Dynamic Resource Management

Contents

Introduction

1. Lancashire Fire and Rescue Service (LFRS) has robust systems in place to monitor, manage, and dynamically deploy our fire engines and firefighters to respond to emergencies across Lancashire.

2. There are 58 fire engines and a number of specialist appliances in the county however some are often unavailable due to many reasons: ongoing incidents; training; maintenance; leave or sickness absence; unavailability of on-call staff; and other operational reasons.

3. When there is a crewing shortage, we take steps to keep a fire engine or specialist appliance available, by bringing in firefighters from other stations (we call this detaching) or on overtime.

4. With improved technology and access to more comprehensive data, we now have a greater understanding of fire risk across Lancashire. As a result, we have changed this approach to ensure sufficient resources are available in the areas that need them and reduce unnecessary overtime.

5. Firefighters who crew a second fire engine may be detached to maintain the availability of a first fire engine somewhere else, making that fire engine temporarily unavailable. This only occurs when the first fire engine is available as well as other fire engines in the area and this ensures we maintain a balanced level of fire cover across the county.

6. This forms part of a dynamic, risk-based approach to managing resources effectively.

7. Lancashire Fire and Rescue Service continually assesses and adjusts our operational resources to ensure the best possible emergency response across the county.

8. Using technology, we can see at any given time where live incidents are located, which fire engines are attending, which fire engines are available, and which are temporarily offline for training, maintenance, or crewing. This data is combined with five years' previous incident data to highlight community risk, enabling us to position fire engines in precisely the locations they are needed.

9. Every decision we make is guided by our commitment to public safety. Whether it is moving a fire engine to cover a neighbouring area or investing in new technology, our goal is always the same: to ensure that every community in Lancashire receives a timely and effective emergency response.

10. The Dynamic Resource Management (DRM) policy came into effect on 01 July 2025, it is a policy which provides steps which can be taken prior to using overtime to fill shortfalls, such as redistributing the crew from second fire engines at 2 pump wholetime stations where there is adequate fire cover in the area.

11. The four, two pump wholetime stations within LFRS are Blackburn, Blackpool, Burnley, and Preston. DRM will only be enacted if the first fire engine at that station and neighbouring station(s) are available, the table below highlights which engines must be available to enact DRM:

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

Frequency of DRM Use

Engine	# DRM Q2	% DRM
Blackpool	40	22%
Preston	34	18%
Blackburn	22	12%
Burnley	28	15%
Total	124	17%

*Data from 01/07/25 – 30/09/2025

12. DRM has been used a total of 124 times in Q2. 124 occasions out of a total of 736 available shifts across the four stations in that timeframe, representing DRM being enacted on 17% of available shifts.

Impact on Critical Fire Response

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

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

14. When reviewing our critical fire response times and any impacts since DRM has been initiated, there has been no detrimental impact on any incident outcomes. In the current year, there have been fewer fires in low and medium risk LSOAs and an increase in high and very high risk LSOAs, when compared to the previous year. Across the four stations where DRM is enacted, response times have improved when compared to the same period last year, (by 20 seconds) in all but the low-risk category, though this remains substantially under the 12-minute average response time target. Since DRM was introduced at the start of quarter 2 (Q2), overall response times at DRM stations have increased by 6 seconds compared with Q2 2024, whereas response times across all stations over the same period have increased by 20 seconds, highlighting that DRM has not had substantial impacts on our ability to meet the published response standards.

DRM Stations												
Critical Fire Response	Target (Mins)	2024/25				2025/26				Previous Year to Date		Year to Date	
		Q1	Incs	Q2	Incs	Q1	Incs	Q2	Incs	mm:ss	Incs	mm:ss	Incs
L	12	07:41	20	07:57	16	07:07	11	08:42	12	07:48	36	**07:56**	**23**
M	10	06:23	51	06:03	44	05:46	45	06:09	44	06:14	95	**05:57**	**89**
H	8	06:13	11	05:39	9	05:21	14	06:11	10	05:58	20	**05:42**	**24**
VH	6	05:36	6	05:38	7	05:50	11	04:35	5	05:37	13	**05:27**	**16**
Overall		**06:36**	**88**	**06:22**	**76**	**05:53**	**81**	**06:28**	**71**	**06:30**	**164**	**06:10**	**152**

