

Lancashire Combined Fire Authority

Performance Committee

Meeting to be held on 11 March 2026

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

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Executive Summary

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

Recommendation

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

Information

As set out in the report.

Business Risk

High

Environmental Impact

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

Equality & Diversity Implications

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

HR Implications

Medium

Financial Implications

Medium

Legal Implications

None

Local Government (Access to Information) Act 1985

List of background papers

Paper:

Date:

Contact:

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



Lancashire Fire
and Rescue Service

Measuring Progress Performance Report

Quarter 3: October 2025 – December 2025

2025/26

Introduction

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

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

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Explanation of Performance Measures

KPI's 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 KPI's are measured against a range of set times.

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

^[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.

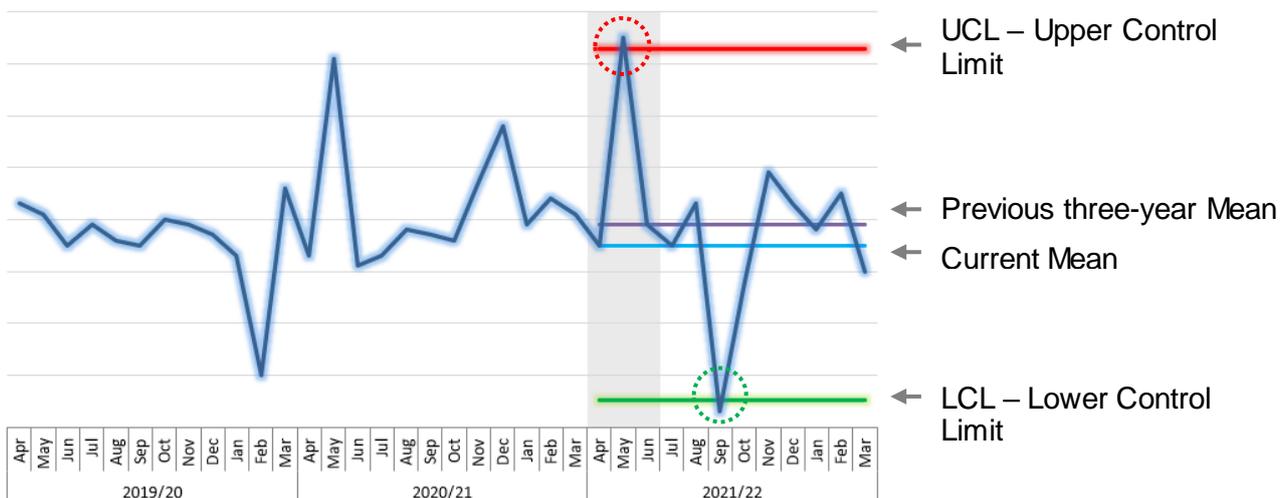
Activity is deemed to be within standard if it remains within set upper and lower limits. These limits are based upon the previous three years activity and are set using a statistically derived constant, approximately equivalent to three standard deviations.

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).



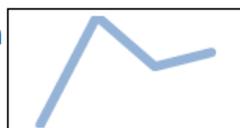
Performance Framework and indicator trends

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 KPI's is scrutinised every quarter at the Performance Committee.

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

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

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



within accepted limits



in positive exception



in negative exception



not applicable

KPI	Description	Progress	Page (s)
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 Wholetime (WT)		10
1.2.2	 Staff Absence On-Call (OC)		13
1.2.3	 Staff Absence Greenbook		14
1.3.1	 Workforce Diversity (as a %): Performance measure of how representative our staff are of our communities		17
1.3.2	 Workforce Diversity Recruited (as a %): Performance measure of our success in recruiting a diverse workforce		18
1.4	 Staff Accidents:		19

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

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

1.1 Overall Staff Engagement



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

Scope and definition:

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

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

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

Measurement/update:

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

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

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

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

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

Engagement index:

