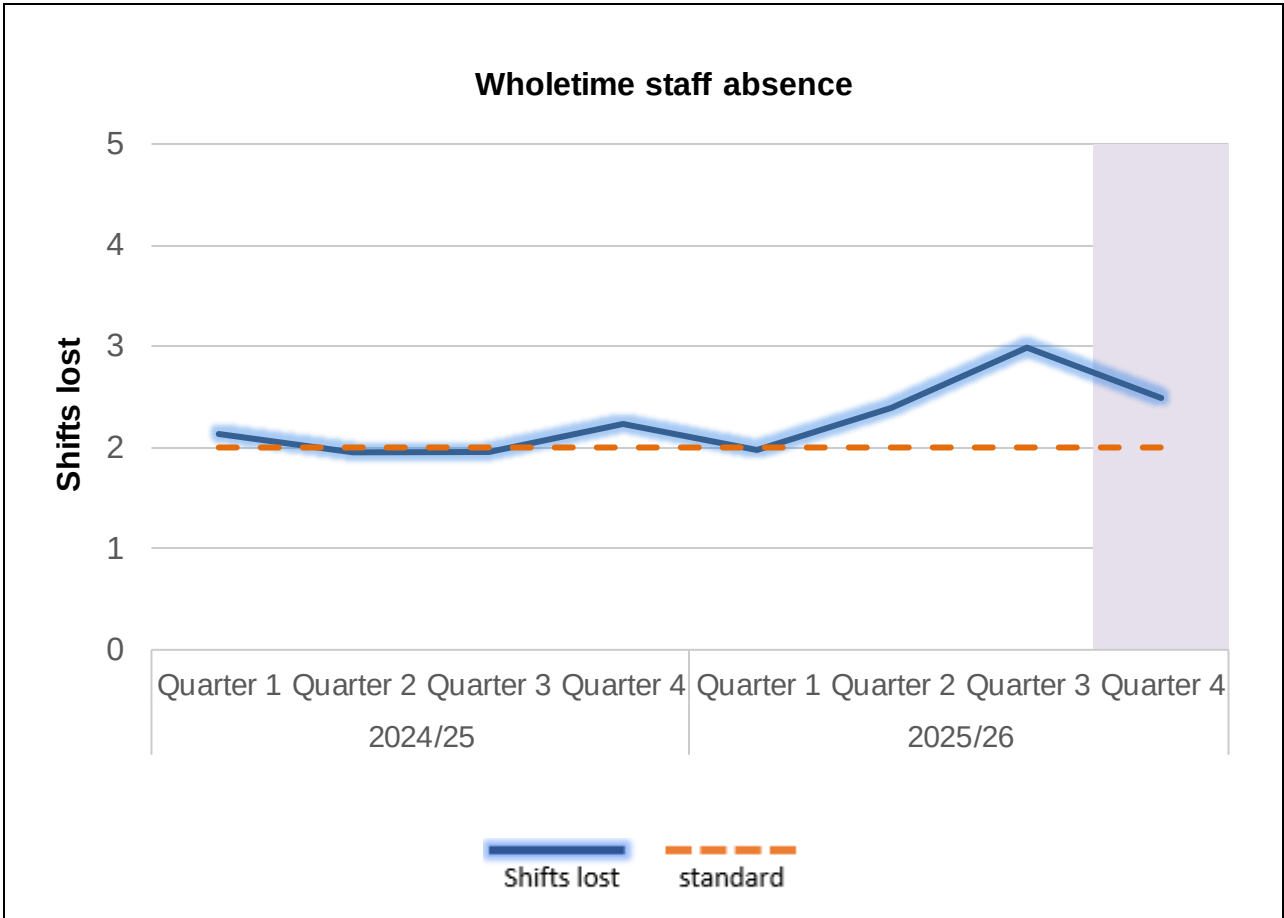


Quarter shifts lost
2.49

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 four quarters, which equates to a quarterly standard of two.



Cumulative total number of shifts lost:

9.85

The agreed target performance level is 8 shifts lost per employee per year across both Grey (KPI 1.2.1) and Green book (1.2.3) staff. The actual shifts lost for both for 2025-26 was 8.70 shift lost per employee, which is 0.70 above target.

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 4.

The element of this section of the report refers to sickness absence rates for the period 1 January 2026 to 31 March 2026.

The agreed target performance level is 2 shifts lost per employee per quarter for wholetime staff. The actual shifts lost for the period for this group of staff is 2.49, which is 0.49 shifts above target for the quarter. During the same quarter the previous year, 2.23 shifts were lost which is an increase of 0.26 shifts lost per wholetime employee compared to the same quarter last year.

Analysis

1,493 wholetime absence shifts lost in the quarter = 2.49 against a target of 2.00.

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

Reason	Cases
Absence reasons include: Mental health, Musculo skeletal, Hospital/Post operative, and Skin condition	4
Total	4

197 shifts were lost during the quarter as a result of the above four cases of long-term absence, this is in comparison to 46 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 27 cases of long-term absence which were recorded within the 3 months:

Reason	Cases
Mental Health	11
Musculo Skeletal	9
Other absence types	5
Hospital/Post Operative Procedure	2
Total	27

Analysis of Absence for 2025-26

The agreed target performance level is 8 shifts lost per employee per year for wholetime staff. The actual shifts lost for the period for this group of staff is 09.85, which is 1.85 shifts above target for the year. During the same period the previous year, 8.28 shifts were lost which is an increase of 1.57 shifts lost per wholetime employee compared to the same period last year.

Analysis

6,035 wholetime absence shifts lost in the year = 9.85 against a target of 8.00.

Musculo skeletal, mental health and hospital/post operative absences account for the greatest number of shifts lost per category. The increase in number of shifts lost between 2024-25 and 2025-26 is primarily explained by the increase absences as a result of Musculo skeletal and mental health absences. Musculo skeletal absence have increased by 396 shifts lost and mental health absences by 371, which accounts for an increase in 767 shifts lost, which accounts for most of the overall +849 rise.

The number of instances of absences has increased as a broadly similar rate to the increase in shifts lost. The largest increases in instances relate to Musculo skeletal absences which have increased from 38 occurrences in 2024-25 to 67 occurrences in 2025-26 an increase of 29 separate periods of absence. Mental health absences have increased from 34 occurrences to 60 and increase of 26 occurrences.

Absence is predominantly medically supported and longer-term, not short-term casual sickness.

Respiratory and gastrointestinal illness remain prevalent, particularly in winter months, these are typically short-term and self-resolving. The majority of time lost relates to longer-term, medically supported absence, rather than repeated short-term episodes.

Self-certified absences of under seven days also account for a significant proportion of absences with 114 occurrences affecting 109 wholetime staff.

Measures the Service takes to manage absence

The Service has an Absence Management Policy which details our approach to managing absences to ensure that staff time is managed effectively, and that members of staff are supported back to work or exited from the Service in a compassionate way.

The Human Resources (HR) system I-Trent automatically generates monthly reports to line managers and HR Business Partners in relation to employees and their periods and reasons for absence, and these are closely monitored. Where employees are absent due to a mental health, or a stress related condition, they are referred to Occupational Health Unit (OHU) as early as possible. Employees returning to work have a return-to-work interview and stress risk assessment, or individual health risk assessments are completed where required.

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

Where an employee does not return to work in a timely manner an absence review meeting will take place with the employee and the line manager and a representative from Human Resources. The meetings are aimed at identifying support to return an individual back to work which can include modified duties for a period, redeployment, but ultimately can 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 has three or more periods of absence in six months, or an employee has 14 days absent. In terms of long-term absence, a formal review will normally take place at three, six, nine and 11 months.

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

Absence rates among Wholetime staff currently exceed the Service target, highlighting the need for a targeted strategy to address this concern.

In-depth analysis has been conducted on the leading causes of long-term absence, which include musculoskeletal issues, hospital/post-operative recovery, and mental health-related absences.

Among the 53 musculoskeletal cases, ten were classified as long-term (over 28 days) involving back, upper limb, and other/undefined conditions. Six of these individuals have subsequently returned to full duty.

Regarding hospital/post-operative absences, three long-term cases were recorded; two employees have since resumed work. All cases received support from OHU, and formal absence meetings were held as required by policy when absence triggers were met.

For mental health—other, eight long-term cases were identified, primarily stemming from personal or family circumstances. Only two cases remain active. Absence management protocols are being implemented, with comprehensive support offered and discussions regarding modified duties underway to facilitate workplace reintegration.

There are four ongoing cases related to mental health—stress, each associated with work-related stress. Three of these involve additional procedures such as disciplinary investigations or formal grievances, managed according to established guidelines with appropriate support provided. One case remains unresolved.

The Service has undertaken some initial analysis to determine if there are any increases in absence levels associated with particular times of the year, such as school-holiday spikes, however this has not identified anything out of the ordinary.

During the last quarter (Quarter 4), 14 Stage 1 and one Stage 2 meetings were conducted. Managers are committed to supporting earlier returns by implementing meaningful modified duties.

1.2.2 Staff Absence On-Call (OC)

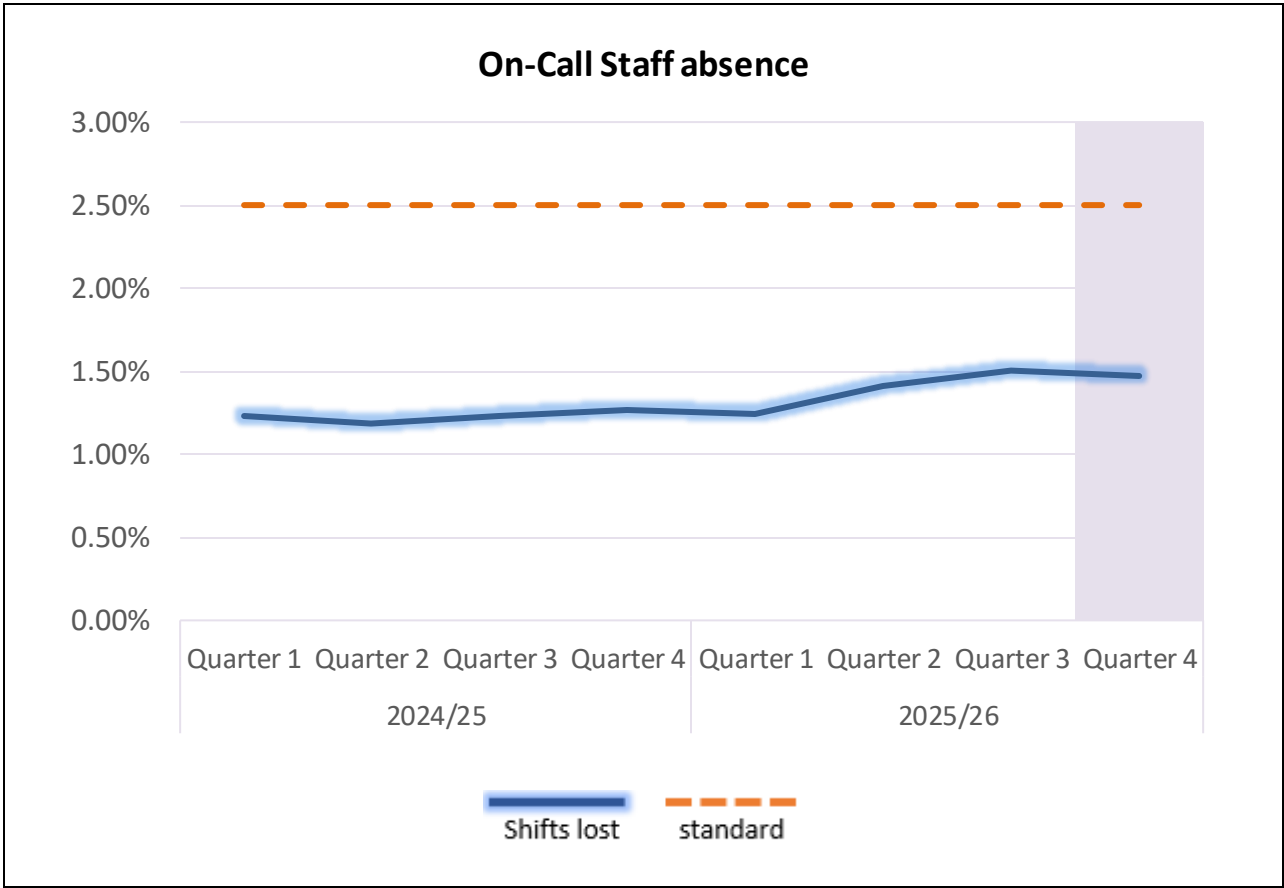


Cumulative Absence
1.47%

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: 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, 1.47%.



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

1.47%

1.2.3 Staff Absence Green Book

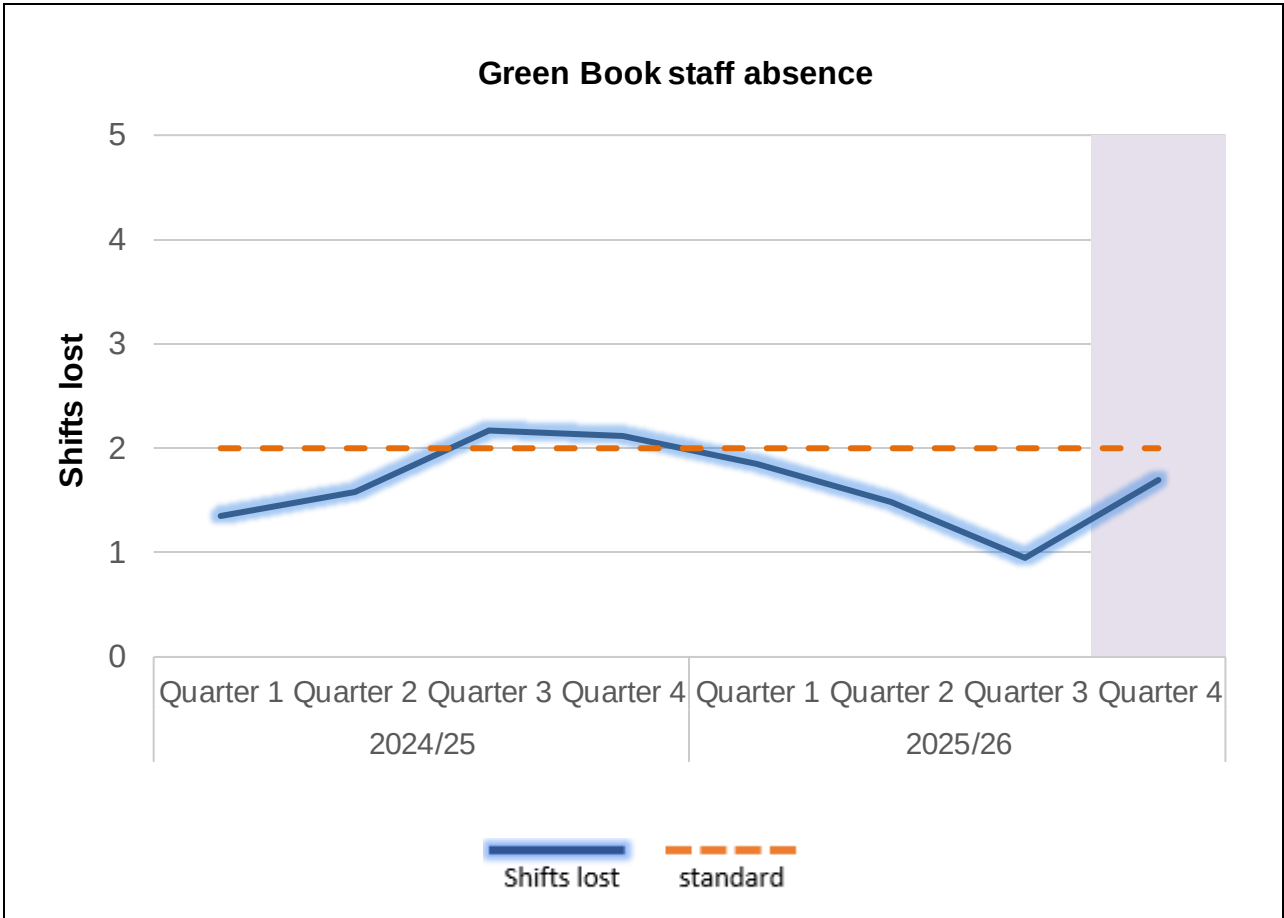


Quarter shifts lost
1.69

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 four quarters, which equates to a quarterly standard of two.



Cumulative total number of shifts lost:

5.97

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 4.

The agreed target performance level is eight shifts lost per employee per year for Green book staff. The actual shifts lost for the period for this group of staff is 5.97, which is 2.21 within target. During the same period the previous year, 7.22 shifts were lost which is a decrease of shifts lost per green book employee compared to the same period last year.

Analysis

During the period, January 2026 – March 2026, absence statistics show non-uniformed personnel absence below target for the quarter, with 1.69 shifts lost in the quarter against a target of 2.00 shifts lost.

1,482 non-uniformed absence shifts lost = 5.97 against a target of 8.00 during the quarter 1 to quarter 4. There were no cases of long-term absence which spanned over the total of the three months. The number of long-term absence cases recorded in the quarter remained at four in Quarter 4.

Reason	Cases
Mental Health (Other)	3
Other absence types	1
Total	4

179 shifts were lost during the quarter as a result of the above four cases of long-term absences, this is in comparison to 188 shifts lost during the same quarter of 2024-25. These cases account for 0.69 shifts lost per person over the quarter.

Analysis

1,482 Green Book absence shifts lost in the year = 5.97 against a target of 8.00.

During 2025-26, Green Book absence was largely driven by a small number of long-term absence cases, relating to mental health conditions, Musculo skeletal and hospital/post operative recovery.

Stress related absences related to a small number of individuals, accounting for 175 shifts lost over six individual occurrences.

Short-term absence relating to respiratory infections, gastro-intestinal illness and headaches/migraines, followed a seasonal pattern, with higher levels in the autumn and winter.

In summary, absence is predominantly medically supported and longer-term, not short-term casual sickness.

Measures the Service takes to manage absence

The Service has an Absence Management Policy which details its approach to how it will manage absence ensuring that staff time is managed effectively, but also members of staff are supported back to work or exited from the Service in a compassionate way.

The Human Resources (HR) system ITrent automatically generates monthly reports to line managers and HR Business Partners in relation to employees and the periods and reasons for absence and these are closely monitored. Where employees are absent due

to a mental health, or a stress related condition, these employees are referred to Occupational Health Unit (OHU) as early as possible. Employees returning to work have a return-to-work interview and stress risk assessment, or individual health risk assessments are completed where required.

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

Where an employee does not return to work in a timely manner an absence review meeting will take place with the employee and the line manager and a representative from Human Resources. The meetings are aimed at identifying support to return an individual back to work which can include modified duties for a period, redeployment, but ultimately can 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 has three or more periods of absence in six months, or an employee has 14 days absent. In terms of long-term absence, a formal review will normally take place at three, six, nine and 11 months.

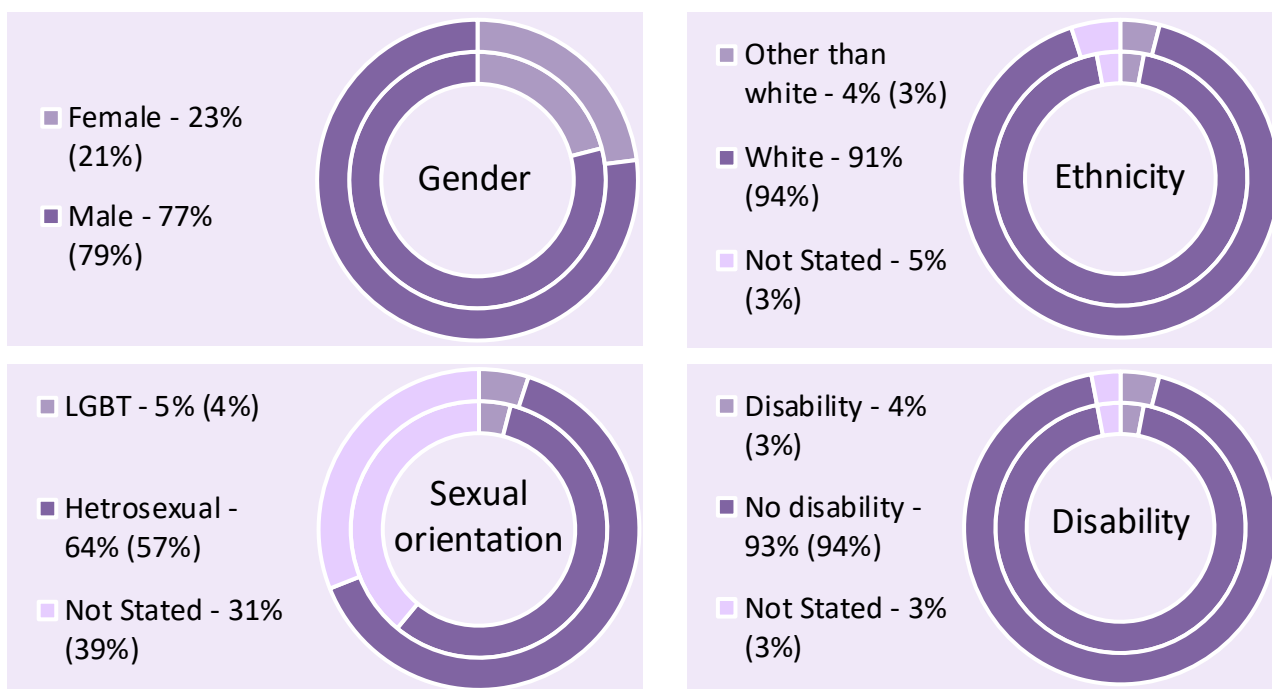
1.3.1 Workforce Diversity



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	63%
	Male		89%		37%
Ethnicity	Other than white	Grey	3%	Green	6%
	White		92%		85%
	Not stated		5%		9%
Sexual orientation	LGBT	Grey	5%	Green	3%
	Heterosexual		63%		68%
	Not stated		32%		29%
Disability	Disability	Grey	4%	Green	6%
	No disability		94%		87%
	Not stated		2%		7%

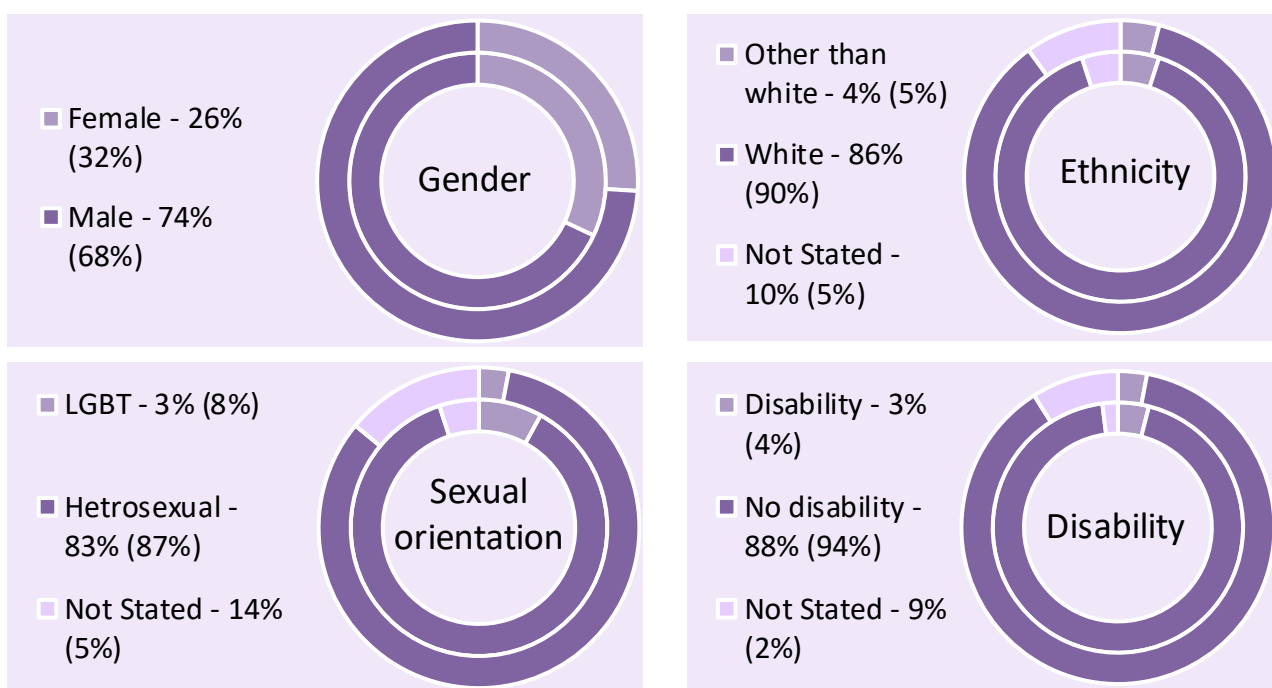
1.3.2 Workforce Diversity Recruited



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 37 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
11