Blackburn Station												
Critical Fire Response	Target (mins)	**2024/2025**				**2025/2026**				**Previous Year to Date**		**Year to Date**	
		Q1	**Incs**	**Q2**	**Incs**	**Q1**	**Incs**	**Q2**	**Incs**	**mm:ss**	**Incs**	**mm:ss**	**Incs**
L	12	10:21	4	09:29	3	07:12	3	10:10	6	09:58	7	**09:11**	**9**
M	10	06:36	16	06:32	13	06:46	12	06:20	21	06:34	29	**06:30**	**33**
H	8	05:49	3	05:55	2	03:38	1	05:11	2	05:51	5	**04:40**	**3**
VH	6	-	0	-	0	-	0	-	0	-	0	**-**	**0**
Overall		**07:09**	**23**	**06:57**	**18**	**06:39**	**16**	**07:03**	**29**	**07:04**	**41**	**06:55**	**45**

Blackpool Station												
Critical Fire Response	Target (mins)	**2024/2025**				**2025/2026**				**Previous Year to Date**		**Year to Date**	
		Q1	**Incs**	**Q2**	**Incs**	**Q1**	**Incs**	**Q2**	**Incs**	**mm:ss**	**Incs**	**mm:ss**	**Incs**
L	12	07:16	8	08:13	7	04:03	1	07:26	4	07:43	15	**06:45**	**5**
M	10	05:46	11	07:48	6	05:07	19	05:38	8	06:29	17	**05:16**	**27**
H	8	05:20	6	05:38	4	07:07	1	05:30	3	05:27	10	**05:54**	**4**
VH	6	05:26	4	05:31	3	05:19	8	04:35	5	05:28	7	**05:02**	**13**
Overall		**06:03**	**29**	**07:10**	**20**	**05:12**	**29**	**05:42**	**20**	**06:30**	**49**	**05:24**	**49**

Burnley Station												
Critical Fire Response	Target (mins)	**2024/2025**				**2025/2026**				**Previous Year to Date**		**Year to Date**	
		Q1	**Incs**	**Q2**	**Incs**	**Q1**	**Incs**	**Q2**	**Incs**	**mm:ss**	**Incs**	**mm:ss**	**Incs**
L	12	04:56	3	08:30	2	08:58	4	-	0	06:21	5	**08:58**	**4**
M	10	06:16	15	04:48	15	05:37	5	06:03	10	05:32	30	**05:54**	**15**
H	8	-	0	05:28	1	05:10	7	06:56	4	05:28	1	**05:49**	**11**
VH	6	03:09	1	04:00	2	-	0	-	0	03:43	3	**-**	**0**
Overall		**05:53**	**19**	**05:08**	**20**	**06:15**	**16**	**06:18**	**14**	**05:30**	**39**	**06:17**	**30**

Preston Station												
Critical Fire Response	Target (mins)	**2024/2025**				**2025/2026**				**Previous Year to Date**		**Year to Date**	
		Q1	**Incs**	**Q2**	**Incs**	**Q1**	**Incs**	**Q2**	**Incs**	**mm:ss**	**Incs**	**mm:ss**	**Incs**
L	12	07:51	5	06:02	4	05:34	3	06:49	2	07:02	9	**06:04**	**5**
M	10	06:57	9	06:16	10	05:52	9	06:26	7	06:36	19	**06:07**	**16**
H	8	09:29	2	05:29	2	05:37	5	07:56	5	07:29	4	**06:47**	**10**
VH	6	08:40	1	07:25	2	07:14	3	-	0	07:50	3	**07:14**	**3**
Overall		**07:37**	**17**	**06:16**	**18**	**05:58**	**20**	**07:01**	**14**	**06:55**	**35**	**06:24**	**34**

All LFRS Stations												
Critical Fire Response	Target (mins)	**2024/2025**				**2025/2026**				**Previous Year to Date**		**Year to Date**	
		Q1	**Incs**	**Q2**	**Incs**	**Q1**	**Incs**	**Q2**	**Incs**	**mm:ss**	**Incs**	**mm:ss**	**Incs**
L	12	08:51	20	09:02	16	09:07	11	09:21	12	08:57	36	**09:14**	**23**
M	10	07:00	51	06:54	44	07:05	45	07:07	46	06:58	95	**07:06**	**91**
H	8	07:12	11	06:35	9	05:37	14	06:38	14	06:53	20	**06:07**	**28**
VH	6	06:02	6	05:55	7	05:49	11	05:00	5	05:59	13	**05:31**	**16**
Overall		**07:40**	**88**	**07:42**	**76**	**07:38**	**81**	**08:02**	**77**	**07:41**	**164**	**07:49**	**158**

Impact on Critical Special Service Response

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

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

16. When reviewing our critical special service response times and any impacts since DRM has been initiated, there has been little impact as a direct result of DRM. In Q2 2025, there were 204 critical special service incidents within the 4 station areas where DRM occurs. Since DRM was introduced at the start of Q2, overall response times at DRM stations have increased by 52 seconds compared with Q2 2024, whereas response times across all stations over the same period have increased by 11 seconds. Whilst this is a higher increase than overall, our response times remain substantially under the 13-minute average response time target, and our Key Performance Indicator demonstrates that performance levels continue to be met since the introduction of DRM.