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

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

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

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

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

1.2.1 Staff Absence Wholetime (WT)

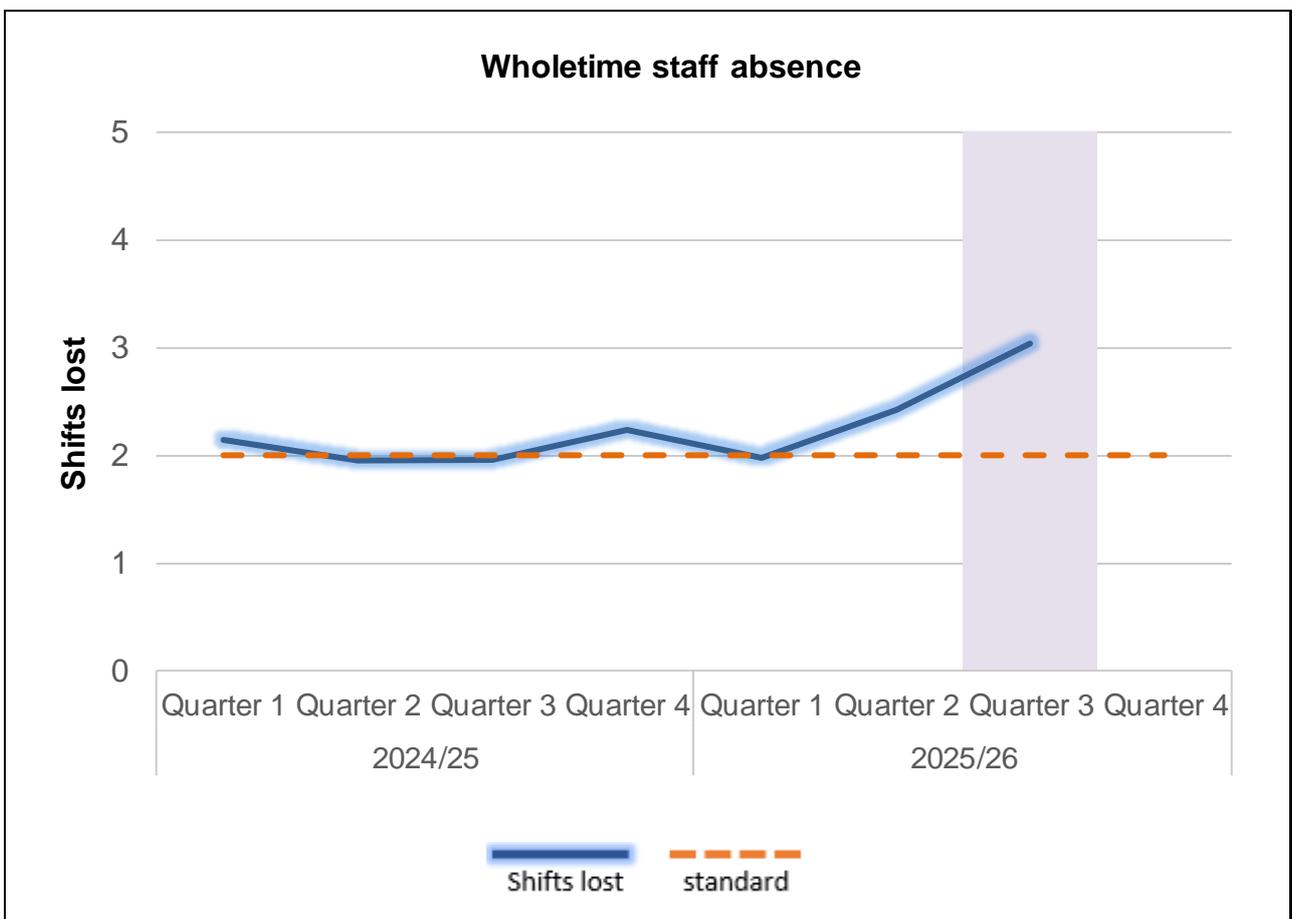


Quarter shifts lost
3.04

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

Annual Standard: Not more than 8 shifts lost.