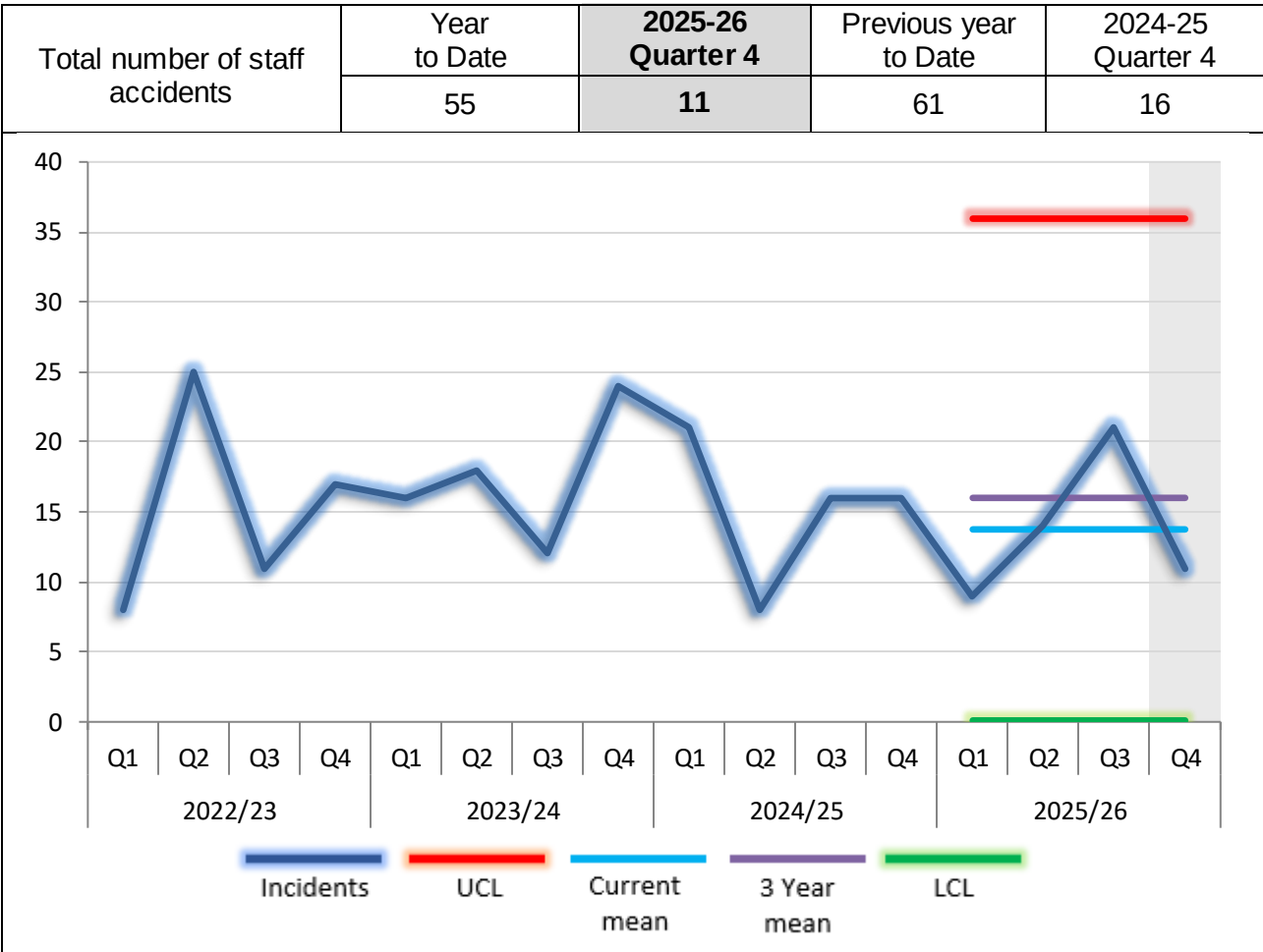
This KPI details the numbers of accidents which have involved LFRS staff members at work within the quarter.

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 decreased 31.25% (5 incidents) over the same quarter of the previous year.

Year to date activity decreased 9.84% over the same period of the previous year.



2.1 Risk Map

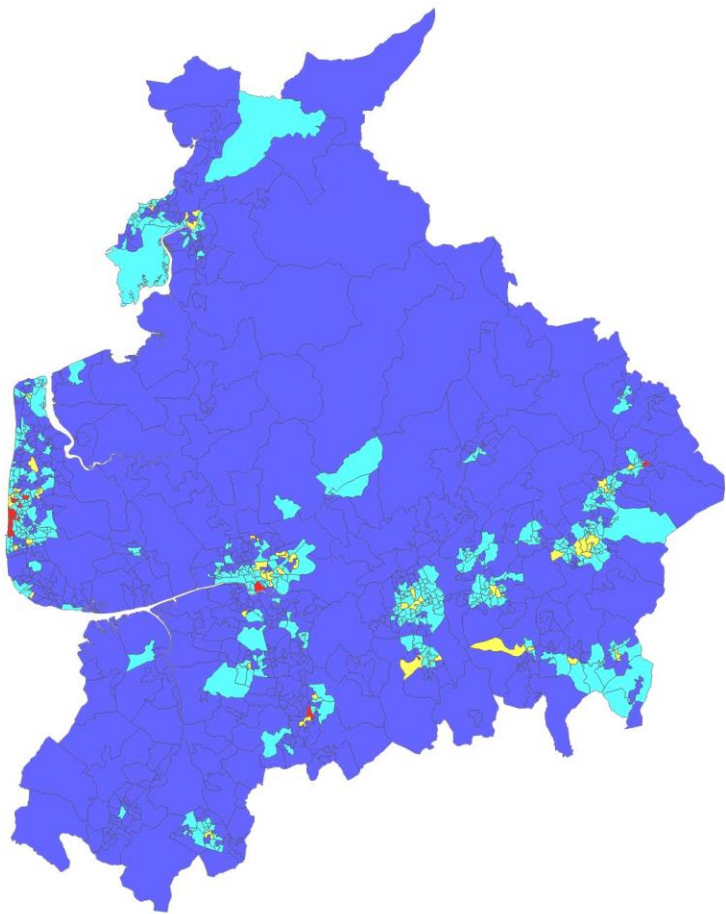


Risk Score
30,532

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
2025 count	12	51	333	545	30,532
2024 count	11	54	340	536	30,750
Direction and % Change	9%	6%	2%	2%	1%

2.2 Overall Activity

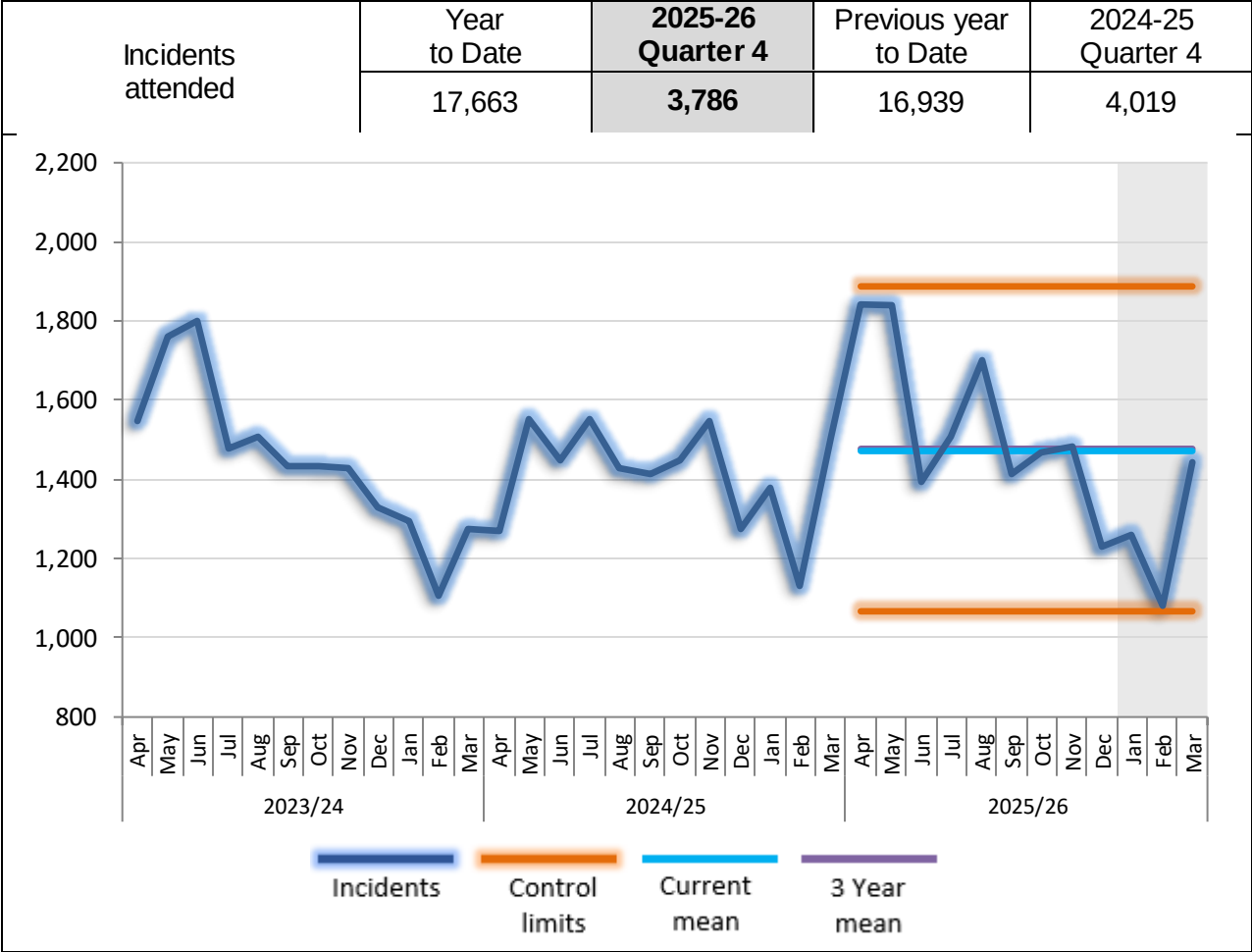


Quarter Activity
3,786

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 5.80% over the same quarter of the previous year.



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

Current mean	3 Year mean	2024-25	2023-24	2022-23
1,472	1,477	1,413	1,449	1,570

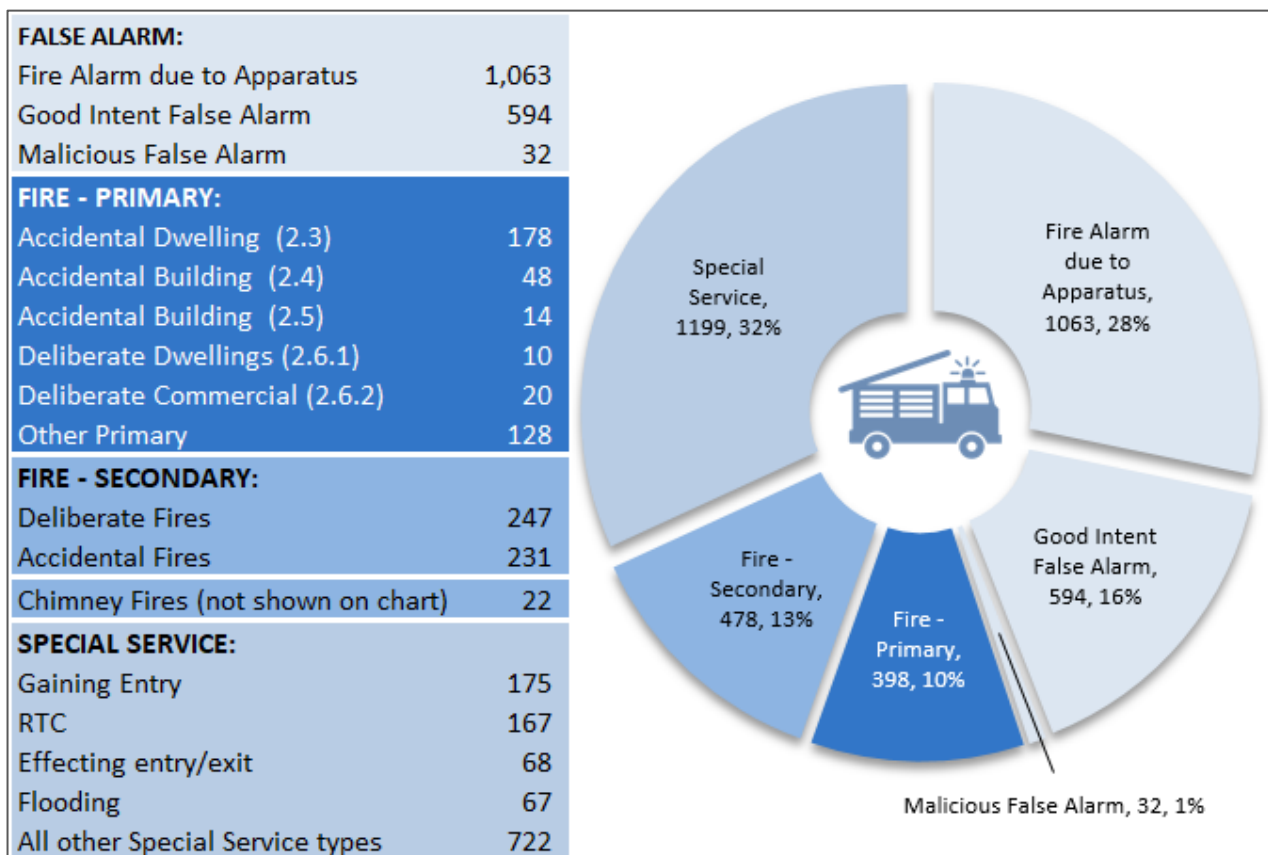
2.2 Overall Activity Breakdown



Quarter Activity
3,786

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 45% of activity. Fire alarm due to apparatus incidents account for 28% of incidents, good intent false alarm 16%, and malicious false alarms account for 1%.
	FIRE PRIMARY incidents encompass Accidental Dwelling Fires, which account for 45% 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 51% of secondary fires, with 49% 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.

2.3 Accidental Dwelling Fires (ADF)

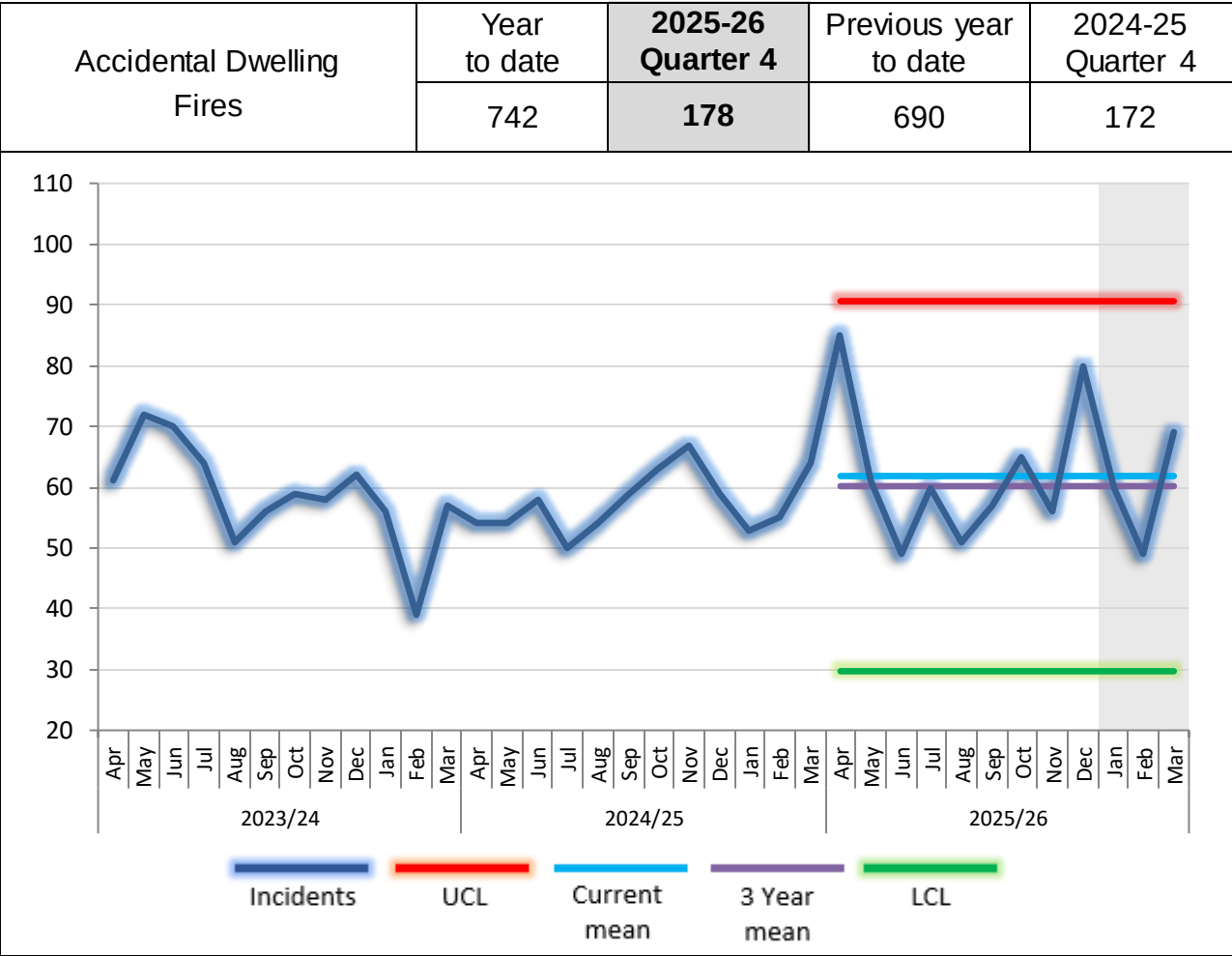


Quarter Activity
178

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 3.49% over the same quarter of the previous year.



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

Current mean	3 Year mean	2024-25	2023-24	2022-23
62	60	58	59	64

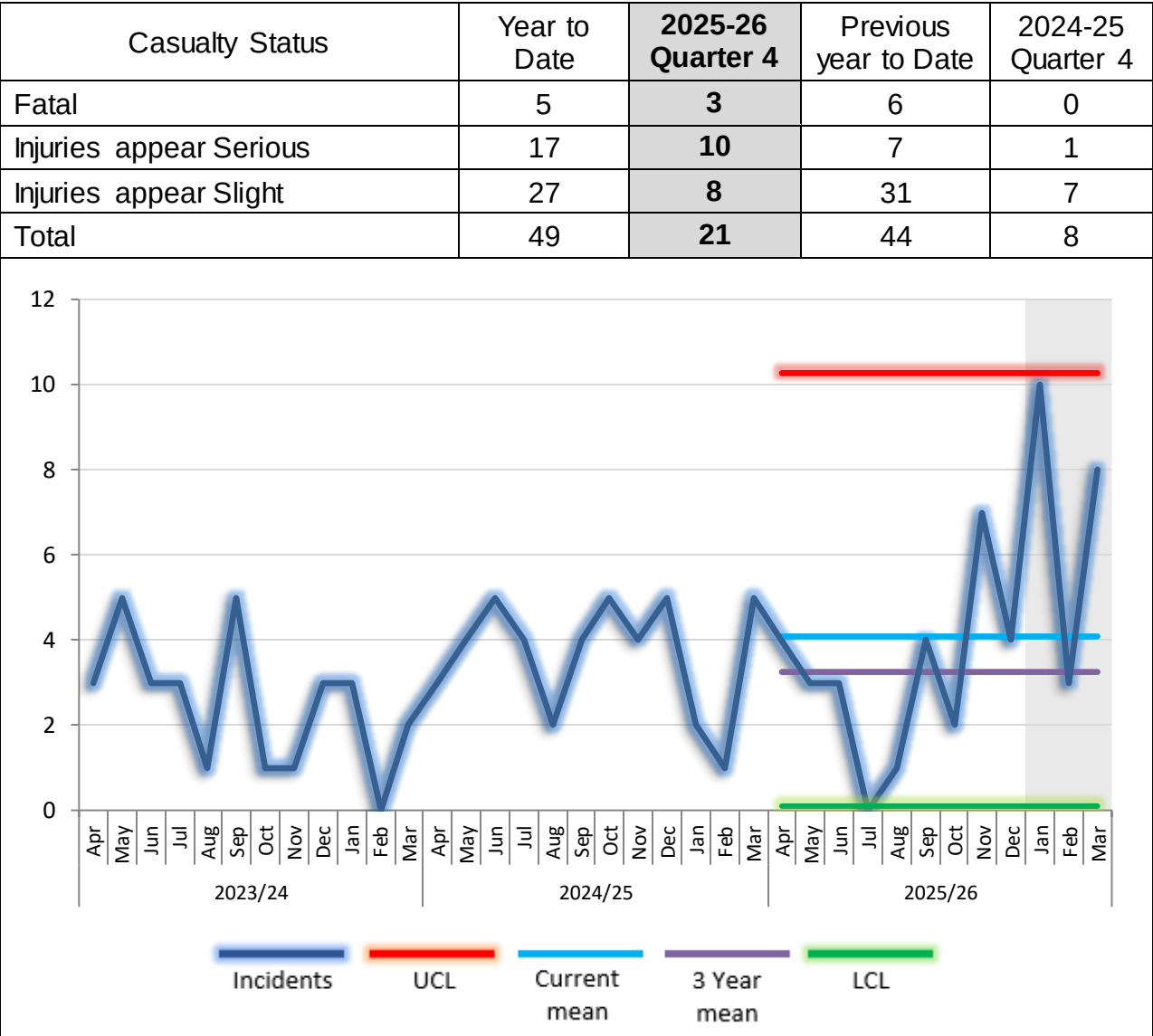
2.3.1 ADF – Harm to people: Casualties



Quarter Activity
21

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.



Current mean activity and the monthly mean activity over the previous three 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
88%

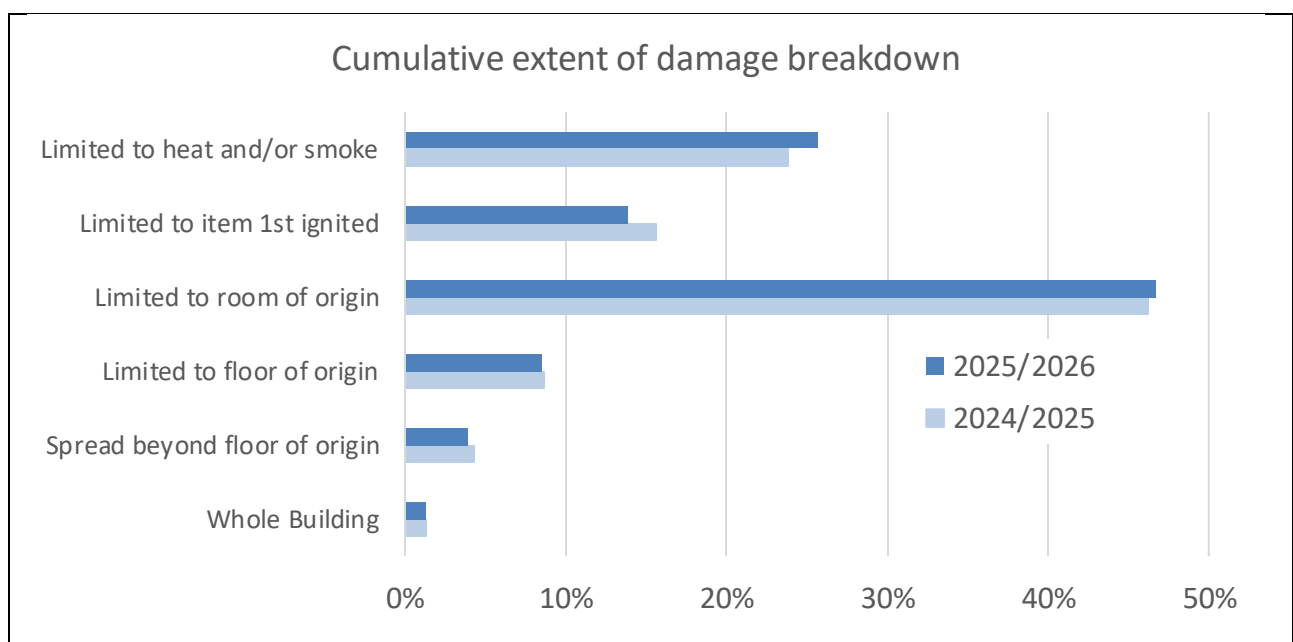
ADF criteria as 2.3. Extent of fire, heat and smoke damage is recorded at the time the STOP message is sent and includes all damage types.