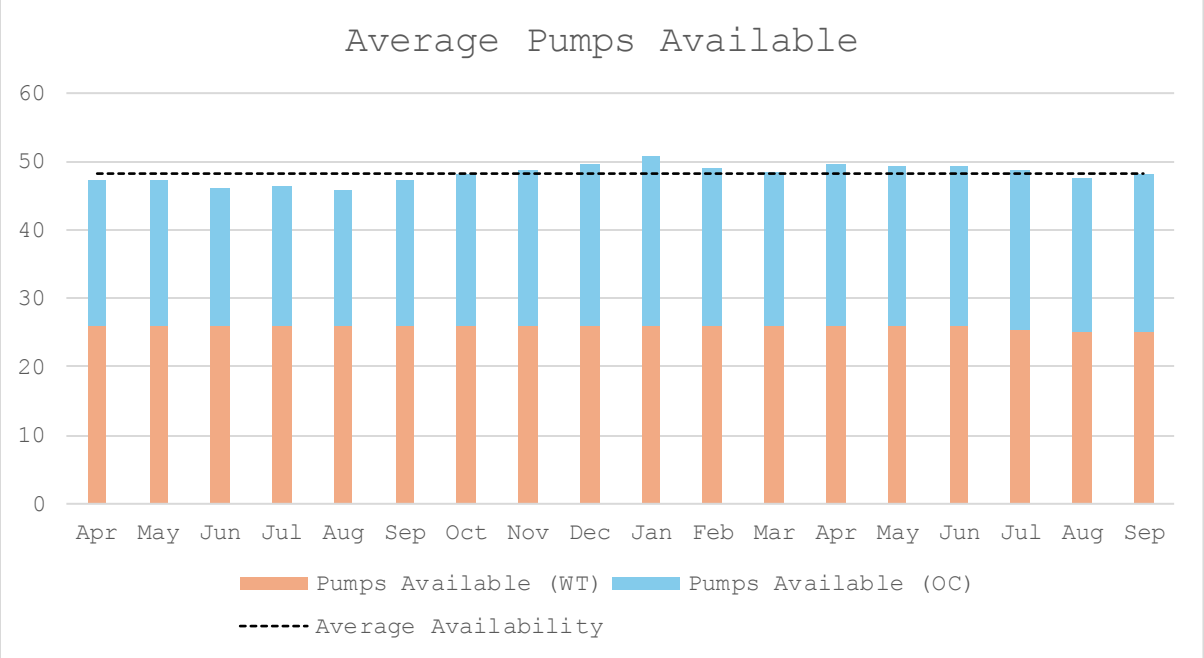
Critical SSC Response	Target (mins)	2024/25				2025/26				Previous Year to Date		Year to Date	
		Q1	Incs	Q2	Incs	Q1	Incs	Q2	Incs	mm:ss	Incs	mm:ss	Incs
Blackburn	13	08:12	66	07:54	56	09:01	53	09:09	61	09:05	114	**08:16**	**98**
Blackpool		06:47	56	06:40	47	07:38	62	06:48	52	07:15	114	**09:05**	**114**
Burnley		07:18	48	06:50	44	07:28	35	08:12	42	07:52	77	**07:15**	**114**
Preston		07:46	45	08:45	54	07:57	49	09:40	49	08:48	98	**07:52**	**77**
DRM Stations		**07:32**	**215**	**07:37**	**201**	**08:03**	**199**	**08:29**	**204**	**08:16**	**416**	**08:48**	**403**
LFRS Overall		**08:22**	**716**	**08:36**	**690**	**08:38**	**666**	**08:47**	**681**	**08:29**	**1406**	**08:42**	**1347**

Average Engine Availability

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

	Apr 24	May 24	Jun 24	Jul 24	Aug 24	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	Apr 25	May 25	Jun 25	Jul 25	Aug 25	Sep 25	Available
Pumps Avail (OC)	21	21	20	20	20	21	22	23	24	25	23	22	24	24	23	23	23	23	**22**
Pumps Avail (WT)	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	25	25	25	**26**
Pumps Avail (All)	47	47	46	46	46	47	48	49	50	51	49	48	50	50	49	49	48	49	**48**