The table below shows a breakdown of fire severity at ADFs, 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 first ignited or to the room of origin, is higher than the comparable quarter of the previous year.

Combined quarterly percentage increased 3.25% 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%	25%	↑	23%	23%	25%	23%
Limited to item first ignited	15%	13%	15%	14%	↓	13%	15%	14%	21%
Limited to room of origin	45%	47%	44%	49%	↑	50%	47%	48%	41%
Limited to floor of origin	9%	7%	10%	7%	↓	8%	7%	8%	11%
Spread beyond floor of origin	3%	6%	3%	4%	↑	5%	6%	4%	3%
Whole Building	2%	2%	1%	1%	↔	1%	2%	1%	1%
Combined percentage	86%	85%	86%	88%	↑	86%	85%	87%	85%



2.4 Accidental Building Fires (ABF) - Commercial Premises

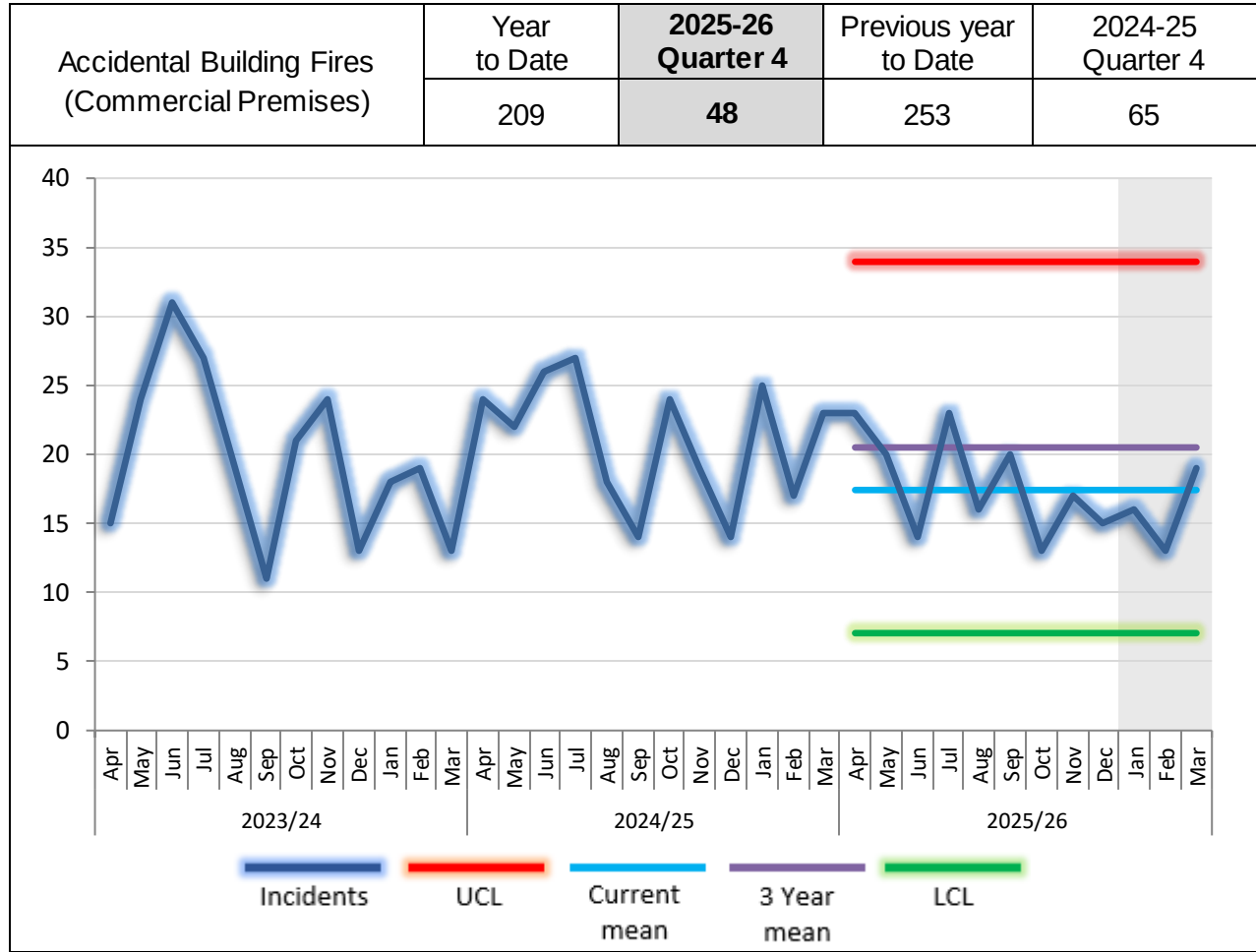


Quarter Activity
48

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 26.15% over the same quarter of the previous year.



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

Current mean	3 Year mean	2024-25	2023-24	2022-23
17	21	21	20	21

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



Quarter Percentage
73%

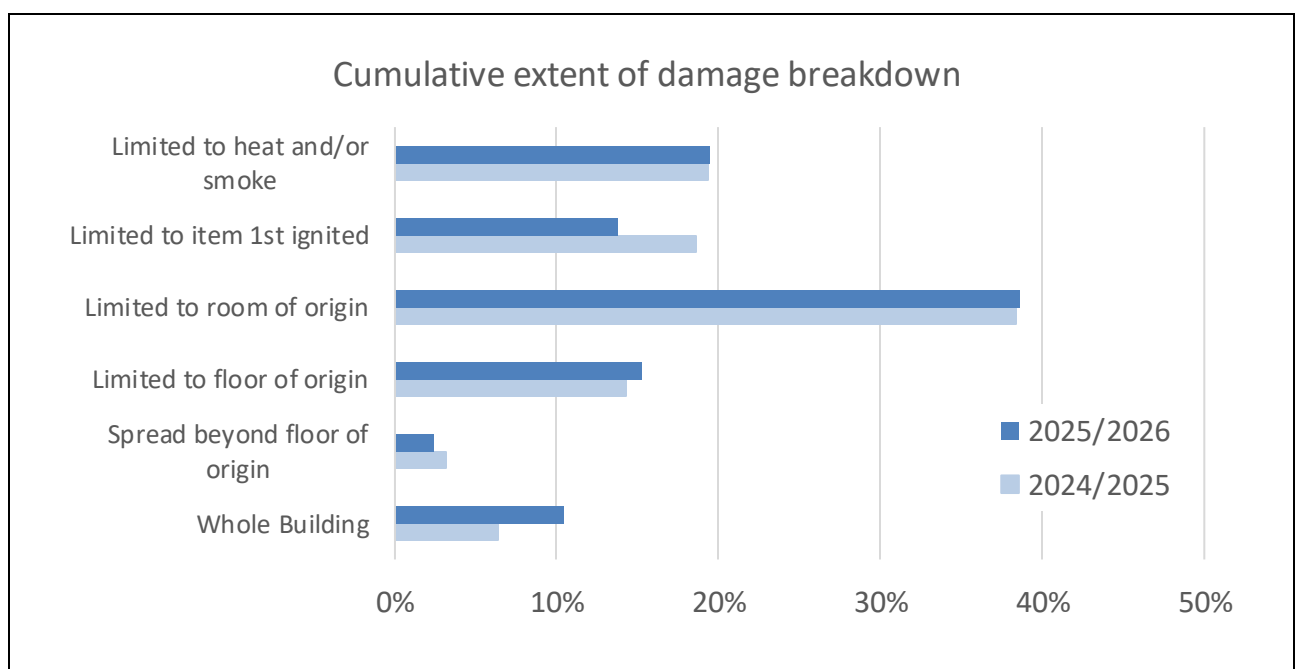
ABF criteria as 2.4. Extent of fire, heat and smoke damage is recorded at the time the STOP message is sent and includes all damage types.

The table below shows a breakdown of fire severity at ABFs, 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 first ignited or to the room of origin, is higher than the comparable quarter of the previous year.

Combined quarterly percentage decreased 3.45% 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%	16%	↓	15%	27%	14%	21%
Limited to item first ignited	18%	19%	15%	2%	↓	19%	15%	21%	20%
Limited to room of origin	27%	36%	44%	55%	↑	44%	39%	33%	35%
Limited to floor of origin	20%	12%	9%	19%	↑	13%	14%	14%	17%
Spread beyond floor of origin	2%	0%	7%	2%	↔	1%	2%	9%	2%
Whole Building	13%	12%	7%	6%	↑	8%	3%	9%	5%
Combined percentage	65%	76%	77%	73%	↓	78%	81%	68%	77%



2.5 Accidental Building Fires (Non-Commercial Premises)

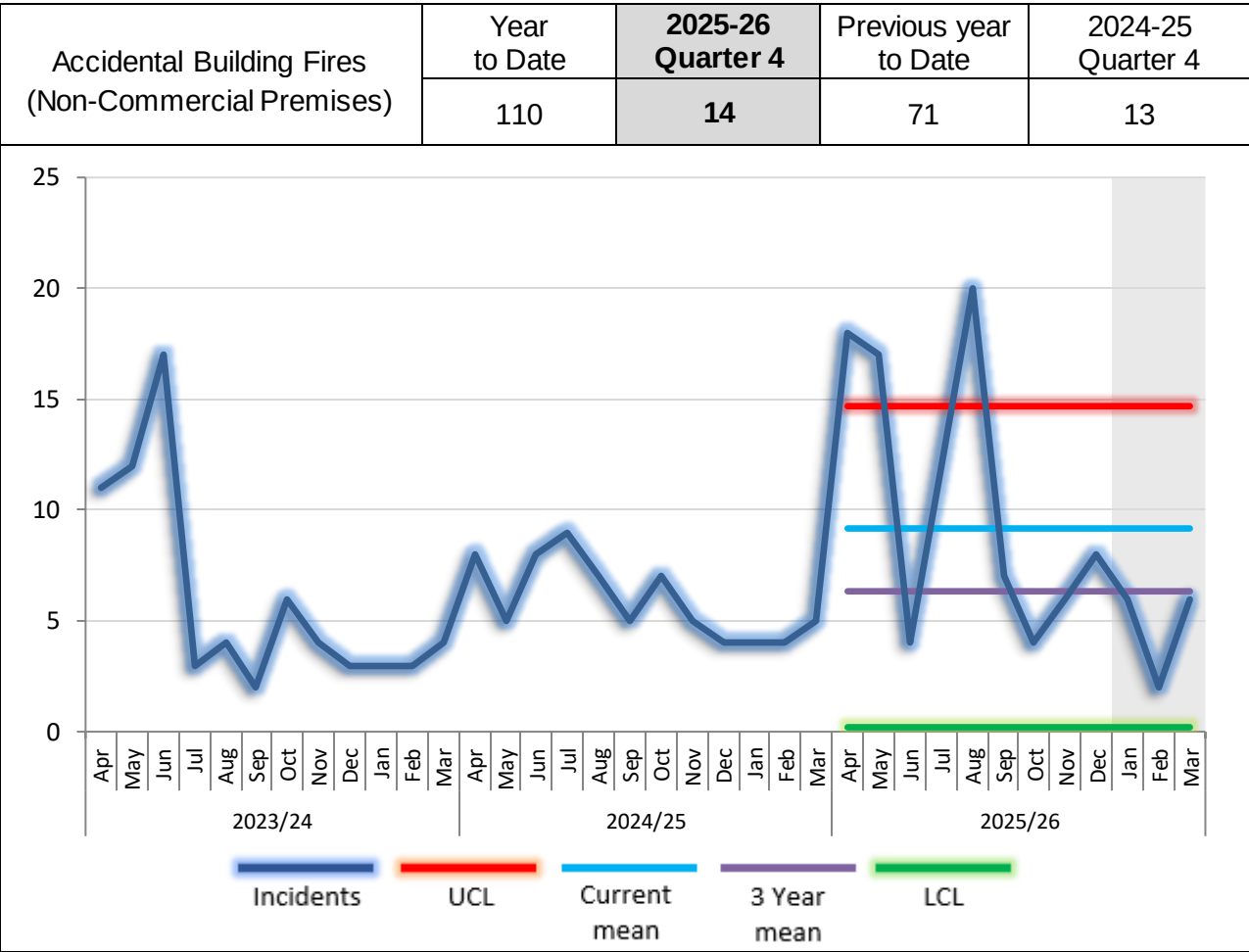


Quarter Activity
14

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 increased 7.69% over the same quarter of the previous year.



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

Current mean	3 Year mean	2024-25	2023-24	2022-23
9	6	6	6	7

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



Quarter Percentage
29%

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.

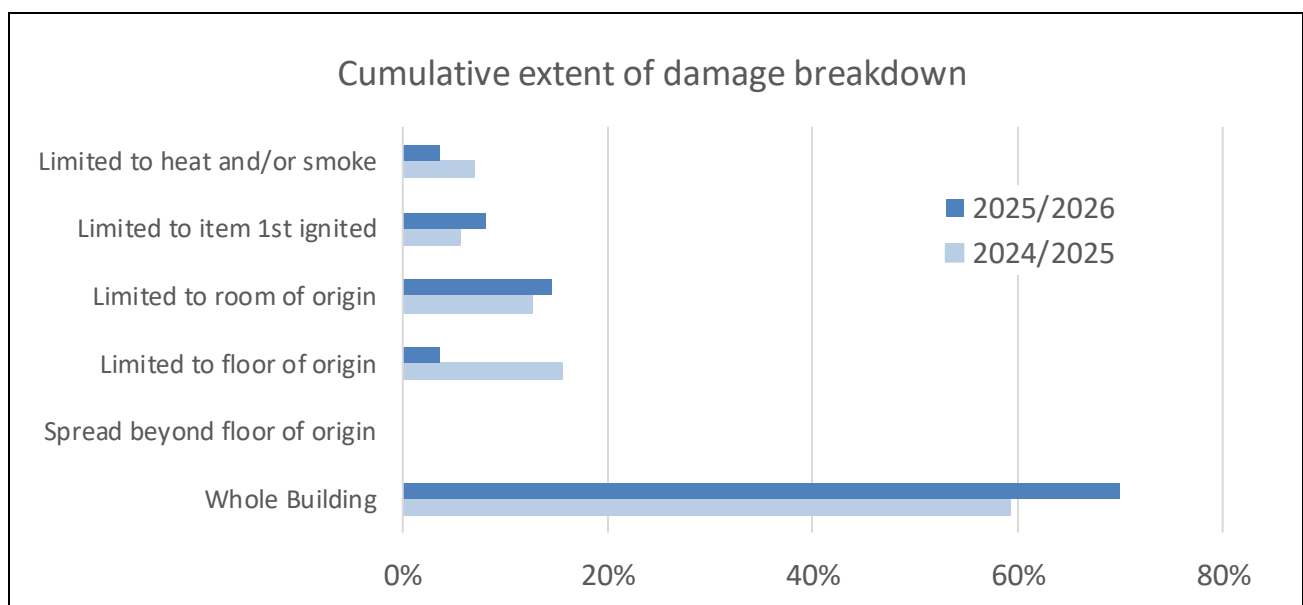
The table below shows a breakdown of fire severity at ABFs, with a direction indicator comparing the current quarter to the same quarter of the previous year.

An improvement is shown if the combined percentage of fires is limited to heat and/or smoke damage only, the item first 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 13.19% 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%	0%	↔	14%	0%	12%	0%
Limited to item first ignited	10%	3%	13%	14%	↑	10%	5%	6%	0%
Limited to room of origin	13%	15%	25%	14%	↓	14%	5%	19%	15%
Limited to floor of origin	5%	3%	6%	0%	↓	14%	19%	19%	8%
Spread beyond floor of origin	0%	0%	0%	0%	↔	0%	0%	0%	0%
Whole Building	67%	76%	56%	72%	↓	48%	71%	44%	77%
Combined percentage	28%	21%	38%	29%	↑	38%	10%	37%	15%



2.6 Deliberate Fires Total: Specific performance measure of deliberate fires

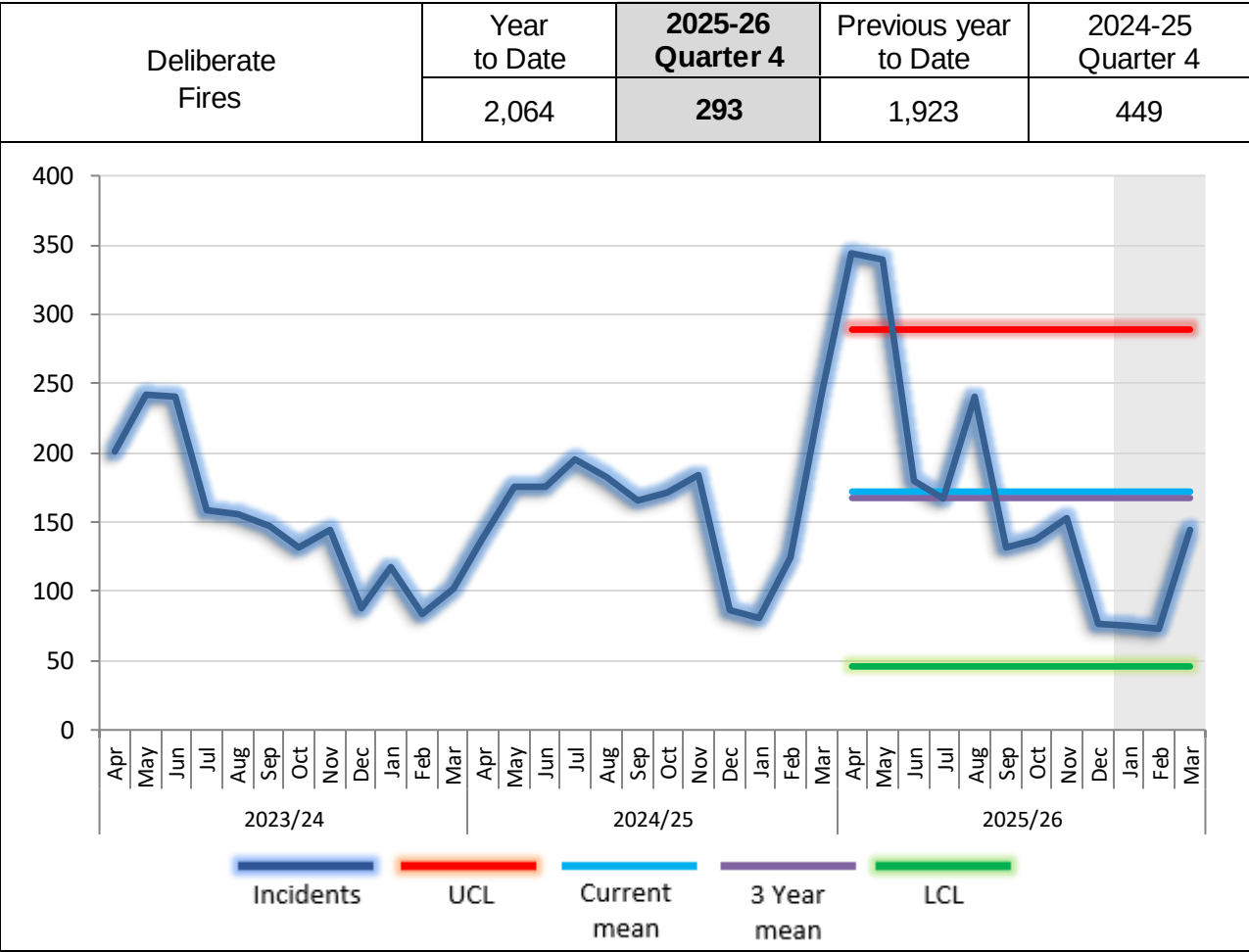


Quarter Activity
293

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 KPIs.

Quarterly activity decreased 34.74% over the same quarter of the previous year.



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

Current mean	3 Year mean	2024-25	2023-24	2022-23
172	167	160	151	191

2.6.1 Deliberate Fires – Dwellings

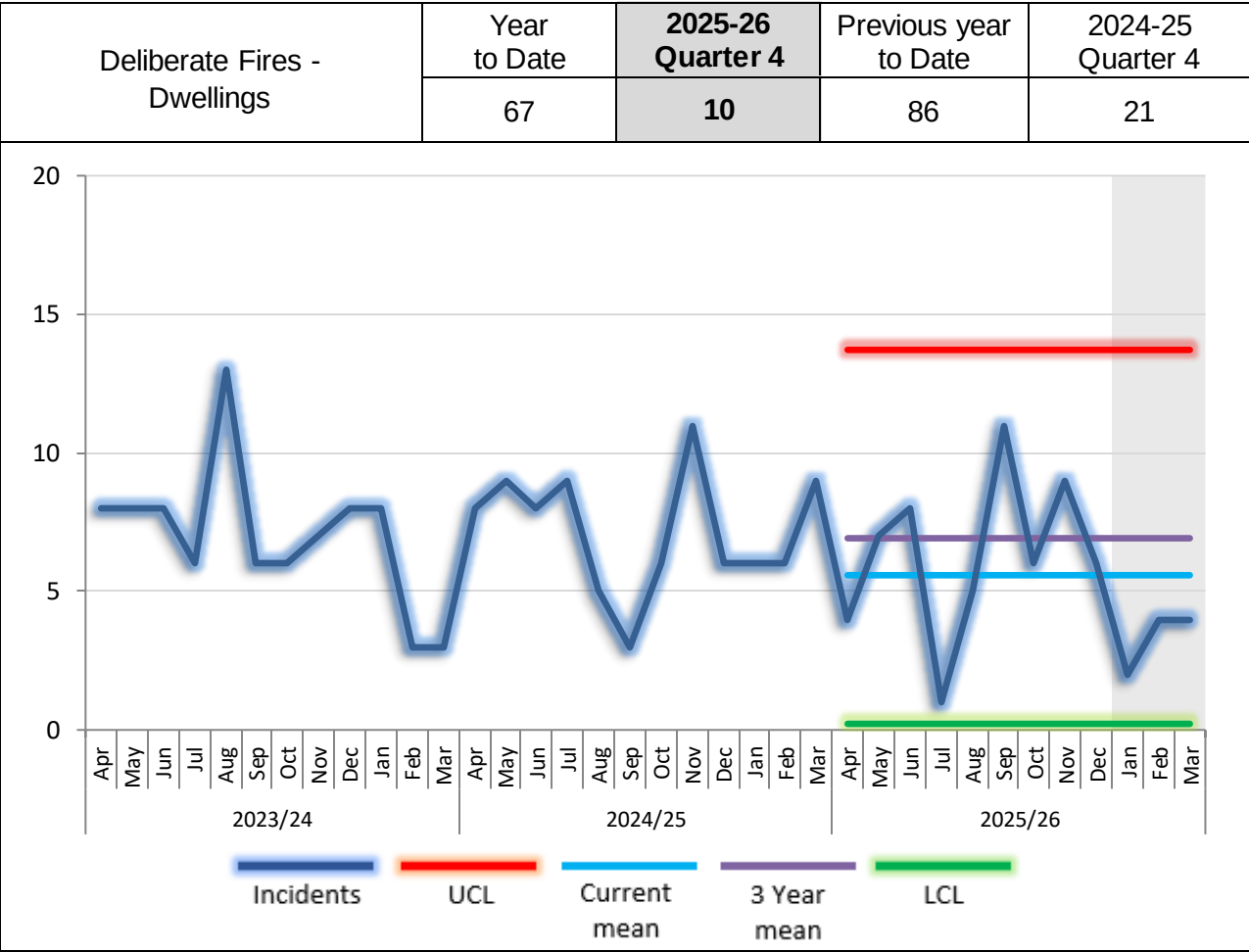


Quarter Activity
10

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 52.38% over the same quarter of the previous year.