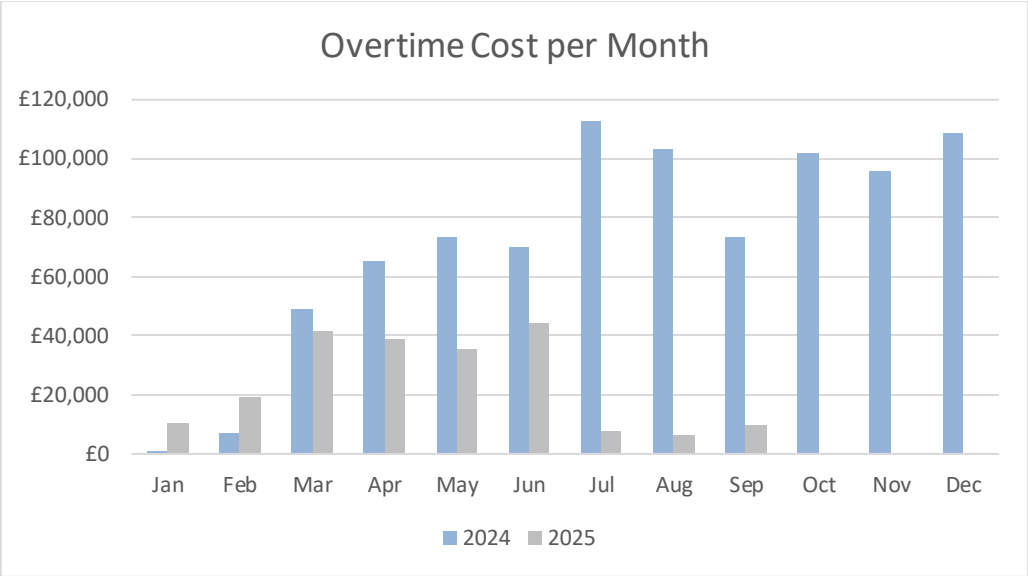
18. The average number of Wholetime fire engines available has reduced by one from 01 July 2025, On-Call fire engine availability has increased and whilst there is typically a drop in availability over the summer periods, there is still a significant upward trend compared to the 2024 summer period. Combined availability has resulted in LFRS maintaining an average of 48 fire engines available at any one time since DRM has been instigated, which is higher than the average availability over the same period last year.



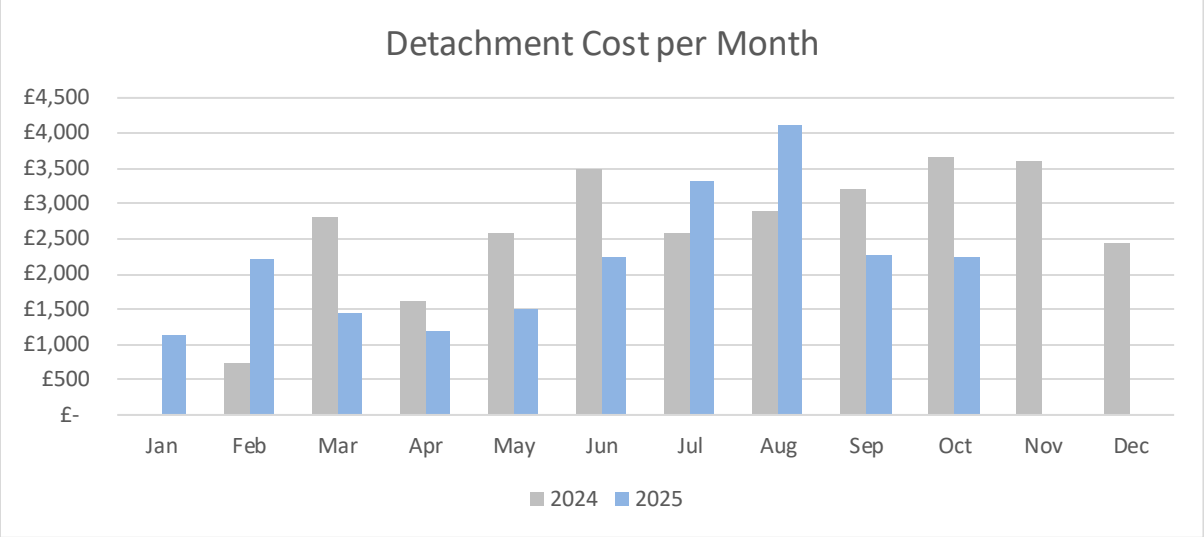
Financial Impact

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

20. The number of overtime shifts/activities recorded in Q2 2025, is 56. This is compared with 778 in Q2 2024.



21. 56 overtime shifts across the three months represents a cost of £24,166. For the same period in 2024, the overtime bill was £289,342, this equates to a saving of £265,175. This figure includes on-costs (such as national insurance) and is for overtime shifts directly related to maintaining fire engine availability. To enable direct comparison, one pay figure has been used (2025), therefore the 2024 cost will be slightly over reported.



22. Average detachments have been increasing year on year, and the number of detachments has increased over the same period in 2025 compared to 2024. This is to be expected with DRM as staff are detached to cover shortfalls at other stations. When staff go on detachments overtime or time owing is incurred for travel to and from each detachment. This is capped at a total of 3 hours and can be taken as time or payment, the costs of detachments are significantly less than a full overtime shift. Detached duty payments for Q2 were £11,200. In 2024 the cost of detachments in Q2 was £10,000 (equivalent including pay rise), representing a 12% increase in 2025.

23. The actual numbers of detachments in Q2 2025 rose by 19% from 1197 in 2024, to 1420 in 2025. This shows that more firefighters are choosing to take time rather than payment than in 2024, which may ultimately have a detrimental impact on staff availability due to taking this time back.

Impact on Prevention and Protection Activity

24. Enacting DRM and temporarily removing a resource from a two-pump station for a shift is anticipated to reduce the available time to complete prevention and protection activity. Overall, LFRS operational crews carried out 20% less Business Fire Safety Checks (BFSC) in Q2 2025/26 compared with Q2 2024/25, and 14% less Home Fire Safety Checks (HFSC) over the same period. Stations eligible for DRM have experienced a similar drop in BFSC numbers but a substantial drop in HFSC numbers (-28%). It is anticipated that enacting DRM will impact the activity at neighbouring stations due to an increase in mobilisations. This appears to be supported, as shown in the table below, DRM and

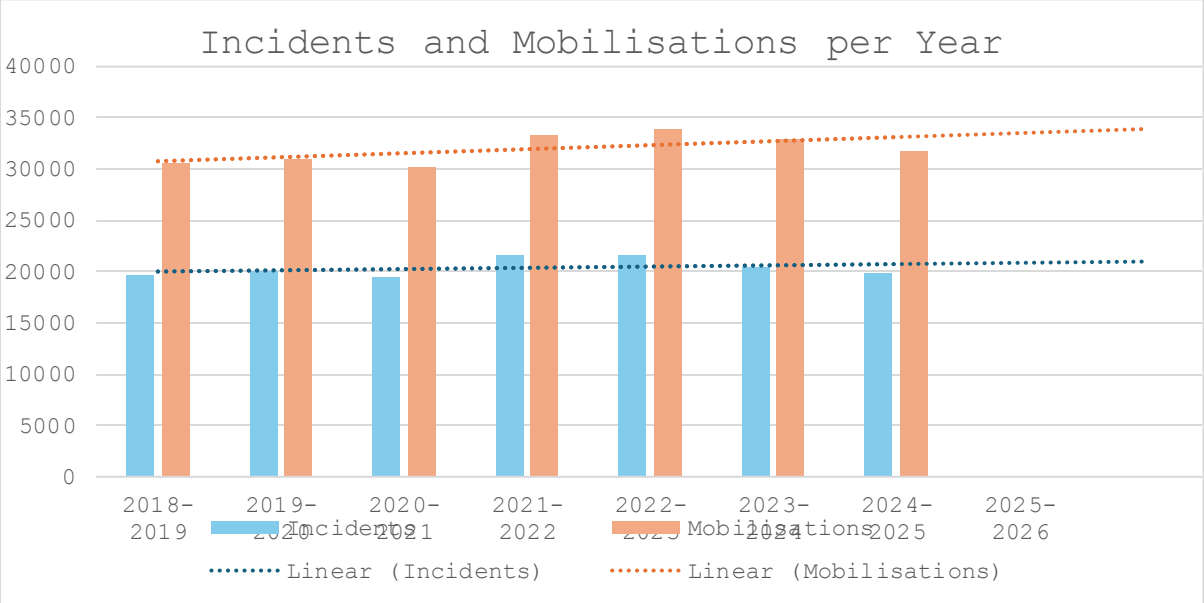
neighbouring stations experienced a similar drop in BFSC as other stations, but a drop of 22% in HFSC, substantially greater than the overall reduction.