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

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

January 2026 – March 2026

2.6.2 Deliberate Fires – Commercial Premises



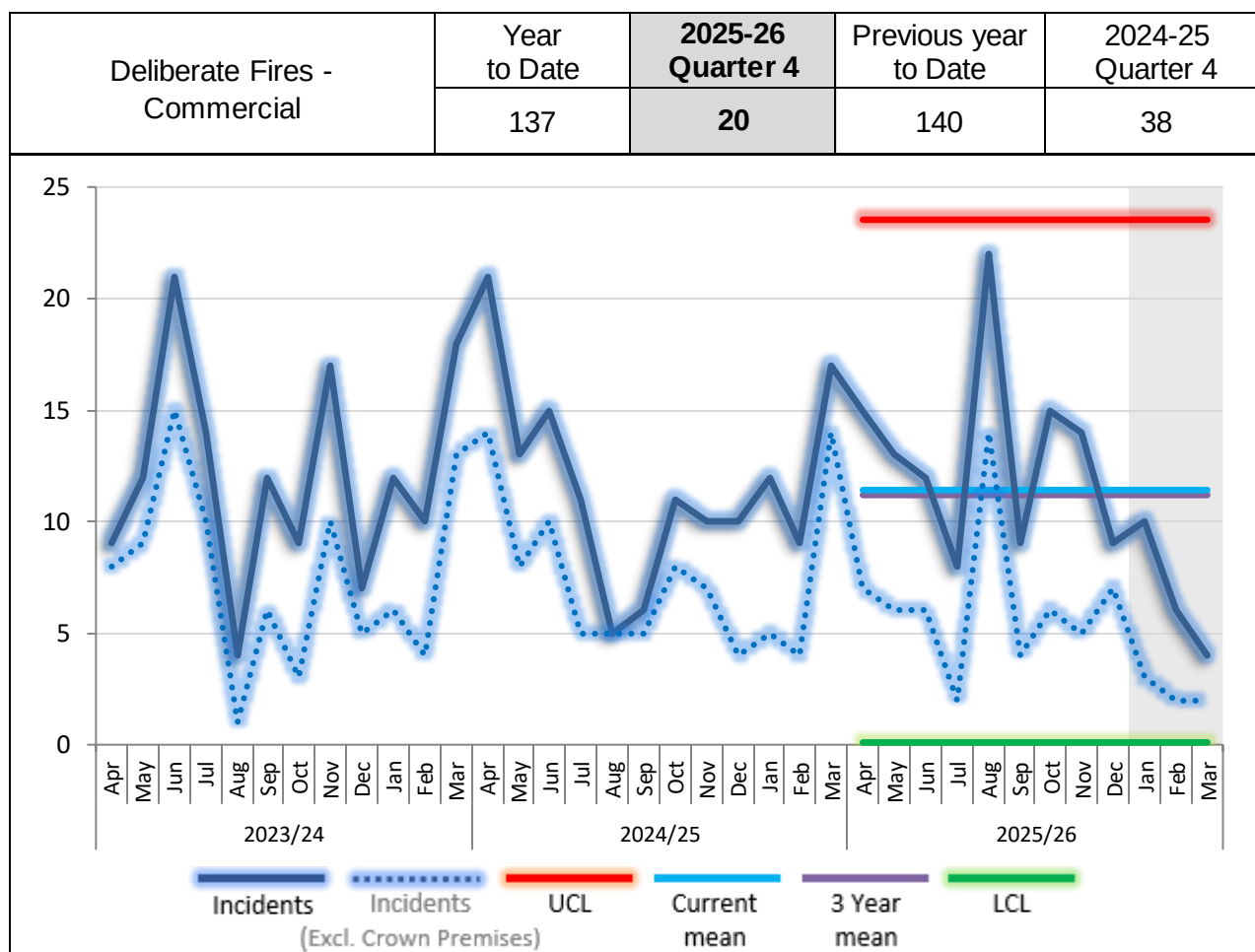
Quarter Activity
20

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 decreased 47.37% over the same quarter of the previous year.



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

Current mean	3 Year mean	2024-25	2023-24	2022-23
11	11	12	12	10

January 2026 – March 2026

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



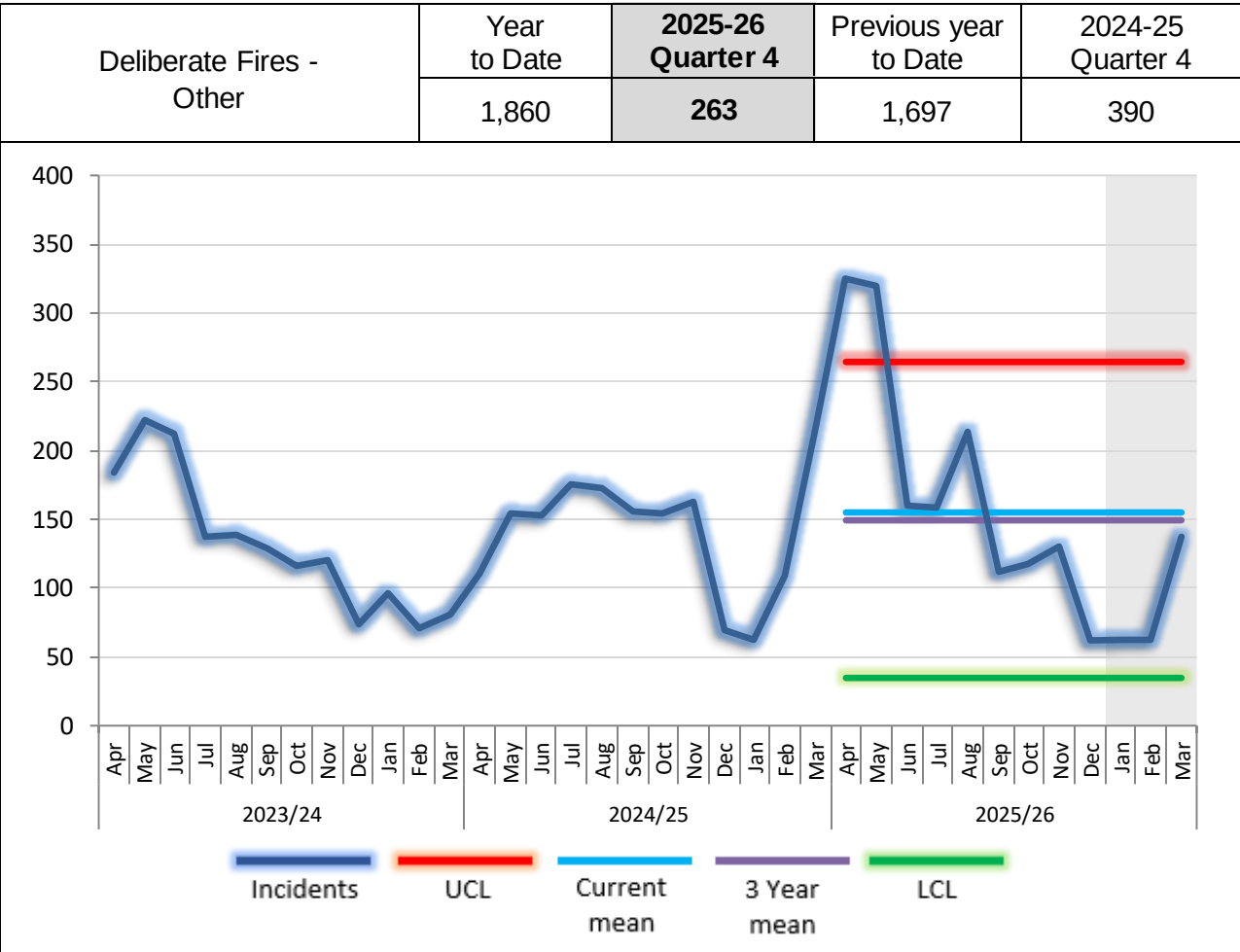
Quarter Activity
263

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 five or more pumping appliances attend the incident, and can include large scale moorland fires or vehicle fires which are not abandoned.

Quarterly activity decreased 32.56% over the same quarter of the previous year.



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

Current mean	3 Year mean	2024-25	2023-24	2022-23
155	149	141	132	175

2.7 Home Fire Safety Checks (HFSC)



Quarter Activity
54%

The percentage of completed HFSCs, excluding refusals, carried out by LFRS personnel in the home, where the risk score has been determined to be high.

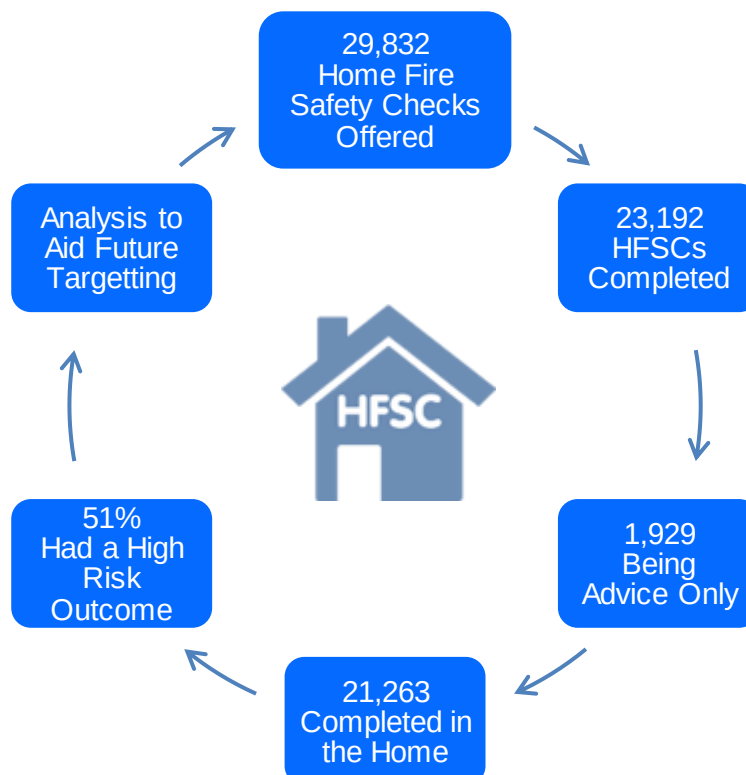
An improvement is shown if:

- The total number of HFSCs 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 increased 11.1% against the same quarter of the previous year, whilst the high-risk outcomes remained static.

	2025-26		↑/↓	2024-25	
	HFSC completed	% of High HFSC outcomes	Progress	HFSC completed	% of High HFSC outcomes
Q 1	5,869	50%	↑/↓	5,713	52%
Q 2	6,039	50%	↓/↔	6,182	50%
Q 3	5,436	50%	↓/↔	5,928	50%
Q 4	5,848	54%	↑/↔	5,262	54%

Cumulative year to date activity



2.8 Prevention activities delivered



Activity	Description	Targets for delivery	Data for Quarter 4 2025-26
ChildSafe	Fire Safety education package to Year Two (key stage one)	Offered to all year two pupils	162 sessions delivered to 5,010 students
RoadSense	Fire and Road Safety education package to Year Six (key stage two)	Offered to all year six pupils	173 sessions delivered to 7,810 students
SENDSafe	Fire Safety education package for learners with Special Educational Needs and Disabilities (SEND)	Offered to all SEND schools	Three sessions delivered to 55 students
Wasted Lives	Pre Driver information session in workshop or assembly format. Aimed at Year 10 or Year 11 in high school (key stage four)	Increase delivery aligned to district risk in the academic year	28 sessions delivered to 2,666 students
Biker Down	Three-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	Six sessions 92 attendees
FIRES	Fire setting intervention delivered to four to 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	43 referrals opened prior to Quarter 4 and carried over. 43 referrals received in Quarter 4. 37 referrals closed in Quarter 4. 49 referrals carried to 2026/27, Quarter 1
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	17 sessions delivered to 244 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 two, three and four	Increase delivery	Two Choices and Consequence sessions, to 103 pupils.
Arson Threat Referral	Bespoke service where a threat of arson has been made. Referrals largely come from the Police.	Meet demand from LanCon	195 visits completed

2.9 Business Fire Safety Checks



Quarter Activity
819

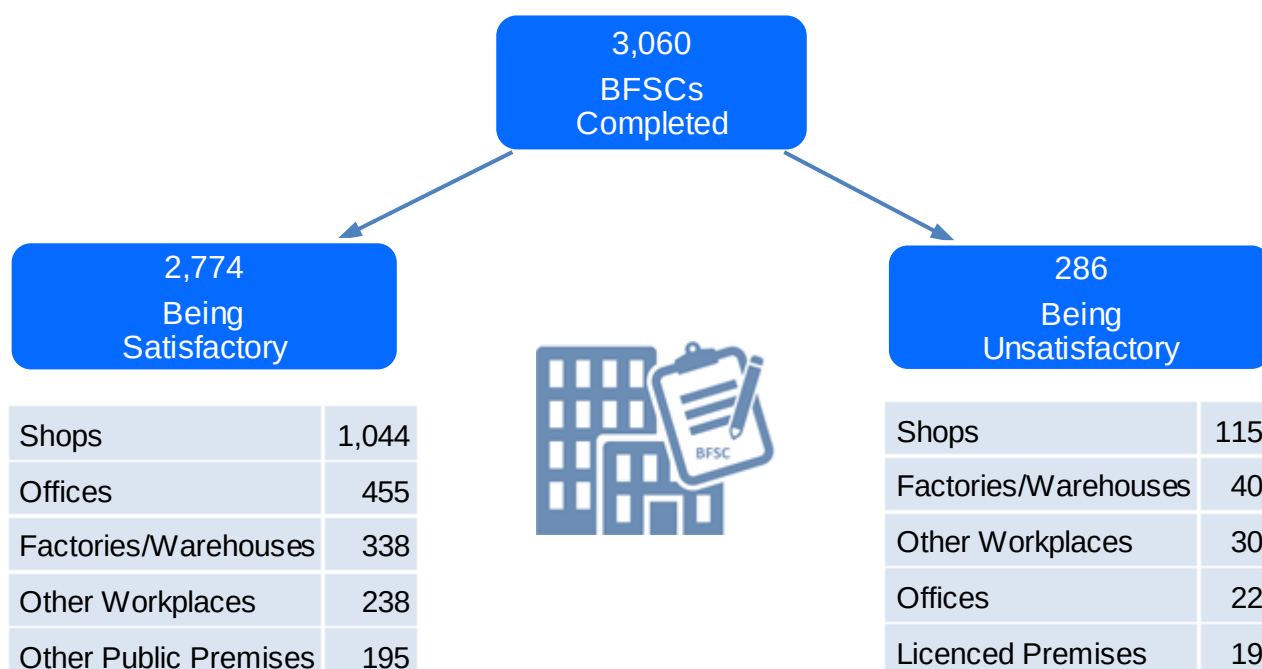
Business Fire Safety Checks (BFSC) are interventions which look at different aspects of fire safety compliance, including risk assessments, fire alarms, escape routes and fire doors. If the result of a BFSC is unsatisfactory, fire safety advice will be provided to help the business comply with The Regulatory 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 BFSCs and the year to date (YTD) BFSCs, 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	Year to Date Target	Progress	BFSC completed	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	819	625	3,060	2,500	↓	887	625

Cumulative year to date activity



Top five completed BFSCs: 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 BFSCs in their respective districts for over two 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



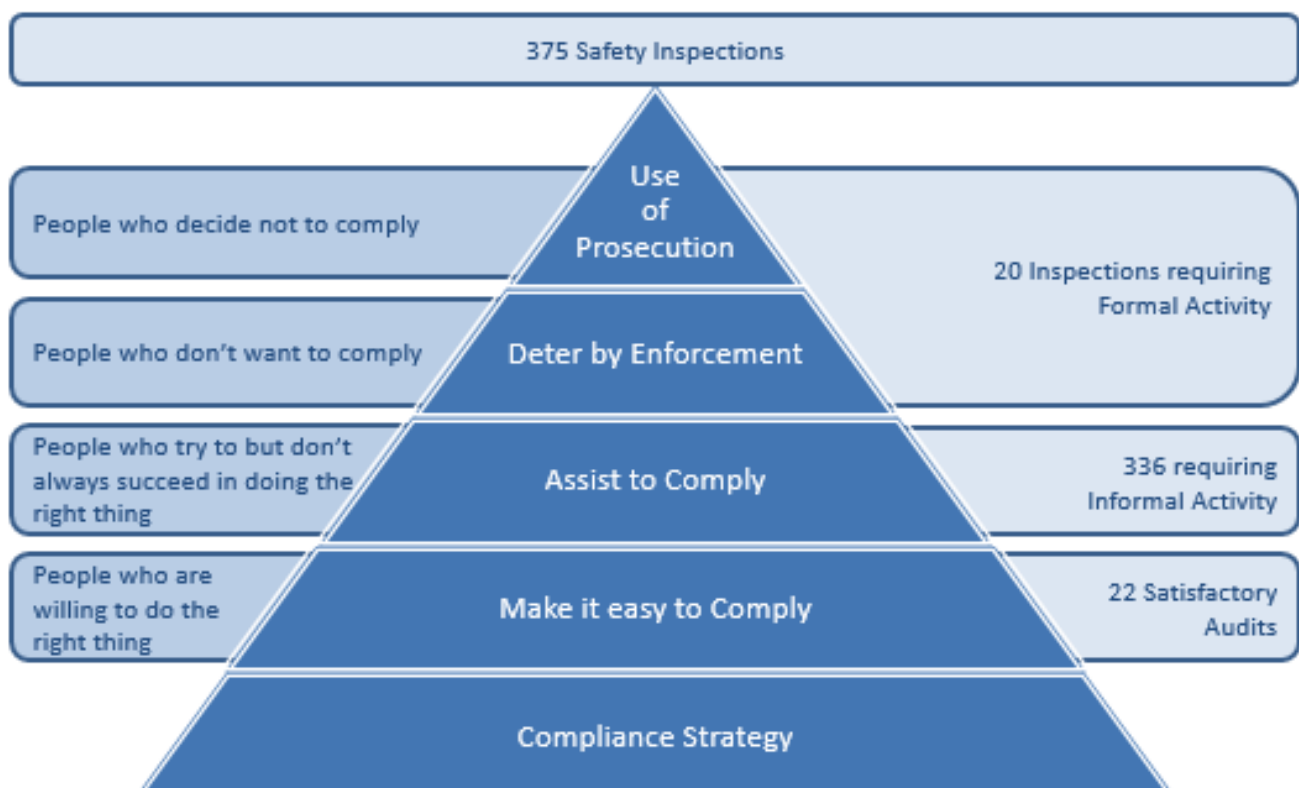
Quarter Activity
5%

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.

	2025-26								2024-25	
Quarter	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	375	20	5%	336	89%	22	6%	↓	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 (for example, 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.

Building Regulation Consultations	25-26 Quarter 1	25-26 Quarter 2	25-26 Quarter 3	25-26 Quarter 4
Received	219	289	265	290
Completed within timeframe ^[1]	214	276	239	275
% Completed within timeframe	97.7%	95.5%	90.2%	94.8%

^[1] LFRS should make comments in writing within 15 working days of receiving a BRC.

3.1 Critical Fire Response – 1st Fire Engine Attendance



Quarter Response
07:46

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.

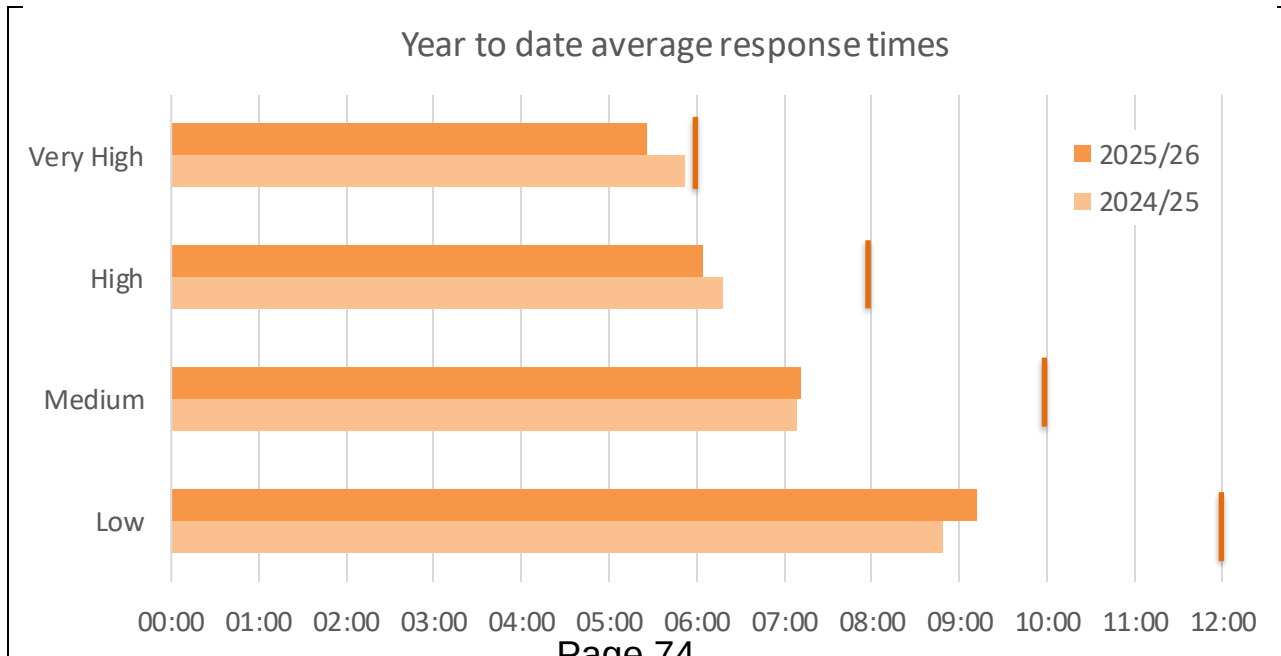
The response standards include call handling and fire engine response time for the first fire engine attending a critical fire, and are as follows:

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

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	05:10	05:26	05:52
High (8 min)	05:37	06:38	06:06	05:56	06:05	06:18
Medium (10 min)	07:05	07:11	07:18	07:10	07:11	07:08
Low (12 min)	09:07	09:25	09:09	09:03	09:12	08:48
Overall	07:38	08:05	07:51	07:46	07:50	07:38

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



3.2 Critical Special Service Response –
1st Fire Engine Attendance



Quarter Response
09:05

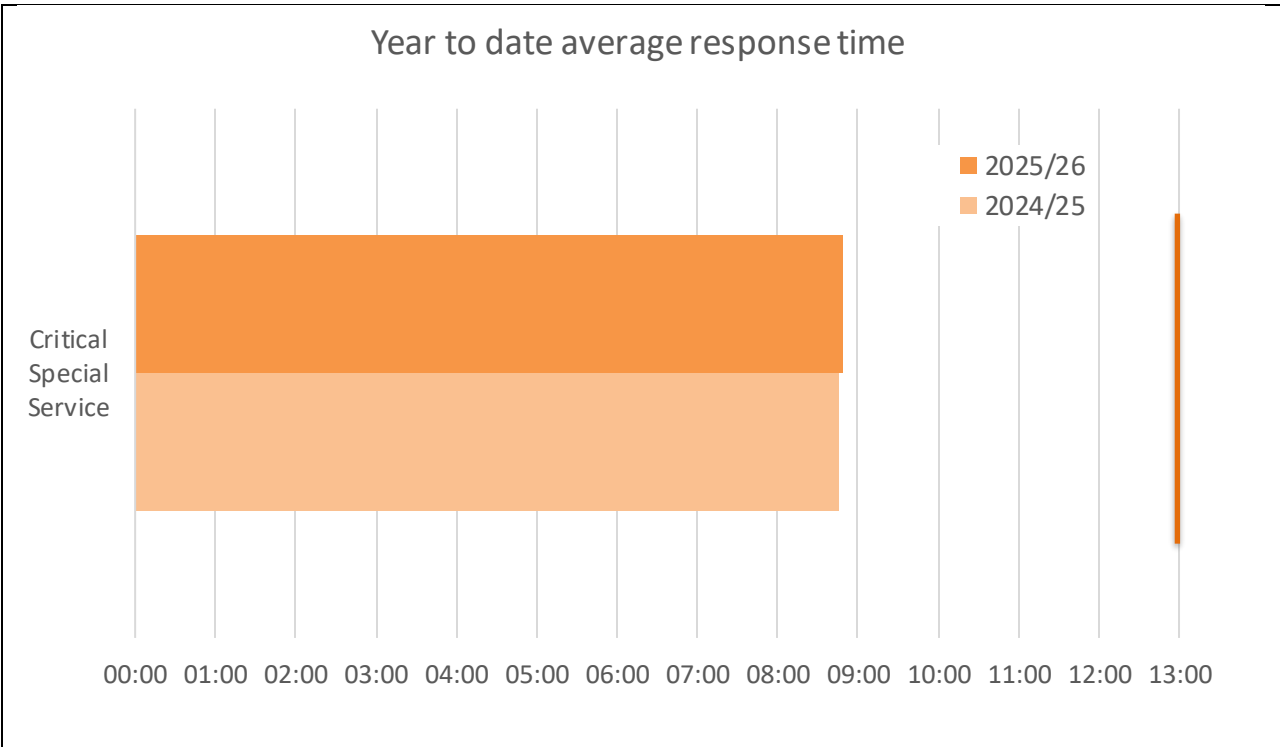
Critical special service incidents are non-fire incidents where there is a risk to life, for example, road traffic collisions, rescues and hazardous materials incidents. For these incidents there is a single response standard which measures call handling time and fire engine response time.

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	08:49	09:05	08:49	08:46

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



3.3 Fire Engine Availability

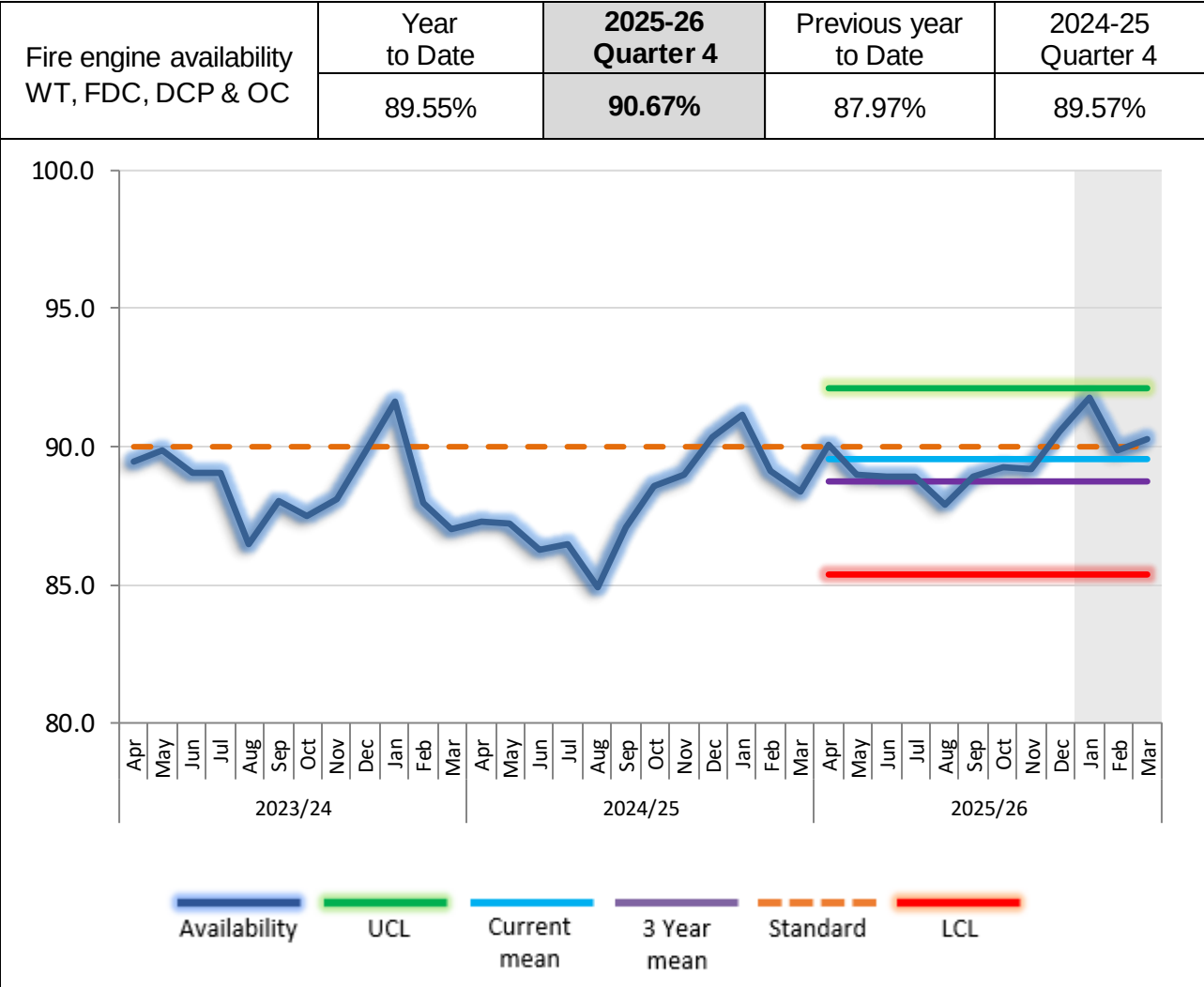


Quarter Availability
90.67%

This indicator measures the total availability of the first fire engine at each of the 39 fire stations. It is measured as the percentage of time the first fire engine is available to respond compared to the total time in the period.

Standard: 90%

Quarterly availability increased 1.10% over the same quarter of the previous year.



4.1 Progress Against Allocated Budget



Quarter variance
-0.39%*

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 2025-26 revenue outturn position was £77.2 million against a £77.5 million net annual budget. The £0.3 million saving is mainly attributable to savings on pay due to carrying vacant posts.

The 2025-26 capital outturn was £6.2 million against a revised budget of £7.1 million. The remaining £0.9 million will slip into 2026-27. Extended lead times and resourcing shortfall ensued the slippage.

*Revenue budget variance: -0.39%

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) and collaboration regionally and nationally carried out by Lancashire Fire and Rescue Service (LFRS). Collaboration is evaluated internally as to the return it provides against efficiency, effectiveness, value for money, partner benefits and benefits for Lancashire communities.

The BLCB workstreams are managed through both Strategic and Tactical meetings, supporting improved outcomes, better value for money, reduced demand, and addressing inequalities in communities. The following workstreams feed into the BLCB.

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, the 2026 programme is underway. The programme is titled 'Get a Grip Leadership Development Programme' and is designed to create a shared leadership space where leaders from across the different organisations can learn together, challenge each other & build stronger leadership habits across the system. The first session was held at LFRS Leadership and Development Centre in April and covered self-awareness, responsibility and the example you set.

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.

Health and Wellbeing

A new collaborative group was formed through the BLCB, 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.

The Firelight Project is a bespoke eight-week programme developed by Cuerden Valley Park Trust in collaboration with LFRS, Lancashire Police and North West Ambulance Service (NWAS). The project aims to establish a mental health and wellbeing hub within Cuerden Valley Park to support those serving in Blue Light and associated services. The programme delivers a range of experience-led conservation activities through regular weekly sessions in the park. In March, LFRS had the privilege of taking part in the inaugural Experience Day, with the pilot programme launched on 29 April 2026.

Estates and Co-location

The estates and co-location initiative between LFRS, NWAS, 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 group has also proved to be successful in providing an understanding of each organisation's structures, processes, procedures and planned change in relation to the Estate and Asset Management. Current ongoing work is the sharing of Fire Safety best practice from LFRS.

Fleet

Heads of Fleet departments across the three services meet regularly and share best practice, information and standards across the three fleets. Work is ongoing to identify areas of similarity where collaboration would benefit any of the services fleets and to ensure that interoperability is factored into any strategic fleet decisions. A specific workstream is looking at the introduction of electric vehicles into the fleet and the shared access to charging infrastructure.

Recruitment

Recruitment is the most recent subgroup to be set up and is still in its infancy with HR representatives from all three services. 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.

Procurement

LFRS Procurement department operates with several public sector collaborative procurement streams. Recent examples where savings have been made include the procurement of fire ground radios, Altberg boots (worn by all operational personnel) and gym equipment purchase.

A blue light savings tracker is maintained by procurement to keep track of these savings. LFRS are currently undergoing a process to introduce new Breathing Apparatus sets across the service. These sets were purchased as part of a regional procurement process which offered not only value for money, but also improved resilience, standardisation, interoperability and governance across multiple organisations.

4.3 Overall User Satisfaction



Percentage satisfied
98.56%

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, 100 people were surveyed; 98 responded that they were very or fairly satisfied.

Question	Running Total	Number Satisfied	% Satisfied	% Standard	% Variance
Taking everything into account, are you satisfied, dissatisfied, or neither with the service you received from Lancashire Fire and Rescue Service?	4,174	4,114	98.56%	97.50%	1.06%

**Lancashire Combined Fire Authority
Performance Committee**

Meeting to be held on Wednesday 8 July 2026

North West Fire Control Quarter 4 Performance Report 2025-26

(Appendix 1 refers)

Contact for further information: Samantha Pink – Assistant Chief Fire Officer

Telephone Number: 07701211917

Executive Summary

This report provides Members with a summary of North West Fire Control's performance during Quarter 4 of 2025-26. As set out in the Executive Summary and supporting appendix, the report outlines performance against key operational measures, highlighting positive achievements, challenges and emerging trends, and provides assurance regarding the effectiveness, resilience and builds on continuous improvement of the control room service.

Recommendation

The Committee is asked to note and endorse the Quarter 4 performance report for North West Fire Control for 2025-26.

Information

As detailed in the executive summary the attached appendix paper and presentation provides members with data and narrative supporting the performance measures that North West Fire Control use to monitor and improve performance metrics. This has been completed by the Head of Operations at North West Fire Control.

Financial Implications

None.

Legal Implications

None.

Business Risk Implications

None.

Environmental Impact

None.

Equality and Diversity Implications

None.

Human Resource Implications

None.

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

None.

Appendix A: North West Fire Control Quarter 4 Performance Report 2025-26



**North West Fire Control
Quarter 4
2025-2026**



Table of Contents



Highlights.....	3
Number of Emergency Calls.....	4
Number of Incoming Administrative Calls.....	5
Number of Outgoing Administrative Calls.....	6
Number of Incoming Group Request to Speak.....	7
Average Time to Answer Emergency Calls.....	8
Call Challenge.....	9
Percentage of Shifts Covered.....	10
Skill Levels - CROs.....	11
Skill Levels - Supervisors.....	12
Absence.....	13
Mobilising Investigations.....	14
Exercises and Debriefs	15

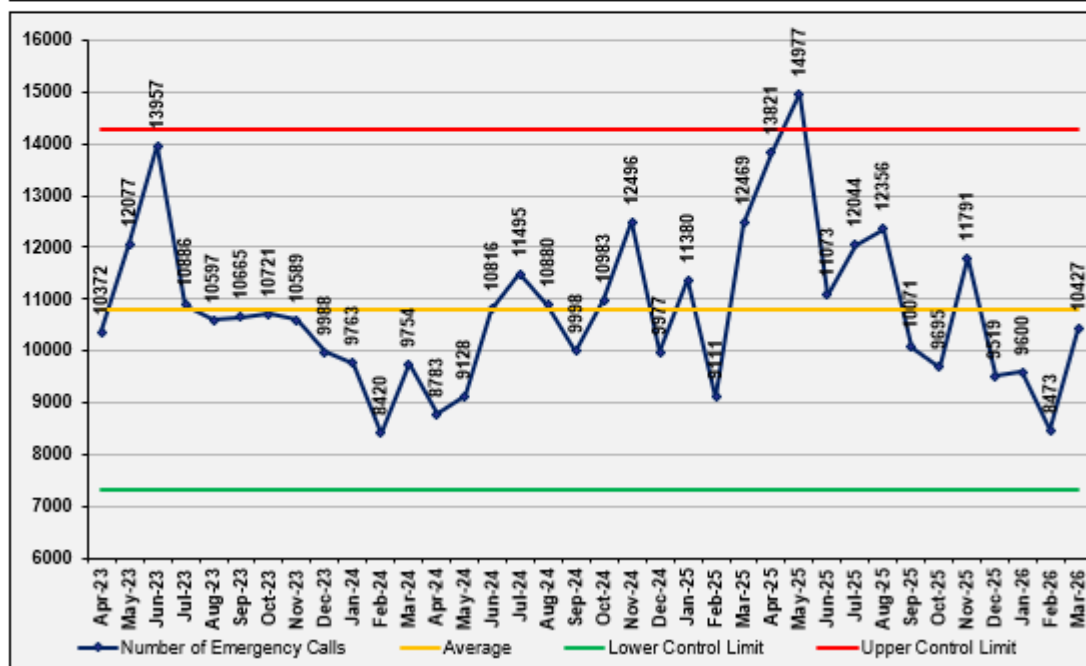
Highlights

	Variance from Previous Quarter	Variance compared to same quarter previous year	Target
Emergency Calls	↓	↓	N/A
Incoming Administrative Calls			N/A
Outgoing Administrative Calls			N/A
Call Answer Time in 10 seconds	↑	↑	95% in 10 seconds
Average Call Answer Time	↓	↓	5 seconds
Call Challenge – Mobilisation not Required	=	↑	No Target
Percentage of Shifts Covered	↑	↓	80%
Skill Level – Control Room Operators (CROs)	↑	↑	No Target
Skill Level – Supervisors	↑	↑	No Target
Absence	↓	↑	Less than 8.5 Shifts
Mobilising Investigations – NWFC Root Cause	=	↑	0

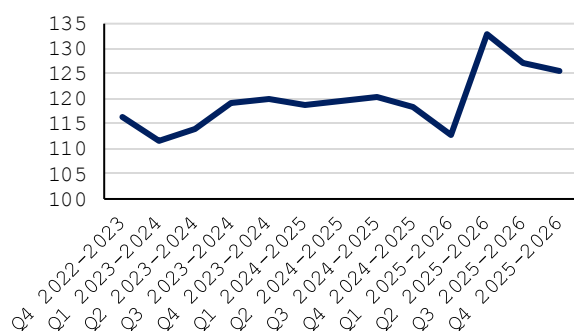
Number of Emergency Calls

KPI: N/A Number of Emergency Calls		Quarter 28,500	Direction of Travel from same Quarter Previous Year ↓
---------------------------------------	---	-------------------	--

Number of Emergency Calls	Year to Date	2025/2026 Quarter 4	Previous year to date	2024/2025 Quarter 4
	133,847	28,500	127,516	32,960
Target:				



Average Duration of Emergency Calls (seconds)



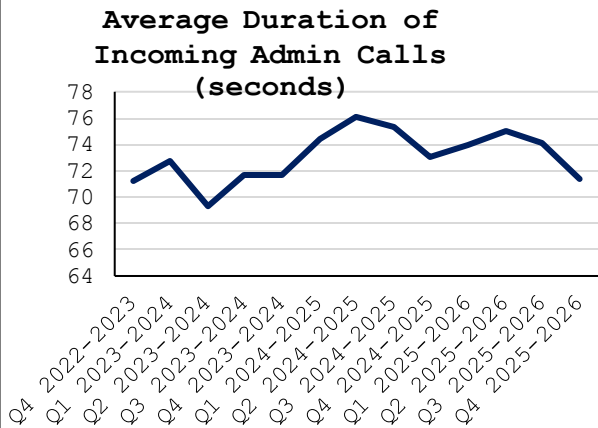
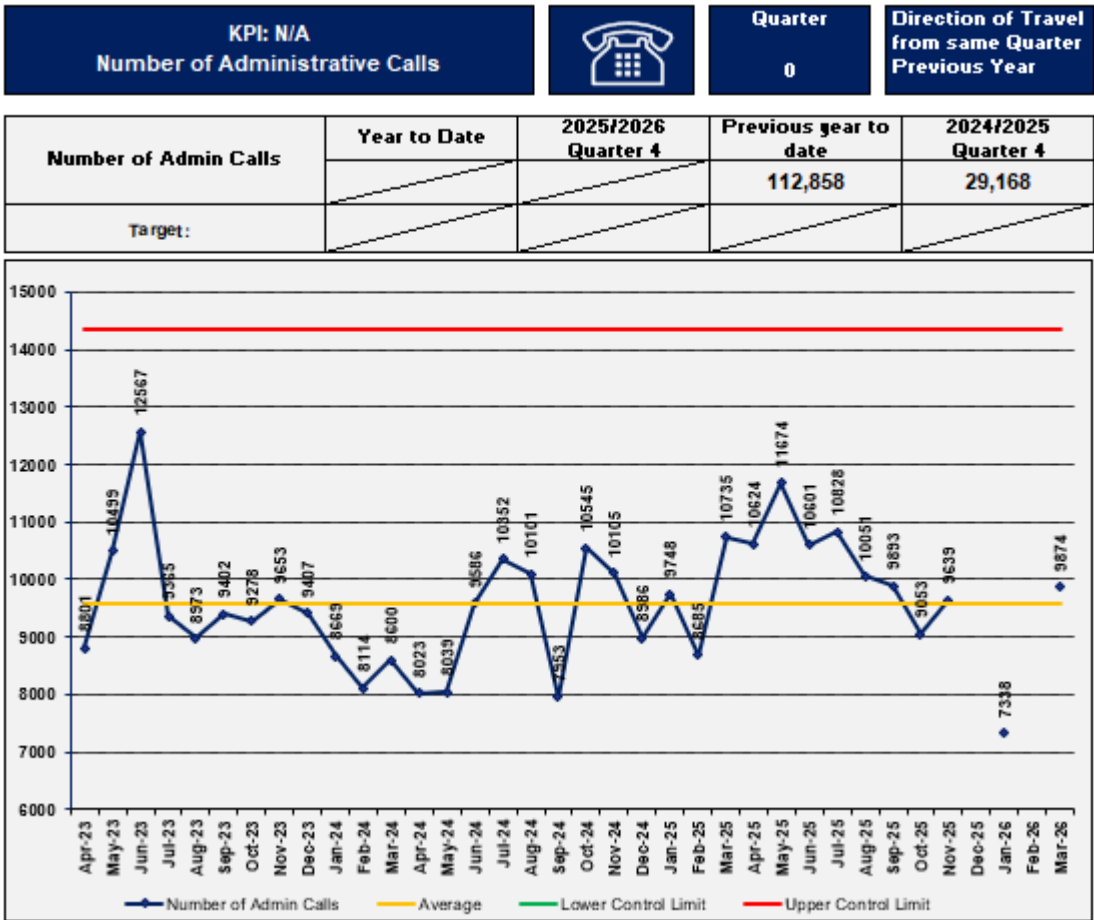
Analysis of the available LifeX data indicates that the average call duration in Quarter 4 is 125 seconds, representing a decrease of 2 seconds compared to Quarter 3, yet an increase of 7 seconds relative to the same quarter in 2024–2025.

Due to issues encountered during the LifeX 3.9 upgrade, telephony report data was not successfully transferred from the legacy server to the new environment. As a result, the December 2025 Emergency Call figure has been estimated using incident totals alongside the average call percentage recorded in previous months. Ongoing server-related issues continued throughout Quarter 4, therefore, a combination of Divos and LifeX reporting data has been utilised to reduce the impact of the missing data.

In Quarter 4, average mobilisation times for fire incidents was 85 seconds. This represents a 3 second increase compared with the same quarter last year, but performance remains within 5 seconds of the 90 second KPI.

Across all incident types, the average mobilisation times in Quarter 4 was 99 seconds. This is consistent with Quarter 3 performance, although it is 5 seconds slower than the same quarter in the previous year.

Number of Incoming Administrative Calls

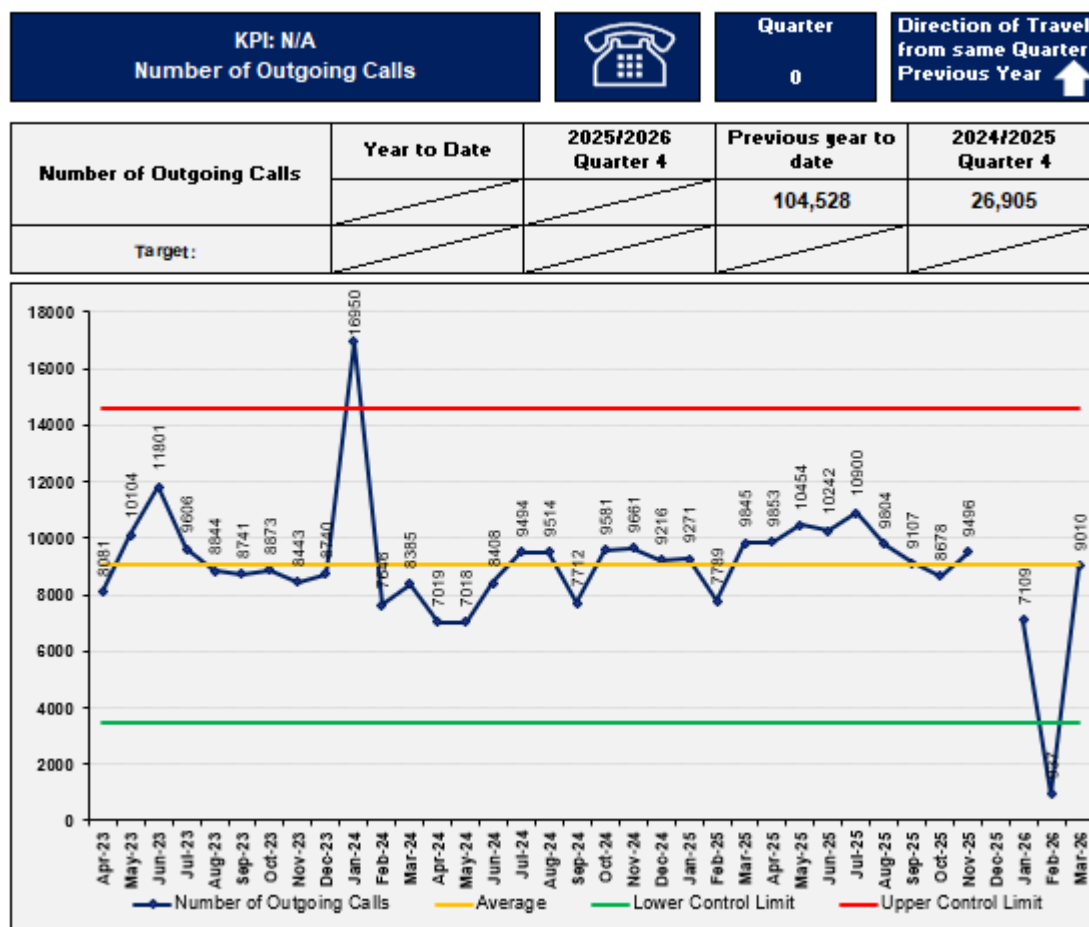


Using the data available, the average call duration for Quarter 4 2025–2026 was 71.3 seconds, representing a decrease of 3 seconds compared with Quarter 3 2025–2026 and a 4-second reduction compared with the corresponding quarter in 2024–2025.

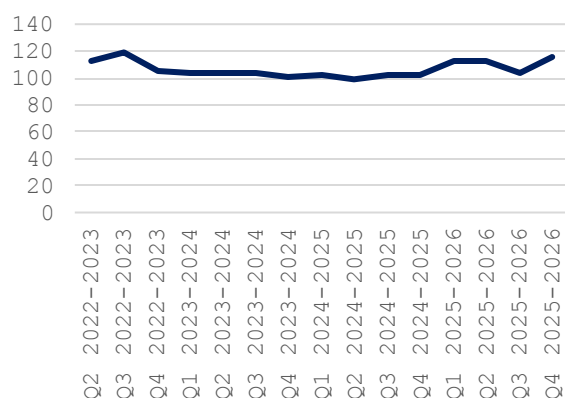
During the Life X 3.9 upgrade, an issue occurred during the migration of telephony report data from the legacy server to the new server environment, resulting in no reporting data being available for December 2025.