2024/25 – 2025/26 Q2 Comparison	% Change	
Stations	**BFSC**	**HFSC**
All Ops	-20%	-14%
DRM Stations	-17%	-28%
DRM & Neighbouring Stations	-18%	-22%
Non-DRM Stations	-23%	-9%

Impact Other Resources (mobilisations)

25. By removing an appliance for a full shift, it is assumed that incident activity (mobilisations) will increase for the remaining, and neighbouring appliances. As can be seen by the trend lines (linear) in the chart below, incidents have been increasing slightly year on year since 2018/19. Mobilisations have also been increasing, but at a greater rate.

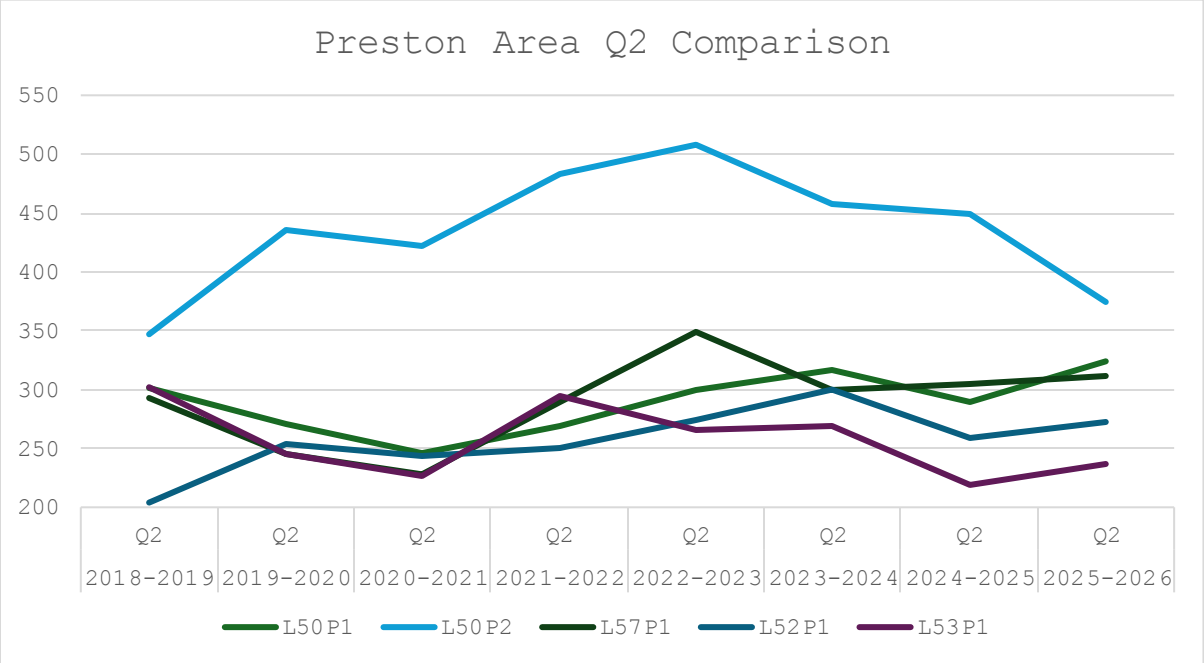
26. Beyond prevention activities, Lancashire FRS has little control over the number of incidents which it faces annually (see 26). However, policy decisions can have an impact on the number of mobilisations. One example is the Automatic Fire Alarm (AFA) policy which has been amended over recent years to remove non-life risk premises.



Preston Area Impacts

27. Comparing Preston Q2 over the previous eight years, as expected, Preston L50P2 has been mobilised 68 times less than expected; whilst Preston L50P1, Penwortham L57P1 and Fulwood L52P1 have all experienced increases in mobilisations, though only Preston L50P1 has been out of the expected range of deviation. Bamber Bridge L53P1 has experienced a reduction in mobilisations, whilst within the expected deviation, it is nonetheless surprising and potentially indicates that Penwortham has picked up more of Preston's mobilisations than Fulwood. This may be attributed to Fulwood being On Call at night.