Following the upgrade, a separate configuration issue within the new system affected the availability of telephony reporting data between 27 January 2026 and 27 February 2026. As a result, these periods contain gaps and anomalies within the overall reporting dataset.

Number of Outgoing Administrative Calls



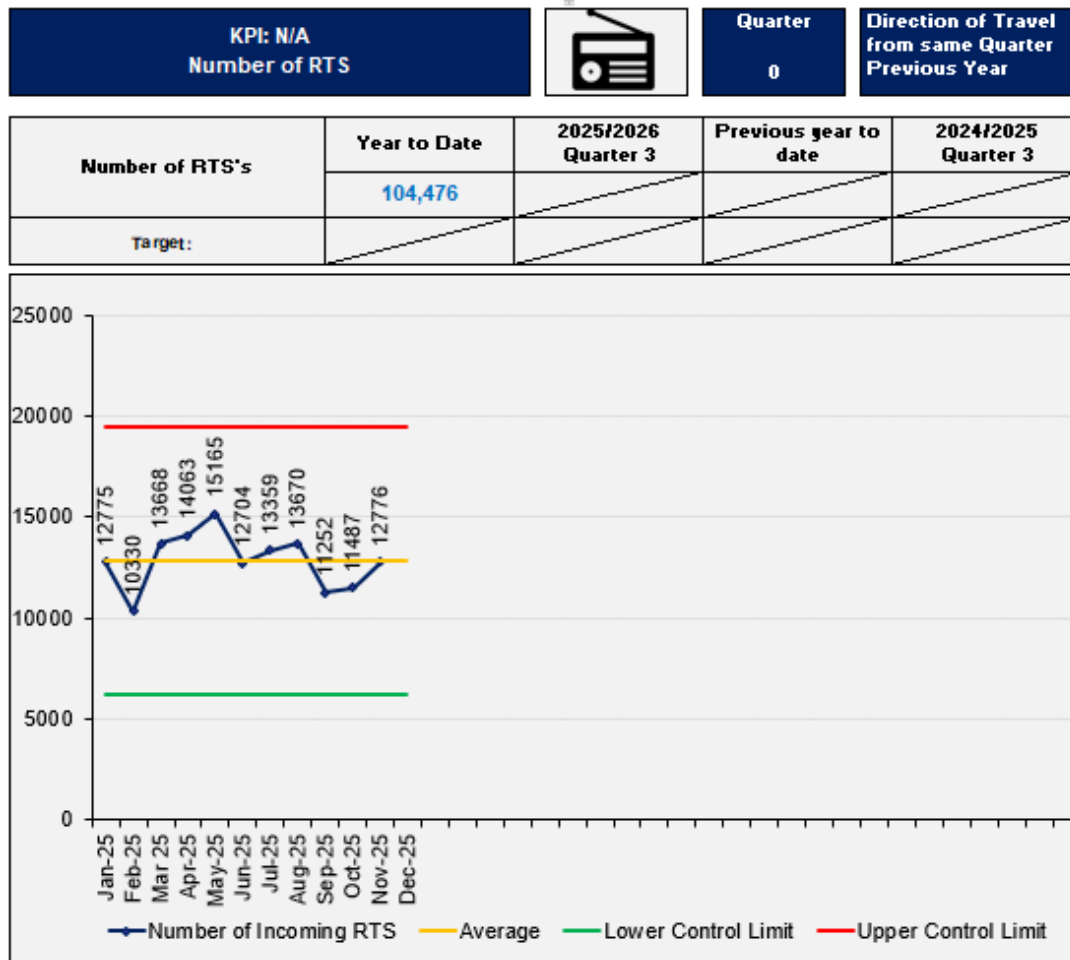
Average Duration of Outgoing Calls (seconds)



During the Life X 3.9 upgrade, an issue occurred during the migration of telephony report data from the legacy server to the new server environment, resulting in no reporting data being available for December 2025.

Following the upgrade, a separate configuration issue within the new system affected the availability of telephony reporting data between 27 January 2026 and 27 February 2026. As a result, these periods contain gaps and anomalies within the overall reporting dataset.

Number of Incoming Group Request to Speak

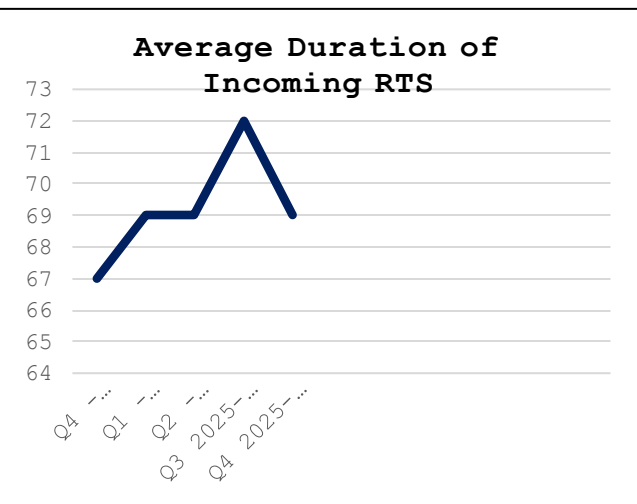


Group Request to Speak are incoming radio message transmissions from FRS appliances to Fire Control. Supporting crews at incidents is one of NWFC's core functions.

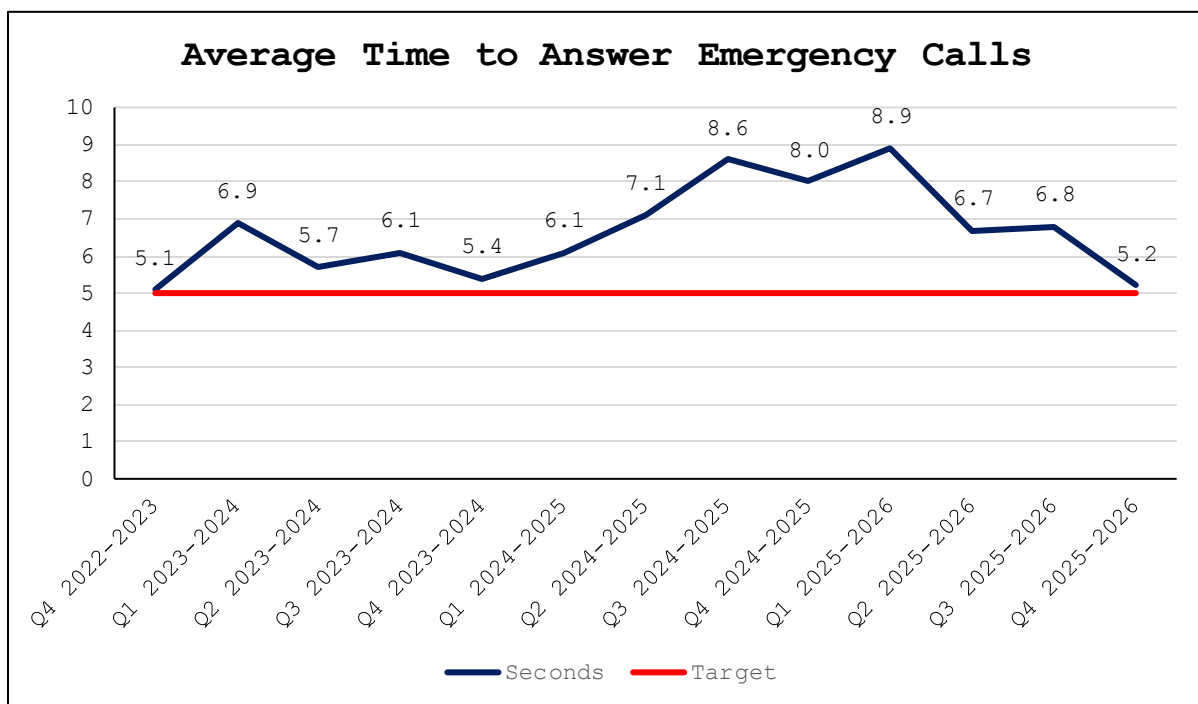
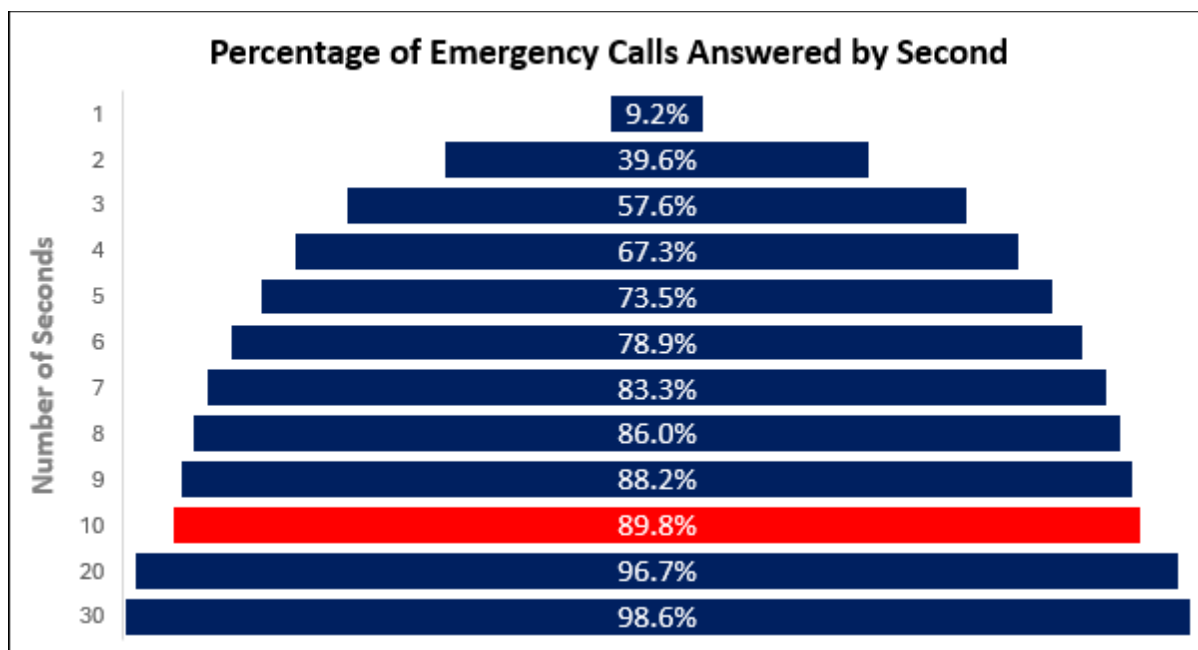
During the Life X 3.9 upgrade, an issue occurred during the migration of telephony report data from the legacy server to the new server environment, resulting in no reporting data being available for December 2025.

Following the upgrade, a separate configuration issue within the new system affected the availability of telephony reporting data between 27 January 2026 and 27 February 2026. As a result, these periods contain gaps and anomalies within the overall reporting dataset.

Analysis of Quarter 4 performance indicates that incoming GRTS averaged 69 seconds, representing a 3 second reduction compared with the previous quarter. NWFC will continue to monitor performance trends and associated data.

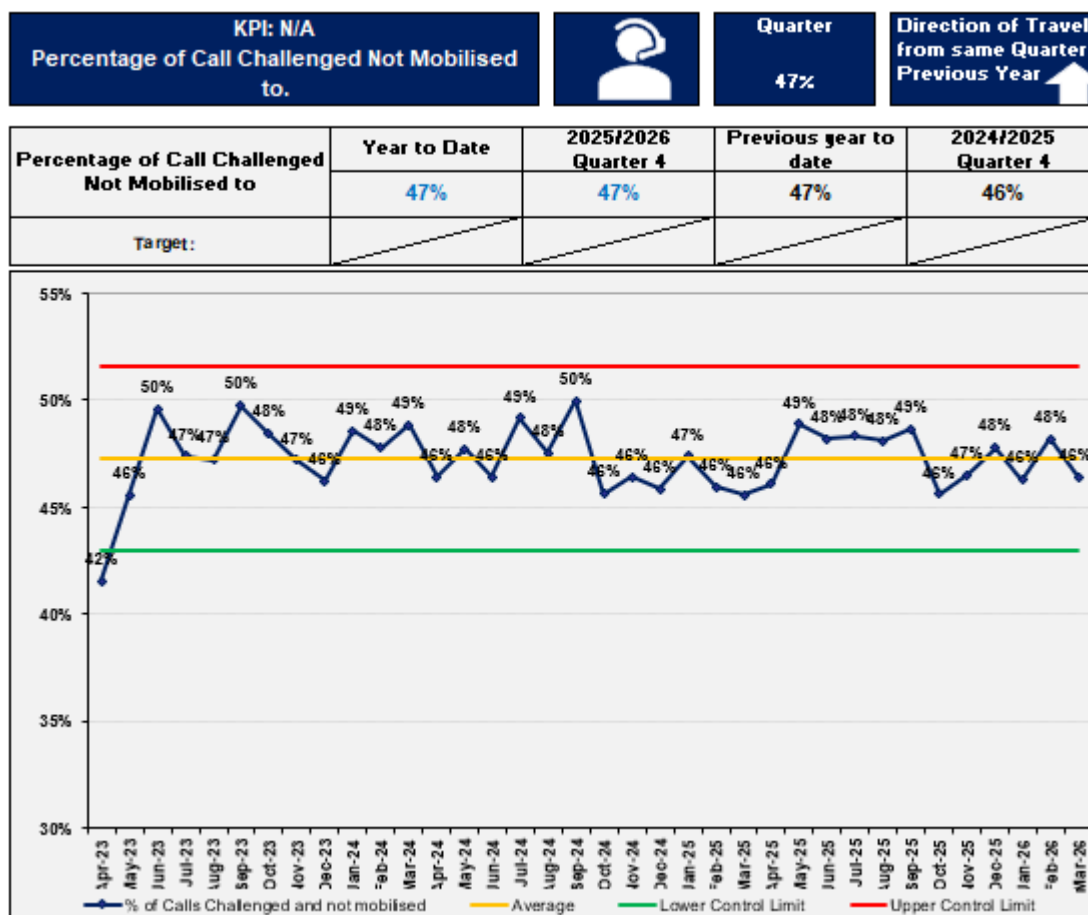


Average time to Answer Emergency Calls



Based on the available call data, average call answer times have shown a strong and consistent improvement trajectory. In Quarter 4 2025–2026, the average dropped to 5.2 seconds, down from 6.8 seconds in Quarter 3 2025–2026, reflecting a notable quarter on quarter efficiency gain. This builds on an already significant year on year improvement from 8.0 seconds in Quarter 4 2024–2025, showing sustained improvements in responsiveness and the continued effectiveness of operational improvements in reducing customer call waiting times.

Call Challenge – Calls Not Requiring a Mobilisation - FRS



Number of Calls Not Mobilised to Per Quarter

Call Challenges are used by NWFC to ask set questions set by FRSs and decide if an immediate response is required. Around 98% involve Automatic Fire Alarms (AFAs) or Gaining Entry for NWS.

Based on the average number of minutes spent travelling to AFAs and Gaining Entry, attending incidents and travelling back to station, data taken over an 8-day period highlighted this time equates to a 30-minute period.

Based on Recent Cost per Pump in NFCC guidelines on FRS charging for mutual assistance.

A 30 Minute deployment for one pump cost £55.41.

Quarter 4 had 3978 non-mobilisations, which equates to £220,421 in cost if one pump had been mobilised to these incidents.

Cost of Mobilisation of Pump (for 30 Minutes)	
1 x Watch Manager B	11.84
4 x Fire Fighters	38.00
Fire Appliance Running Cost	4.17
Fuel (base on 4 mile return trip)	1.40

Number of Non-Mobilisations through All Call Challenges by NWFC

Further data analysed from January to March 2026, indicates a total of 11,042 incidents (42%) are not mobilised to (including above mandatory FRS required scripted calls). This does not include repeat calls. Utilising the same cost model above, 11,042 incidents equate to £611,837 for Quarter 4. Call handling times for non-mobilisations are often more protracted. It is acknowledged these do not create physical savings for partners, however without the call challenge, activities such as training, exercising, community events and inspections would be impacted or need to be resourced by other means.

Percentage of Shifts Covered

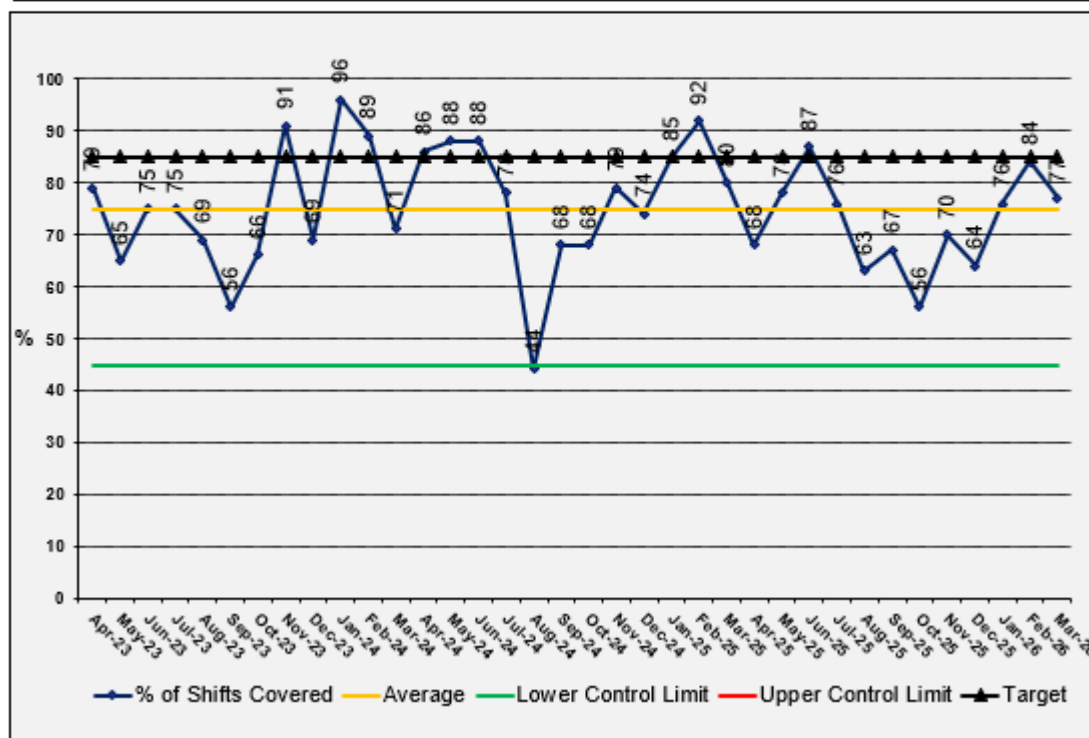
KPI: NWFC 7.0
NWFC Percentage of Shifts Covered



Quarter
79%

Direction of Travel
from same Quarter
Previous Year
↓

Percentage of Shifts Covered	Target	2025/2026 Quarter 4 Shifts Covered	2024/2025 Quarter 4 Shifts Covered
	85%	79%	86%



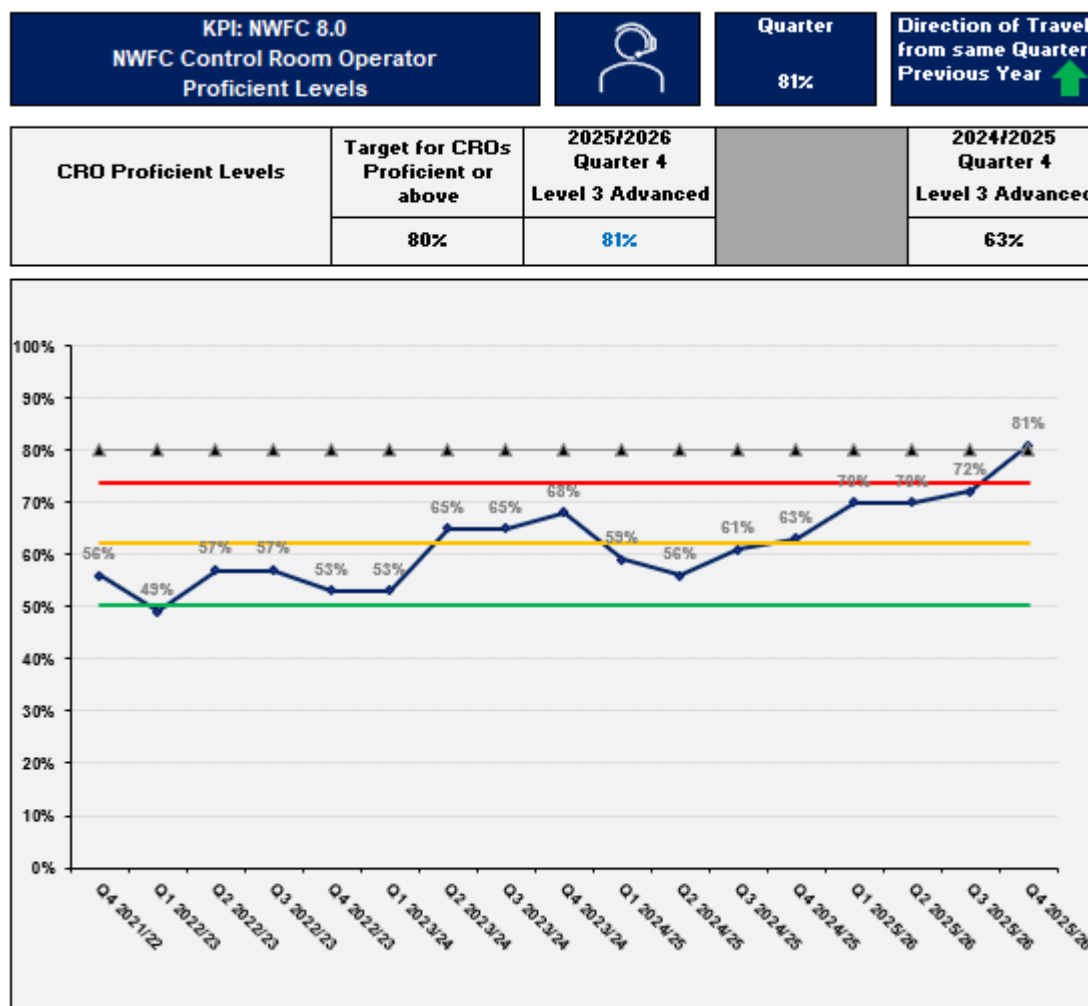
	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	00:00	01:00	02:00	03:00	04:00	05:00	06:00
Critical	2.2	4.0	4.4	4.3	4.4	4.5	4.6	4.9	5.0	5.2	5.4	5.6	5.7	4.8	4.1	3.4	2.6	2.5	2.1	1.7	1.6	1.3	1.2	1.5
Essential	3.4	4.8	5.6	5.1	5.4	5.4	5.4	6.1	6.8	6.0	6.5	6.6	6.5	6.0	5.3	4.8	4.0	3.8	3.4	3.4	2.8	2.5	2.4	2.0

NWFC aims to ensure that all shifts have adequate staff on duty. Unlike staffing deficiencies at fire stations, NWFC is not able to detach Control Room Operators from other stations/services when staffing falls below minimum numbers due to absence. The capacity review has highlighted three different levels of staffing numbers.

- Critical
- Essential
- Optimum

At no time did staffing fall below critical or essential levels. Staffing is always supported by the availability of the Duty OM and during day shifts by members of Ops Support department. Sickness has impacted the staffing numbers, but it has also been affected by vacancies within the rota. The FRSs have provided additional investment into the control room in the form of a CRO pay restructure to improve retention.