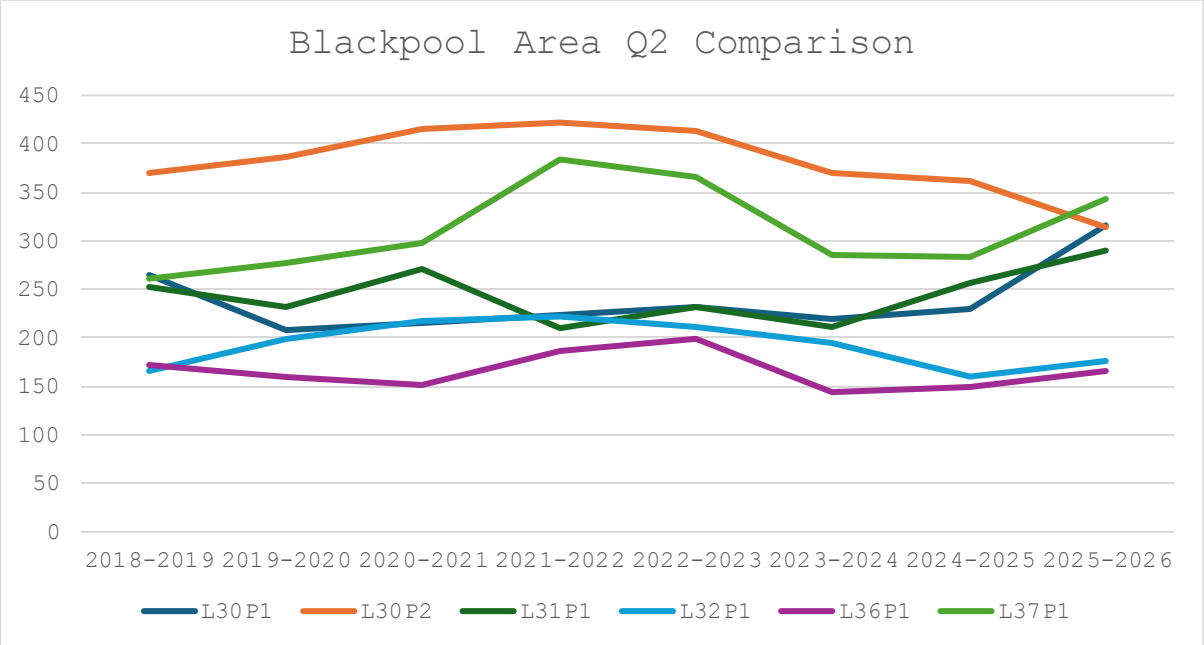
Fiscal Year	Quarter	L50P1	L50P2	L57P1	L52P1	L53P1
2018-2019	Q2	302	347	293	204	302
2019-2020	Q2	270	435	246	253	246
2020-2021	Q2	246	422	228	244	227
2021-2022	Q2	269	483	289	251	294
2022-2023	Q2	300	508	349	274	266
2023-2024	Q2	316	457	300	300	269
2024-2025	Q2	289	449	305	259	219
2025-2026	Q2	324	375	312	272	236
Avg 2018/19-2024/25		285	443	287	255	260
Std Dev 2018/19-2024/25		22	47	37	27	29
Deviation 2025/26		39	-68	25	17	-24



Blackpool Area Impacts

28. Comparing Blackpool area Q2 mobilisations over the previous eight years, as expected, Blackpool L30P2 has experienced reduced mobilisations at 77 fewer than average, which is over three times the standard deviation. The majority of these mobilisations appear to have been absorbed by L30P1 and Bispham L31P1, with South Shore, St. Annes and Fleetwood all within expected activity levels. Fleetwood L32P1 is the only appliance not at a DRM station in Western area to have experienced fewer than average mobilisations.

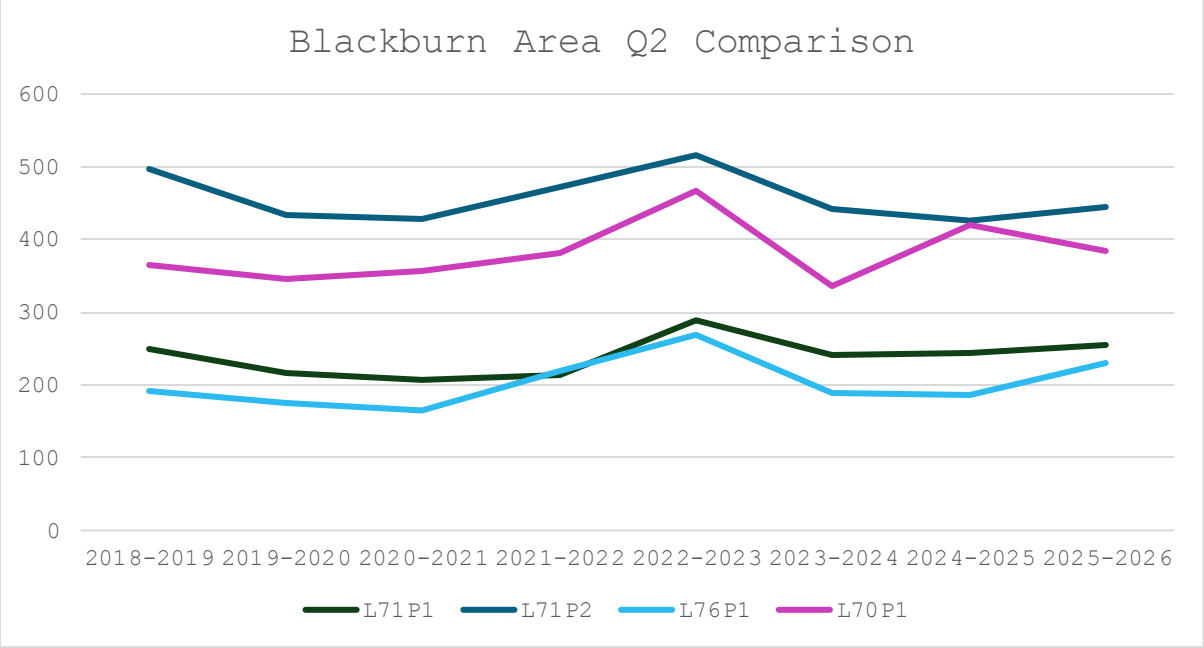
Fiscal Year	Quarter	L30P1	L30P2	L31P1	L32P1	L36P1	L37P1
2018-2019	Q2	265	370	253	165	171	261
2019-2020	Q2	208	387	231	198	160	278
2020-2021	Q2	215	416	270	217	151	298
2021-2022	Q2	223	422	210	222	186	384
2022-2023	Q2	232	413	231	211	199	365
2023-2024	Q2	220	370	211	195	144	286
2024-2025	Q2	230	362	256	160	149	284
2025-2026	Q2	316	314	290	177	166	344
Avg 2018/19-2024/25		228	391	237	195	166	308
Std Dev 2018/19-2024/25		17	23	21	23	19	44
Deviation 2025/26		88	-77	53	-18	0	36



Blackburn Area Impacts

29. Comparing Q2 mobilisations in Blackburn and neighbouring stations over the previous eight years, in Q2 2025/26 Blackburn L71P2 has experienced less than average mobilisations, but at 16 less than average, this is well within standard deviation. All other stations have had expected numbers of mobilisations, with Darwen L76P1 receiving the greatest increase.

Fiscal Year	Quarter	L71P1	L71P2	L76P1	L70P1
2018-2019	Q2	250	498	193	366
2019-2020	Q2	217	434	175	345
2020-2021	Q2	207	429	165	358
2021-2022	Q2	214	472	220	382
2022-2023	Q2	289	516	269	467
2023-2024	Q2	242	442	190	336
2024-2025	Q2	244	426	185	421
2025-2026	Q2	255	444	231	384
	Avg 2018/19-2024/25	238	460	200	382
	Std Dev 2018/19-2024/25	26	33	32	43
	Deviation 2025/26	17	-16	31	2



Burnley Area Impacts

30. Comparing Q2 mobilisations in Burnley and neighbouring station over the previous eight years, Burnley L90P2 has received 69 fewer mobilisations than average, almost double the standard deviation for that appliance. Burnley L90P1 was mobilised 42 times over the average, 13 over the standard deviation. Nelson, L94P1 has experienced only two incidents over the expected average. It is hard to identify any other stations/appliances which have experienced an increase in mobilisations due to DRM at Burnley.

Fiscal Year	Quarter	L90P1	L90P2	L92P1	L94P1
2018-2019	Q2	202	322	73	259
2019-2020	Q2	184	377	67	220
2020-2021	Q2	145	318	65	228
2021-2022	Q2	182	327	53	293
2022-2023	Q2	230	427	66	297
2023-2024	Q2	154	313	42	253
2024-2025	Q2	195	348	36	237
2025-2026	Q2	227	278	54	257
Avg 2018/19-2024/25		185	347	57	255
Std Dev 2018/19-2024/25		27	38	13	28
Deviation 2025/26		42	-69	-3	2