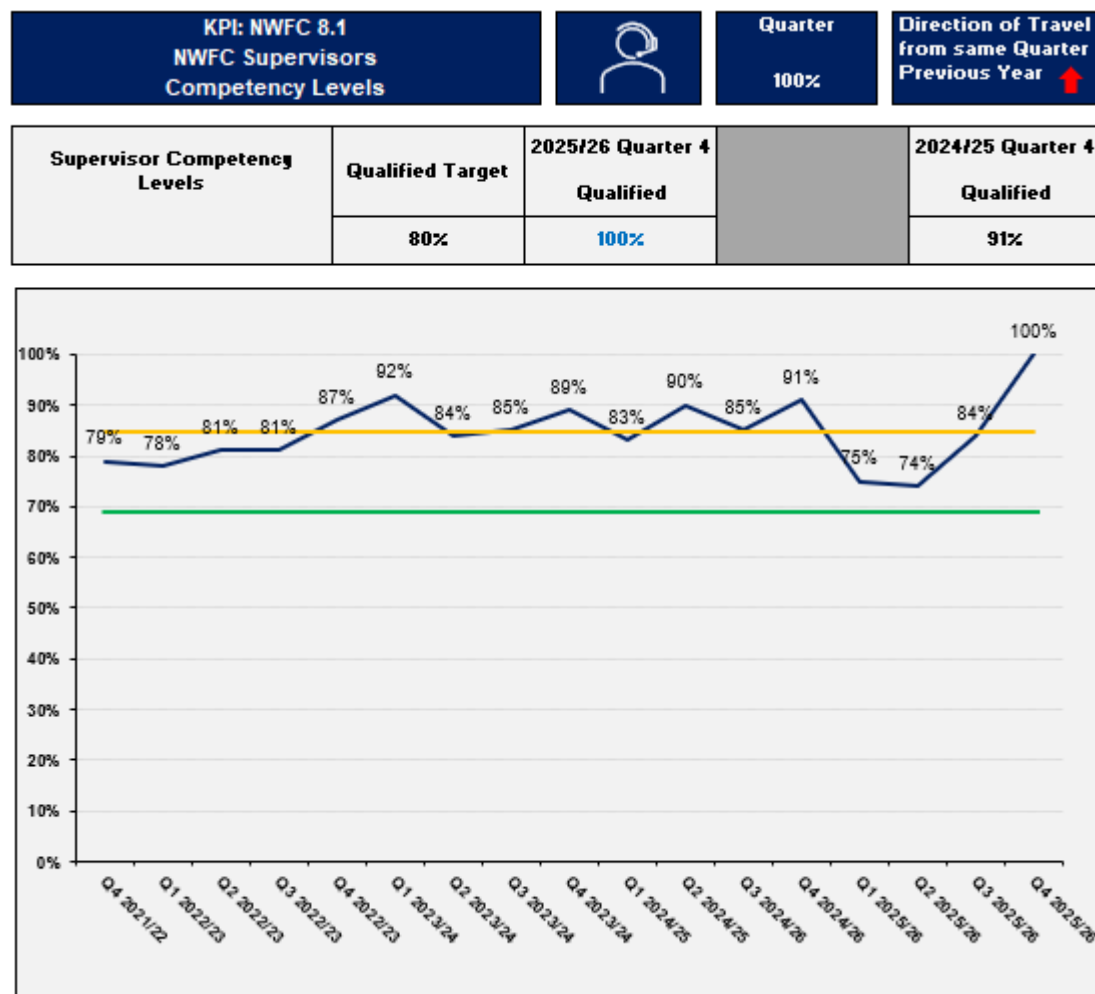
Skill Levels of Control Room Operators



Control Room Operator (CRO) proficiency levels remain strong, with 81% of CROs currently assessed as 'Proficient' or above across the control room. This reflects a solid baseline of operational competence and capability within the teams. While this figure is expected to temporarily reduce in the next quarter due to the introduction of four new recruits commencing in May 2026, this is a positive indicator of ongoing workforce expansion and investment in future capacity. The organisation continues to actively monitor experience levels within the control room to ensure safe and effective operations are maintained.

The restructuring of CRO pay during 2024-2025, as part of a broader strategy to enhance retention and strengthen long-term workforce stability, is demonstrating clear positive impact. Recruitment continues to be a key priority, with further CRO hiring initiatives actively progressed under the oversight of the Workforce Planning and Development Committee to support sustained operational resilience.

Skill Levels of Supervisors

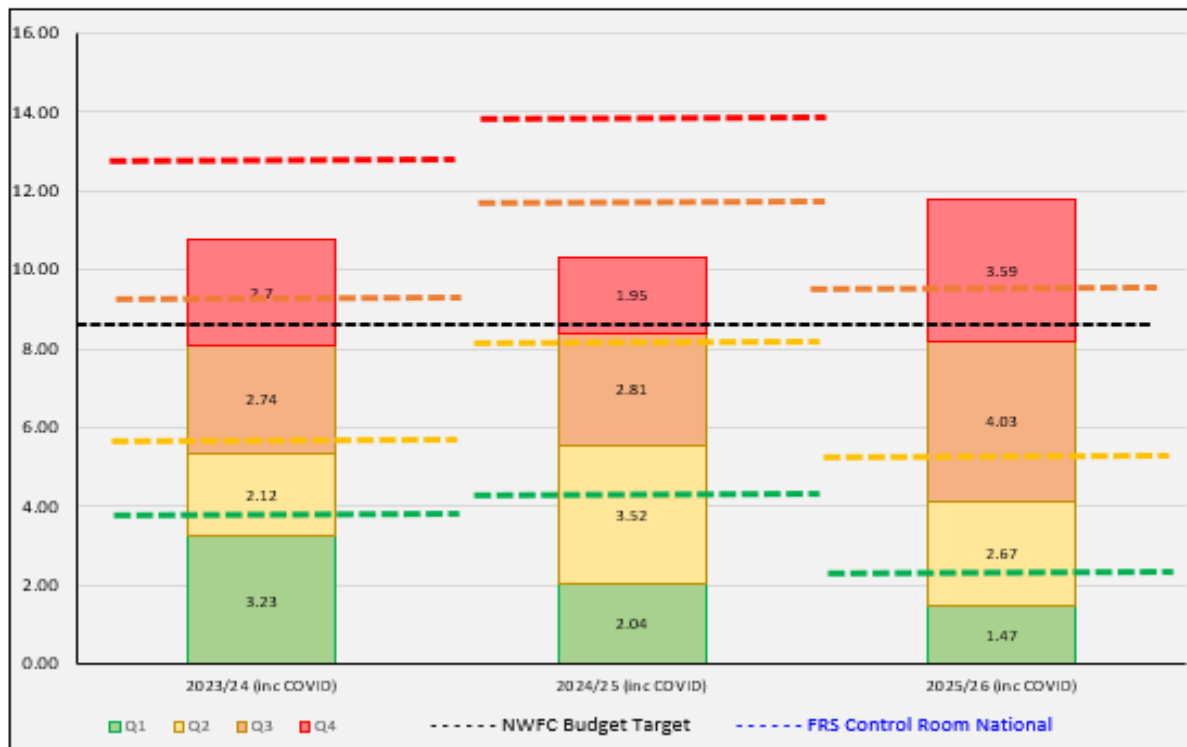


The competency levels of supervisors remain consistently high and continue to sit above the upper control limit. A reduction in competency levels is anticipated during the early part of 2026–2027 as a result of supporting secondment opportunities across other departments. NWFC will continue to closely monitor this through its succession planning arrangements, with expressions of interest currently in place to support progression pathways from Control Room Operator to Team Leader, and from Team Leader to Operations Manager.

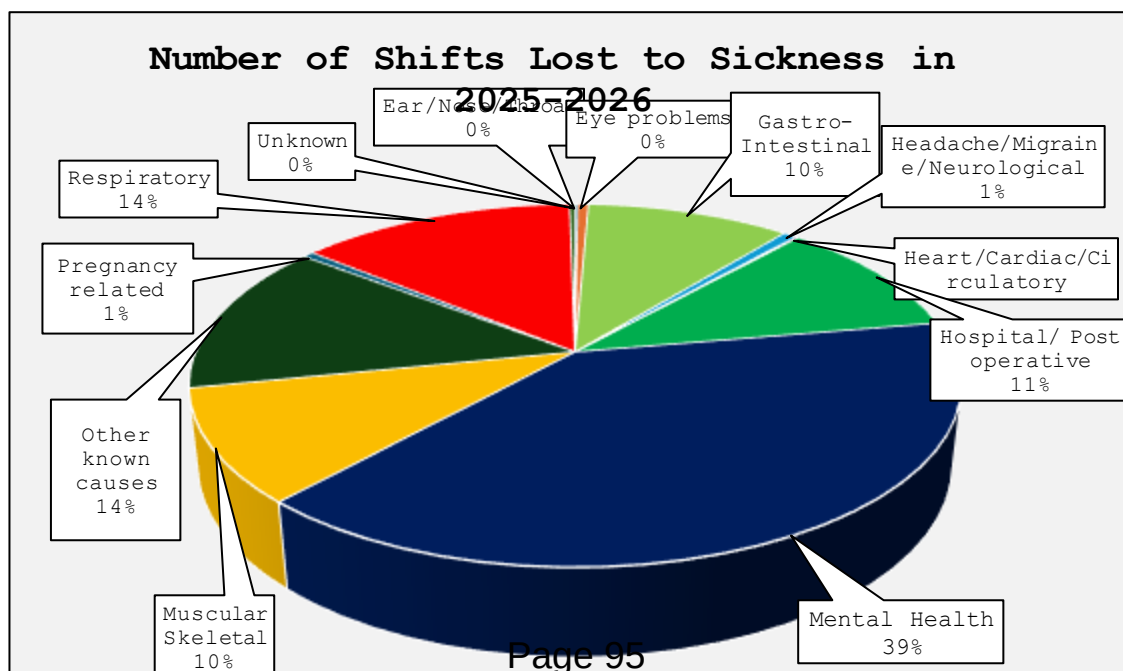
Absence: Number of Shift Lost per Person

KPI: NWFC 9.0 NWFC Absence: Number of Shifts Lost per Operator		Quarter 3.59	Direction of Travel from same Quarter Previous Year 
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Operational Sickness		2025/2026 Quarter 4		2024/2025 Quarter 4
		3.59		1.95



Quarter 4 absence figures show a quarterly average of 3.59 shifts absent per operator. Consistent with trends seen throughout the year, mental health remains one of the leading causes of absence, accounting for 39% of all absences recorded in the 2025-2026. This highlights the ongoing importance of targeted wellbeing initiatives, early intervention, and supportive management practices to help improve attendance and support workforce resilience. National Fire Control sickness data for Quarter 4 2025-2026 is not currently available.



Mobilising Enquiries Raised by Fire & Rescue Service

Quarter 4 – Mobilising Enquiries

FRS	Number of Investigations raised
BC	0
BE	3
BG	8
BL	6
OTB	0
Grand Total	17

During Quarter 4, a total of 17 enquiries were made, each resulting in an investigation. The results of the investigation have been categorised as:

- ✱ System working as designed: The enquire made by the FRS has been investigated and the mobilising system has worked as designed.
- ✱ System not working as designed: The system has not acted in a way in which NWFC or the FRS would expect. These investigations are raised with system engineers.
- ✱ No Fault: The FRS has made a general enquiry about a procedure.
- ✱ NWFC ways of Working: When an investigation determines that NWFC's ways of working are the root cause.
- ✱ FRS ways of working: When an investigation determines that the FRS's ways of working are the root cause.

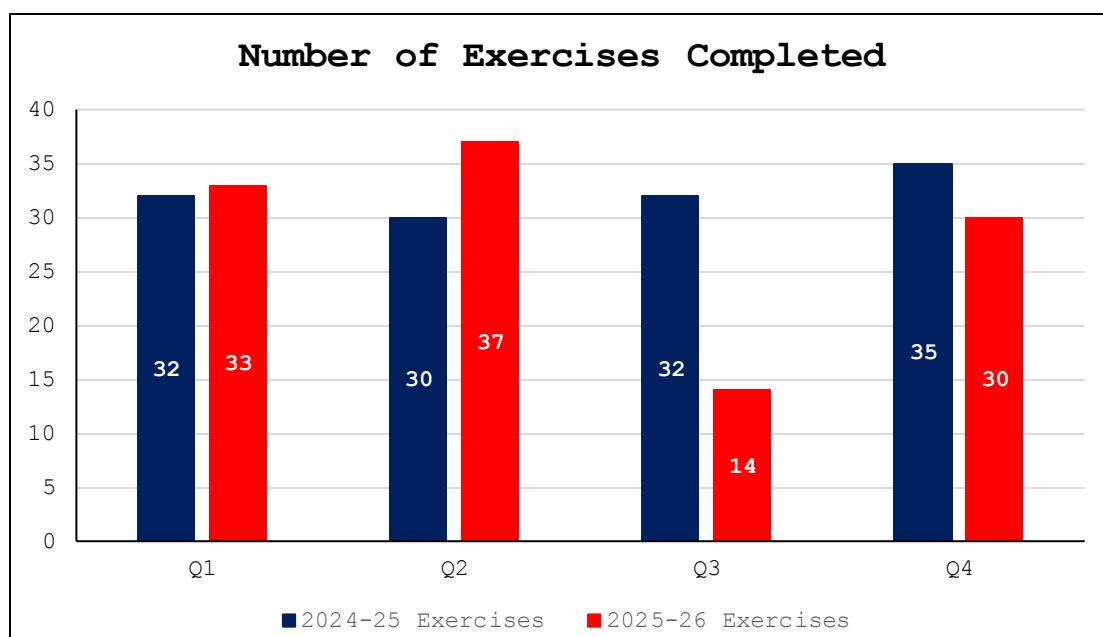
Conclusion of Investigations

FRS	System Working as Designed	System Not Working as Designed	No Fault	NWFC ways of Working	FRS Ways of Working	Pending Further Investigation	Grand Total	% NWFC cause per total calls
BC	0	0	0	0	0	0	0	-
BE	0	0	2	1	0	0	3	-
BG	0	1	4	2	0	1	8	-
BL	0	1	4	1	0	0	6	-
OTB	0	0	0	0	0	0	0	-
Grand Total	0	2	10	4	0	1	17	0.01%

NWFC received approximately 28,500 emergency calls during Quarter 4, resulting in 17 enquiries made regarding mobilisations.

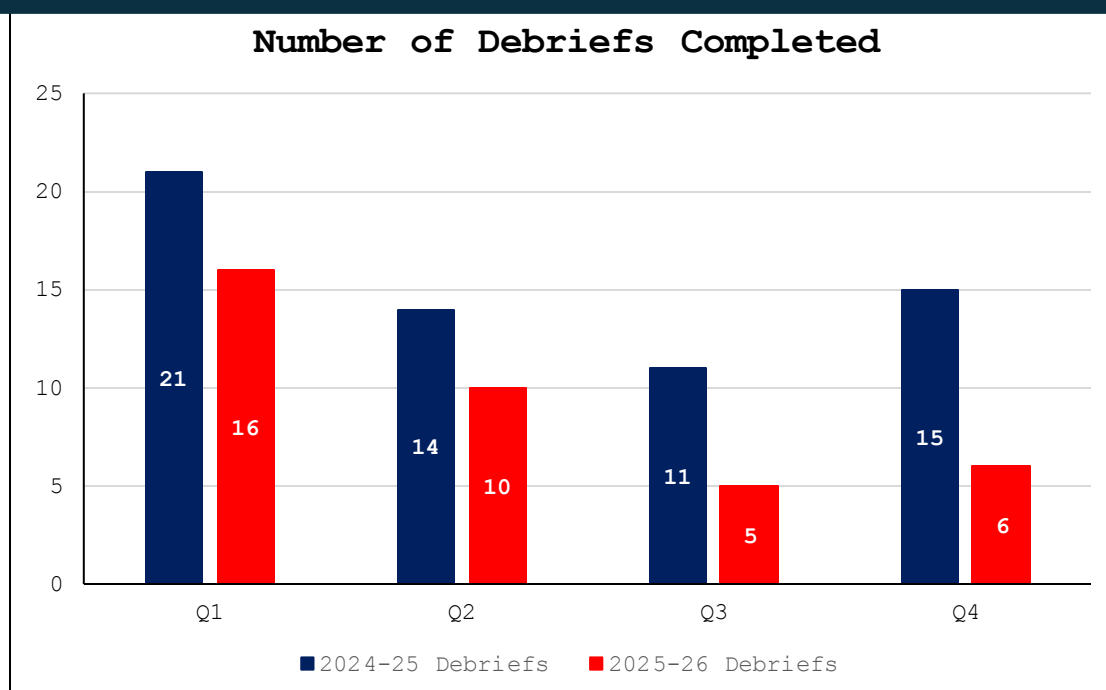
4 of these enquiries determined that NWFC attributed to the cause, equating to 1 enquiry per 7125 emergency calls at a percentage of 0.01%.

Exercises



During Quarter 4 2025–2026, NWFC conducted a total of 30 exercises, of which 24 were facilitated and 6 were participation based, including fallback exercises, a Manchester Airport multi-agency exercise and interoperability exercises.

Formal Debriefs



During Quarter 4 2025–2026, NWFC completed 6 debriefs, including 2 commercial building fires, 1 COMAH site incident, 1 aircraft incident and 2 exercises involving an aircraft scenario and a severe weather tabletop exercise.

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**Lancashire Combined Fire Authority
Performance Committee**

Meeting to be held on Wednesday 8 July 2026

**Annual Report on Road Safety Intervention Activity
(Appendix 1 refers)**

Contact for further information:

Assistant Chief Fire Officer Samantha Pink – Telephone: 01772 866802

Executive Summary

This report updates the Performance Committee on the road safety intervention activity undertaken by the Service over the last year.

Recommendation(s)

The Committee is asked to note and endorse the report.

Information

The attached report sets out the annual road safety intervention activity undertaken during 2025-26.

Business Risk

Moderate – Members should be aware of road safety activity within Lancashire in order to satisfy themselves that the required robust approach is being pursued to reduce killed or seriously injured on our roads.

Environmental Impact

None

Equality & Diversity Implications

None

HR Implications

None

Financial Implications

None

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: Not applicable

Appendix 1: Annual Report – Road Safety Intervention Activity 2025-26

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Annual Report

Road Safety Intervention Activity 2025-2026

Introduction

Through our Prevention Strategy 2022-2027, Prevention services and our structure for delivery was reviewed. This was done to ensure that we are delivering appropriately in line with our changing operating environment. We continue with a strategic focus on the quality of the services that we deliver around key themes: helping people to start safe, live safe; age safe, be safe on our roads and be safe in and around water, with a focus on working collaboratively with other organisations. As we move into the next financial year, the priorities of the thematic groups align to the Community Risk Management Plan (CRMP) 2022-2027 and Strategic Assessment of Risk alongside our District Plans.

Road Safety Thematic Group

During 2025-2026 the Thematic Road Safety Group continued to meet every quarter, with an option of both in person and virtual meets. We have membership from all areas of the county and a mix of Community Safety and Operational Staff. CFA Member and Road Safety Champion County Councillor Jordan Fox has had close links with the group and has been in regular communication with the Prevention Support Officer for Road Safety.

An annual work programme which supports the Lancashire Road Safety Partnership 'Ambition for Vision Zero' strategy is the focus for all members. One of the ambitions of the group is to improve communication between strategic and practitioner levels and also to send clear messages out to areas with key road safety priorities. We want to deliver focused activities in areas identified as having issues and evaluate effectiveness.

We continue to offer a greater choice of delivery methods for the community we serve, improving our reach and efficacy. Our offer of virtual delivery remains part of our plan and continues to be selected by schools as a delivery method across the county for campaigns such as Road Safety Week and Elective Home Education Sessions. The group is responsible for ensuring all road safety packages are kept up to date and continuous evaluation of the feedback received is considered and drives change where appropriate.

Lancashire Road Safety Partnership (LRSP)

Lancashire Fire and Rescue Service (LFRS) continue to be a pro-active member of LRSP and have representatives at both strategic and operational group level. The partners are working closely with each other and delivering the partnership strategy – 'Ambition for Vision Zero', in an attempt to reduce those killed or seriously injured on our roads.

“We believe that no death or serious injury is acceptable on our roads, and we are working in partnership to reduce road danger in our county.”

LFRS play a very active role in the Children and Young People workstream (as chair) and the Powered 2 Wheelers/ E-bike and E-scooter working Group and Senior Road Users workstream. The Delivery Group brings partners together to look at what is currently delivered, what works well and where the gaps are so that we can pool our resources to work effectively and without duplication. At each meeting Lancashire County Council (LCC) share up to date statistics which enables the group to identify quickly any emerging issues and formulate an appropriate response. LFRS now has full access to LCC Power BI platform to ensure the data we are using is accurate and up to date. All District Plans now contain a Road Safety District Profile produced using this platform so both Managers and staff are aware of the risks within their district and can plan engagement in an informed manner.

Area Manager Matt Hamer has continued in his role as Chair of the Lancashire Road Safety Partnership and has the responsibility of steering The Challenge Board. Under the new format The Delivery Group provides a detailed report for The Challenge Board, so each organisation is more accountable than they have been previously.

LFRS Road Safety Core Prevention Offer

1. Road Sense

Road Sense is the name given to the road safety education programme delivered to Year 6 pupils. The session begins with a 20-minute fire safety recap, followed by a 40-minute road safety input. This provides an opportunity to build on the fire safety session pupils receive in Year 2, reinforcing key messages and exploring the consequences of hoax calls and deliberate fires. During this reporting period, additional content was added on E-bikes and E-scooters to cover both the fire safety and road safety risks associated with these vehicles. This reflects an increase in incidents involving young people using E-bikes and E-scooters on Lancashire's roads over the last 12 months, alongside LFRS attendance at 93 lithium battery-related accidental dwelling fires over the most recent three-year period.

The package focuses on five key road safety themes which were selected to reflect Lancashire's issues with young people:

- In Car Safety
- Pedestrian Safety
- Cycle Safety
- Be Safe Be Seen
- Bus Safety
- E-bikes & E-scooters

Our package remains available for wider use on StayWise, which is an online resource website for Fire and Rescue Services across the country.

Evaluation of the package has provided us with positive feedback from schools with 98% of teachers selecting they 'strongly agreed or agreed' the session was 'age appropriate.' 98% of teachers who responded said the 'strongly agreed or agreed' the session would positively affect pupils' behaviour. Utilising the Quick Response (QR) code allows the teachers to give more honest feedback and improves the efficiency of the process, any feedback received can be dealt with in a timely manner as we are not relying on paper forms being received through the post.

This feedback has enabled the Road Safety Thematic Group to update all the delivery slides. Whilst the key messages remain, the package has been refreshed to create a slicker running order and cleaner feel to the format. This is now done on an annual basis at the end of the academic year to ensure a fresh product for September. The feedback from teachers previously noted additional groupwork would complement the session so this has been made clearer for the deliverer at appropriate points of the presentation. The breakout activities assist children of this age group to learn from their peers, a recognised learning method which they regularly utilise at school. Due to the increasing issues with E-bikes and E-scooters the CFA Road Safety Champion agreed to an additional A5 activity sheet being printed to hand out at the end of the session. This highlights the law around these vehicles and fire safety considerations. The activity sheet has been designed in a fun and interactive way to encourage the children to complete the activities and confirm their learning from the session.

Here are a couple of examples of feedback received from teachers following a Road Sense delivery:

"Children really enjoyed the session and took a lot away from it. Really important information ahead of High School."

"The session was well pitched toward Year 6 children and came at an appropriate time as they are preparing to become more independent for high school."

The Road Sense Fact Sheet continues to be popular, with the inclusion of a QR Code for the pupils to fill in following a session to assist us to better evaluate the behaviour change effectiveness of the session as the pupils fill this in at home. Some examples the pupils have marked in the free text box:

"Not to wear headphones or listen to music whilst crossing roads and shut the doors at night and if there was a fire put your hand on the door to check the fire isn't right outside."

"Don't leave your phone on charge, always wear a helmet, and don't get an E bike."

There are six questions on the form, the correct responses range between 83% and 99% of answers. This is extremely positive that the pupils are retaining such a high

percentage of the information they have received as the feedback it not always submitted on the day the session took place. During this reporting period we recorded 19,759 Year 6 pupils receiving this input, with 593 sessions being delivered, our best delivery since the package was developed.

2. 'Wasted Lives' Young Driver Road Safety Education Programme

LFRS is now the only delivery partner for Wasted Lives on behalf of LRSP. The programme is aimed at young and pre-drivers and aims to influence behaviour and change attitudes either as a driver or a passenger, thereby reducing risk to this specific group and to other road users.

By actively engaging with this age group (15 to 25 year olds) Wasted Lives aims to maximise the opportunities for people to evaluate and reflect on their own attitudes and behaviour behind the wheel and as a passenger. Extensive evaluation has demonstrated how the package promotes real and lasting changes in how each participant behaves in a car. Since the introduction of Wasted Lives in 2010, LFRS has delivered road safety education to over 145,000 young people throughout Lancashire, Blackpool and Blackburn with Darwen. For the period 2025-2026 LFRS has recorded delivery of the programme to 11,081 young people over 97 sessions. Largely the schools are opting for an assembly format as timetable constraints make this an easier option.

We have developed a suite of assembly sessions which can be adapted in length to fit in with schools' timetables. Schools now have three delivery options and by being more flexible in what we can deliver and how, we will be able to reach more young people.

Whilst our focus was primarily on delivering in high schools, we have seen an increase in the number of requests for delivery to apprentice groups and colleges following the removal of Safe Drive Stay Alive intervention through LRSP. Due to this, and with LFRS Prevention Support Officer for Road Safety leading the Young Driver Group for LRSP an extended trial has been took place with a number of colleges to formulate a delivery model for 16 plus learners.

The delivery will consist of three different offers and be relevant to the risk profile of each area:

- Bronze Delivery – assembly format Wasted Lives - Fatal 5 delivery.
- Silver Delivery – assembly format Wasted Lives - Fatal 5 delivery followed by a 'marketplace' of road safety professionals from LFRS, Police, Northwest Ambulance Service (Nwas), Lancashire County Council (LCC) and Tyre Safe Charity. This will allow the large groups to split into small groups so they can take part in some practical activities and experience a Road Traffic Collision. (RTC) through the use of VR headsets.
- Gold Delivery – as Silver above plus a live RTC Demonstration with a real casualty extraction.

In September LFRS organised two large multi-agency college events to support the National Fire Chiefs Council and National Police Chiefs Council joint 'Operation Spotlight' which targets young and inexperienced drivers. This year's theme focused on the importance of not rushing the learning process, seatbelt use and not carrying too many passengers too soon after passing a driving test. (All 3 of these factors feature highly in our statistics for young people who are killed and seriously injured).

Blackburn College was the first event where 500 students were taken off timetable throughout the day. In large groups they received a 30-minute assembly that highlighted Lancashire's Fatal 5: Inappropriate Speed, Driving Under the Influence, Mobile Phones, Lack of Seatbelt Use and Careless/ Wreckless Driving. This session concluded with a short video of a tragic fatal incident from Great Harwood where a 14-year-old girl, Bonney Barrow died in a collision where her cousin was the driver. He was committing three driving offences which led to the collision. The group was then split into smaller groups and went round a 'Marketplace' of bitesize activities. LFRS had 2 sections – the Crashed Car and the Operational Crew from Blackburn talked about their role at Road Traffic Collisions and the equipment they use. The event was also supported by Lancashire Constabulary who ran a bitesize 'E-bike & E-scooter' workshop highlighting the dangers and the law around these vehicles. Blackburn with Darwen Council had some beer goggle activities and were supported by drug and alcohol misuse charities.

Lancaster and Morecambe College were an even bigger event with 1200 students being taken off timetable for 1-hour throughout the day to visit a bigger Marketplace with LFRS having two sections, the same as Blackburn College. This was supported by Lancashire Constabulary Roads Policing and Lancashire County Council. Students were able to be immersed into the world of virtual reality and try different activities with beer goggles and learnt the importance of measuring units of alcohol. They also learnt about E-bikes and E-scooters to highlight the dangers they pose and explain which of these vehicles are road legal and the implications of being prosecuted for using an illegal one. This has complemented Lancashire Constabulary Operation Centurion which has a primary focus on anti-social driving. Alarminglly these illegal vehicles were involved in six fatalities and 200 injuries last year on Lancashire's roads. The students then received a 30-minute Fatal 5 assembly during February as it was logistically impossible to fit it all into one day given the high numbers attending. Students were asked by the college to fill out anonymous evaluation forms where 100% said they felt the day was beneficial and 88% recorded learning throughout the day would make them act in a safer manner in future.

Working with the military to reach young drivers who would not be in school or college, we organised a Christmas Road Safety Campaign that took place at Halton Barracks focused on Lancashire's Fatal 5: Speeding, Drugs, Alcohol, Mobile Phones and Seatbelts. Over 90 soldiers attended the half-day session, and it was really well received. Statistically, the military lose more soldiers to RTCs as opposed to war zones and they are overrepresented in the statistics.

This was a Lancashire Road Safety Partnership-supported event, with Lancashire County Council attending and delivering an interactive workshop with virtual reality headsets. The Prevention Support Team also delivered a presentation featuring a powerful real-life case study from Lancashire involving a young girl who lost her life in a collision caused by the driver committing multiple driving offences. The presentation included footage from the incident itself, making it particularly impactful. Following this, the soldiers watched a clip from the Master Driver programme, which complemented the Fatal 5 messaging and focus on fatigue, which has been proven to be a common contributing factor in collisions involving military personnel.

Further engagement work has taken place through the delivery of Wasted Lives sessions to both Police and Air Cadet groups. These sessions were well attended, and feedback from participants was extremely positive. Cadet groups allow us to deliver longer, more interactive sessions than those typically possible within school timetables. We have also identified that some young people attending cadet groups are home educated and may otherwise have missed out on receiving this input. As these cadet groups cater for young people aged 13 to 18, the sessions also reach a significant number of learner and newly qualified drivers within this cohort. The offer will continue to be promoted to these groups in order to engage with and raise driver safety awareness among larger numbers of young drivers.

A project to deliver an adapted Wasted Lives session to Young Farmers groups, including the Crashed Car has continued following its launch in December. This work was prompted by concerns raised by staff from On-Call Fire Stations regarding the driving behaviour of some young people operating tractors. These concerns were reflected within the KSI statistics, leading to an offer being shared with Young Farmer groups, with four sessions delivered to date. The sessions include a local case study involving a younger farmer who was prosecuted in Preston following a serious collision. As many of the attendees were already aware of the incident, it helped reinforce the importance of road safety within the farming community. As a result, the sessions have been well attended, with some attracting more than 40 young people, and feedback has been consistently positive. We will continue to engage with other groups across the county in order to expand the project further.

2.1 The Crashed Car

The Wasted Lives package also has the option of being complemented by a 'crashed car,' which is a vehicle from a real incident where, tragically, there has been a fatality. Alternatively, the car can be used as a standalone resource at a community event.

We have now completed three full years with Corey Hudson's vehicle, where the circumstances of the collision were solely speed related. There were no drugs or alcohol involved; Corey made the wrong decision to speed, which ultimately cost him his life. Corey's story has been very well received by communities across the county, as many drivers recognise that at some point in their driving career they may have made a similar mistake. There were two passengers in the vehicle, neither of whom were wearing seatbelts, and both sustained serious life changing injuries during the

RTC. Due to their decision not to wear seatbelts they did not receive substantial payouts from Corey's insurance. This has significantly strengthened the seatbelt safety message, as it provides a real example of poor decision-making having lifelong implications. Whilst all the vehicles we have previously used have been important engagement tool, Corey's story has been met with particular empathy, with many people commenting that seeing his car has brought the importance of road safety to the forefront of their minds.

During the 12-month reporting period, crashed car use has increased at Mosques during Friday Prayers. In the Central, Eastern and Pennine areas, staff have worked alongside the Imams to deliver key messages prior to prayers, followed by bespoke sessions for young people attending Madrassas. This activity has been increased around Ramadan and in the lead up to Eid, when high-powered vehicles are rented by young, inexperienced drivers and shared amongst friends and family.

Previously we have struggled to engage with some members of the community about the dangers of speeding, but this engagement continues to improve, with Lancashire Council of Mosques working alongside us to reinforce the importance of our key messages. This was highlighted at the first Road Safety Summit held in Pendle, which was broadcast on the radio to thousands of listeners nationwide. The event included a clear call to action for influential members of the community to come together and drive positive behaviour change, as we continue to share road safety messaging through Awaz radio and the Asian Leader. During the most recent celebration of Eid, Variable Message Signs across the county displayed the same message: 'Slow Down, Save Lives' and 'Reduced Speed Reduces Casualties'.

3. Biker Down

Biker Down is a course that is aimed at motorcyclists and pillions of all ages and experience. The free 3-hour course offers members of the public an opportunity to learn practical skills which can be applied anywhere at any time. The three modules covered are:

- Incident Management
- First Aid
- The Science of Being Seen

The initiative originated in Kent, and LFRS has signed a memorandum of understanding with Kent Fire and Rescue Service to allow us to use the logo and delivery material.

LFRS has worked with LRSP to ensure delivery is complementary to Bike Safe, a Police-led initiative. Anyone attending Biker Down is encouraged to book onto Bike Safe, which is seen as the next step in training as it involves a ride out with an Advanced Police Motorcyclist. Biker Down is therefore viewed as the start of a motorcyclist's 'learning journey.' During this reporting period there have been 165 motorcyclists killed or seriously injured (KSI), representing 16% of the total KSI figure. Lancashire's statistics show riders are 72 times more likely to die on a motorcycle than

in a car on our roads, higher than the national average of 60. These figures are particularly concerning, as motorcyclists make up less than 1% of Lancashire's total road user population.

There have been 384 attendees at our 18 Biker Down sessions in the last 12-months.

The appetite for the courses continues to grow, and the Facebook page has reached over 1,300 likes, with some posts achieving a reach over 15,000 people.

All attendees take part in a practical element of the course, including helmet removal and CPR. These are vital skills which may be required if they are faced with a RTC involving a motorcyclist. Feedback consistently highlights how important and valuable this element of the course is.

Below are a few examples:

"An excellent course with very knowledgeable and informative staff. I would not hesitate to recommend this course to anyone I know and the wider biking community."

"Fantastic, very informative and essential for everyone. Great delivery, well timed and perfect pitch. Very enjoyable as well as useful!"

The pre and post questionnaire continues to show very positive behaviour change. One of the questions asks attendees about their confidence in removing a motorcycle helmet following a RTC, rated on a scale of 1-5 (1 not confident – 5 very confident). Prior to the session, the average rating is 2.19, increasing to 4.78 following completion of the course.

This year, Biker Down was also able to purchase First Aid Kits through the CFA Road Safety Champion budget. These are a valuable takeaway for attendees, containing basic equipment alongside practical instruction on how to use it in the event of an incident requiring first aid.

This delivery model is flexible, with courses hosted for individual motorcycle clubs or advertised via an online booking platform for members of the public to book independently. The Biker Down team aim to deliver 12 courses per year but are currently exceeding this target due to high demand. The team recently delivered a course for an all-female motorcycle club; nationally, some teams struggle to engage female riders, but Lancashire has successfully overcome this barrier.

Over the last 12-months, the team has also developed strong links with Bowker Motorrad, who regularly host courses at their showroom and provide hot food and refreshments for all attendees. The venue can accommodate larger groups, allowing up to 40 attendees per course. The management team were so impressed with the Biker Down product they supported delivery with the use of a brand-new BMW model GS1300 motorcycle, which was sign-written with QR codes linking to course bookings. Unfortunately, after six months of use, Bowker closed their showroom and the team were no longer able to use the bike for engagement. The Biker Down team hopes to replicate this partnership with another franchise in the future.

4. Alive to Drive Events

Over the last 12-months, five of the main Road Safety Summer Events have taken place across the county:

- Leyland
- Preston
- Blackpool
- Morecambe
- Blackburn

Alive to Drive began in Chorley 17 years ago as a collaboration between Lancashire Fire and Rescue and Institute of Advanced Motorists (Chorley Group). Over the years, the event has grown significantly and is now supported by LCC, North West Ambulance Service (NWS), Lancashire Constabulary (Serious Collision Unit and Neighbourhood Policing Teams), National Highways, Institute of Advanced Motorcyclists, Blood Bikes, Royal British Legion, Wincanton Transport, Specsavers Opticians, Blackpool Council and Blackburn with Darwen (BwD) Council, Tyre Safe, ProTyre, Westgate Tyres and Air Ambulance & Car Seat Safety. The initial aim was to encourage people to sign up to the IAM (Institute of Advanced Motorist/ Motorcyclist) courses, and whilst this remains a key focus, the event has expanded to ensure there is relevant information for all ages and types of road users.

The pinnacle of the event is the RTC demonstration. This is a multi-agency demonstration between LFRS, NWS and Lancashire Constabulary. It allows members of the public to see what happens inside a road closure during an incident. Throughout the demonstration, a representative from each organisation provides live commentary via a Public Address (PA) system, explaining their role at these types of incidents. It also provides the opportunity to interweave key safety messages around Lancashire's Fatal 5 and the factors which contribute most to serious and fatal RTC: inappropriate speed, driving under the influence, mobile phone use, lack of seatbelt compliance and careless/ reckless driving.

This year's events have also featured a display of illegal E-bikes/ E-scooters to highlight the dangers they pose, explain which vehicles are road legal, and outline the implications of being prosecuted for using illegal vehicles. This has complemented Lancashire Constabulary Operation Centurion, which has a primary focus on anti-social driving. Alarming, these illegal vehicles were involved in six fatalities and 200 injuries last year on Lancashire's roads last year. A partnership was also established with Global Ardour, who now sponsor the events and provide a scrap car for the RTC demonstration free of charge.

5. Road Safety Week 2025

The 2025 Road Safety Campaign was very successful.

Road Safety Week was probably our busiest yet, with extensive activity delivered through a multi-agency approach. We delivered Wasted Lives, alongside a multi-agency marketplace, in the following colleges: West Lancashire, Nelson

and Colne and Ormskirk Sixth Form. All three events were a huge success, with very positive feedback being from students:

- 100% of respondents said they felt there was a benefit to attending the event
- 100% of respondents said all the information was relevant to their age group
- 93% of respondents said they will make safer decisions following the input

We also delivered Wasted Lives sessions in several high schools, as well as targeted groups of apprentices at Springfields and BAE, alongside smaller employers.

On International Men's Day, short Wasted Lives assemblies were delivered to groups of male students at Blackpool Sixth Form. There was an increase in road safety activity across each area, with very targeted education taking place. Each area was tasked with delivering 2 Wasted Lives sessions to at risk groups (Year 10 or 11 in high schools or apprentice groups), many areas did more than asked.

During this reporting period, LFRS Biker Down team also represented the programme at the NEC National Motorcycle Show. This was a very busy day, engaging with motorcyclists from across the country and encouraging them to book additional training such as Biker Down or Bike Safe Course. Over the course of the show, an estimated 80,000 people attended.

Social media posts reached nearly 60,000 people, with over 2,000 engagements, allowing messages to be shared while also highlighting the key road safety campaign work delivered. In addition, through a partnership with EG Garages, an animated Fatal 5 clip was played on forecourts across the UK. The same clip was also shown on the big screens at all Blackburn Rovers matches at half time, following a road safety awareness event in the run-up to Christmas which included an RTC demonstration.

Summary

This 12-month period has been a very positive period for road safety education and our ability to engage with the communities of Lancashire. We have continued to adapt our offerings and, through increased use of technology and innovative ideas from members of the Road Safety Thematic Group, we have delivered road safety education to around 34,000 people in schools, colleges, workplaces, and events.

We continue to be an active member of the LRSP and, look forward to continuing this collaborative approach, with an emphasis on the strengths that our Fire and Rescue Service brings to the partnership, as we work towards our collective ambition of a safer road system.

Focusing on our priorities for 2025-26, we have achieved notable progression and successful outcomes, engaging with pupils in primary, secondary and higher education, and adapting our delivery model to reach groups outside of these settings. Our action plan for the forthcoming year builds on this work. Engagement figures have remained high, and we will continue to build on this year on year. We have identified that KSI figures for young road users are increasing, and our efforts will focus on how

we can reduce this over the coming months. We have begun working with Child and Youth Justice Service as part of the Serious Violence Duty, delivering bespoke Wasted Lives sessions, which is a piece of work we are looking to expand.

Over the next 12-months, we will focus on further evaluation of all our road safety initiatives, campaigns and educational packages. This evaluation will consider four key areas: whether our targeting is correct and appropriate, whether we are delivering according to end-user expectations, whether we are influencing positive behaviour change, and whether we are delivering value for money (i.e. for every £1 spent on prevention, what is saved in terms of incident prevention). An emerging trend is collisions involving senior road users (65+ years). A leaflet, 'Are your eyes fit to Drive' has been produced for inclusion in the Home Fire Safety Checks. This piece of work is likely to be expanded if this trend continues.

Each road death costs society £2.3 million; therefore, every life saved will save a large amount of public money. However, more importantly, behind each death is a bereaved family whose lives are changed forever, often as the result of a poor decision. Our staff are well placed to educate our communities and reinforce that road safety is everyone's responsibility.

Continuous review and scrutiny through LRSP ensures we are targeting our engagement towards vulnerable and at-risk groups throughout Lancashire and beyond.

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Lancashire Combined Fire Authority

Performance Committee

Meeting to be held on Wednesday 8 July 2026

Annual Review of KPI 3.3 – Fire Engine Availability

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

Executive Summary

Further to the scrutiny of Key Performance Indicators (KPIs) by Members of the CFA Performance Committee, the Service was asked to reflect on the suitability of the 'Fire Engine Availability' KPIs with particular reference to the On Call (OC) measure.

On the 17 July 2023, Members of the CFA Planning Committee approved the recommendation to combine the two Wholetime (WT) and OC availability performance measures, into a single station-based performance measure (resolution 08/23). Members agreed to change the previous KPIs (3.3.1) WT availability target of 99.5% and the (3.3.2) OC target of an aspirational 95%, into a combined (KPI 3.3) 90% first pump availability target across the 39 fire stations in Lancashire.

It was agreed this would be reviewed annually.

Recommendation(s)

Members are recommended to maintain the combined 90% first pump availability target across the 39 fire stations in Lancashire.

Performance Monitoring

This KPI is monitored through Measuring Performance, and it is proposed that the requirement for an annual review be removed.

Information

In July 2023, members agreed a single KPI measure for the first pump availability across the 39 fire stations in Lancashire.

This 'Availability KPI' reports on the combined availability of the primary asset at each of the 39 locations, in percentage terms, whether that be a WT or OC appliance. This aligns with the Response Standard KPI approach which measures 1st pump response times and gives a true indication of the speed of response and first intervention provided across each of the 39 risk areas.

As such the KPI reports availability by virtue of all first pumps at WT, flexi day crewed and day crewing plus stations in addition to the first pumps at stand-alone OC stations.

At the national level, on-call availability remains a significant challenge, as emphasised by the National Fire Chiefs Council (NFCC) and His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). Ongoing efforts, both locally

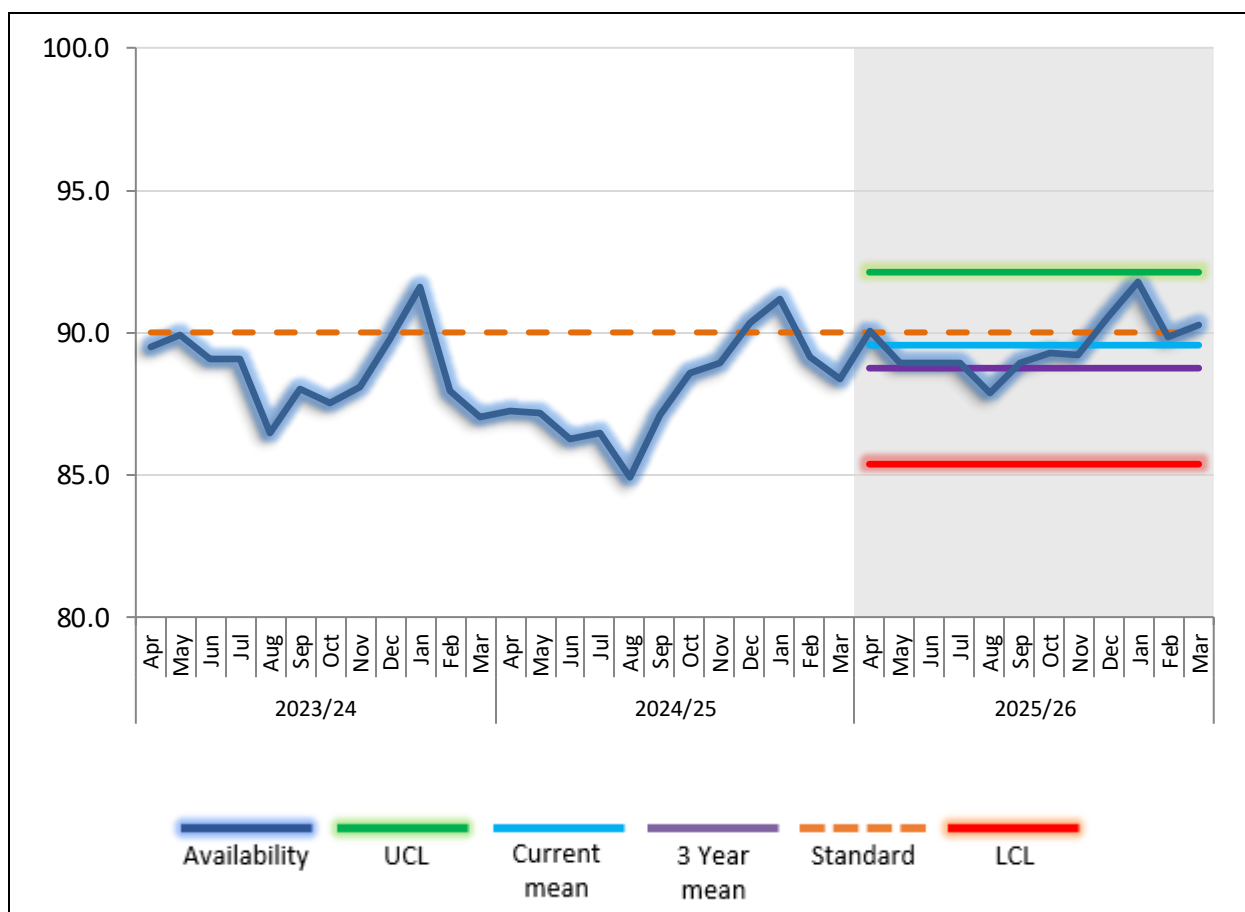
and nationally, are focused on addressing these key issues. Within the Service, considerable initiatives are underway to enhance recruitment, training, retention, and the wider use of on-call personnel, all while maintaining realistic role expectations given the limited training hours available each week.

The table below shows the availability achieved in each quarter over the 2025-26 year. The total availability over 2025-26 was 89.55%, slightly below the 90% target. However, availability has increased over the year with the latest quarter being above the standard.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	2025-26
89.32%	88.58%	89.67%	90.67%	89.55%

Table 1 – pump availability by quarter of 2025-26

Four months of the year recorded above the standard: April 90.08%, December 90.53%, January 91.78%, and March 90.29%.



*UCL – Upper Control Limit and LCL – Lower Control Limit.

The Service KPI change appears to provide an appropriate balance of oversight and ambition for fire engines crewed by both WT and OC firefighters. The 90% availability performance standard is supplemented by further internal KPIs for use by local managers to drive contractual performance and ensure value for money.

Recommendations

Members are recommended to maintain the combined 90% first pump availability target across the 39 fire stations in Lancashire.

Business risk

Low – the Service is currently below the target for availability, however, the availability standard of 90% ensures that fire cover distribution can be appropriately measured and reported, using KPIs that are specific, measurable and achievable, and tailored towards managing the risk that exists across the county.

Furthermore, the current approach is consistent with the measurement of 1st pump response times to incidents and the Dynamic Cover Tool system which is based upon covering 39 risk areas within Lancashire.

Local and national work is underway to address OC challenges, and the introduction of the Dynamic Cover Tool at North West Fire Control has mitigated Service risk by aiding the deployment of resources more efficiently.

Sustainability or Environmental Impact

Negligible – overall appliance numbers remain, hence little environmental impacts, positive or negative arise from this availability KPI.

Equality and Diversity Implications

None

Data Protection (GDPR)

None

HR implications

None

Legal implications

None

Financial implications

None

Local Government (Access to Information) Act 1985

List of background papers

Paper: Planning Committee Agenda Item: Measuring Progress - Fire Engine Availability
- KPI Review

Date: 17 July 2023

Contact:

Reason for inclusion in Part 2 if appropriate:

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