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



Cumulative total number of shifts lost:

7.43

What are the reasons for an Exception report

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

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

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

Analysis

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

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

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

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

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

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

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

Measures the Service takes to manage absence

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

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

Formal review thresholds are triggered by:

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

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

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

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

1.2.2 Staff Absence On-Call (OC)

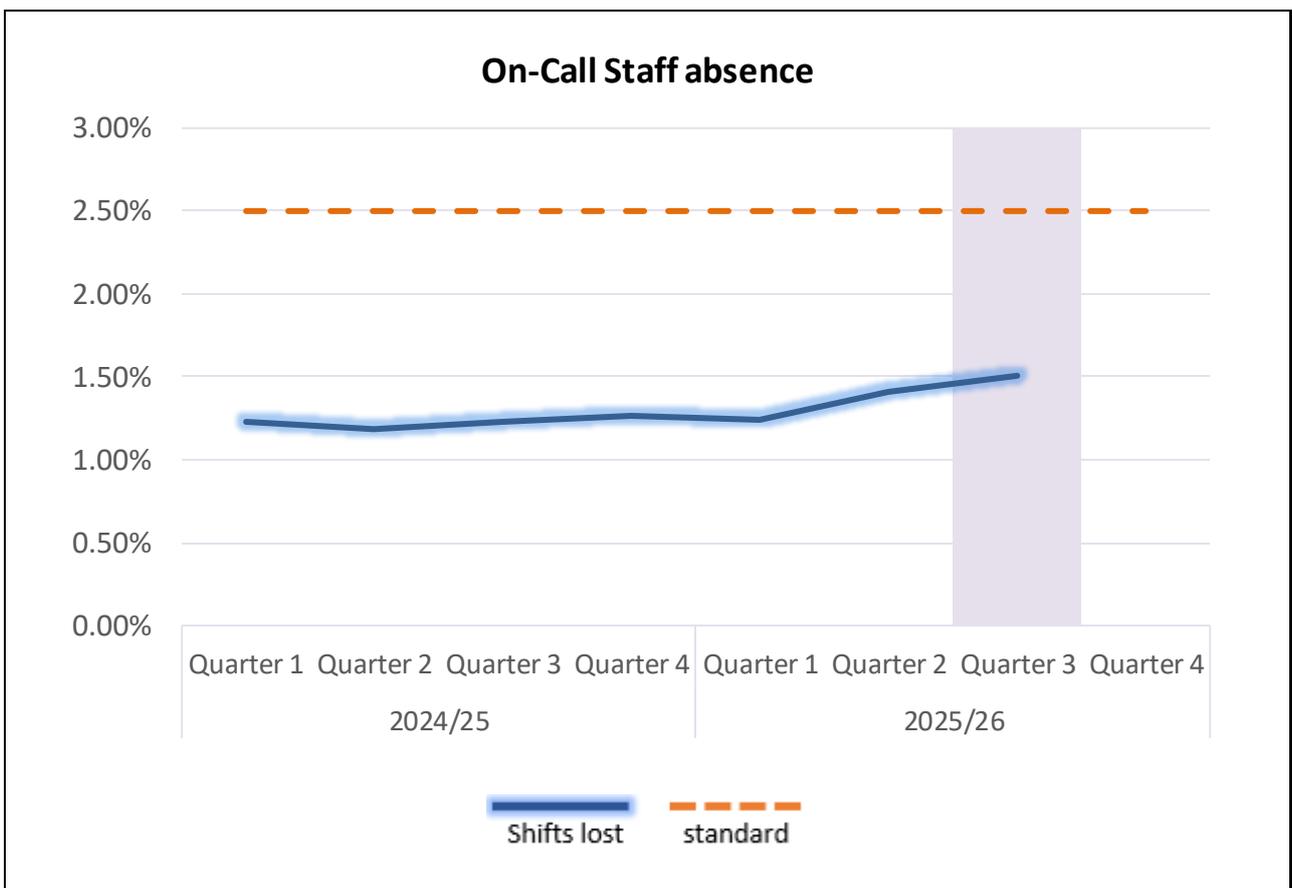


Cumulative Absence
1.51%

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

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

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



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

1.51%

1.2.3 Staff Absence Green Book

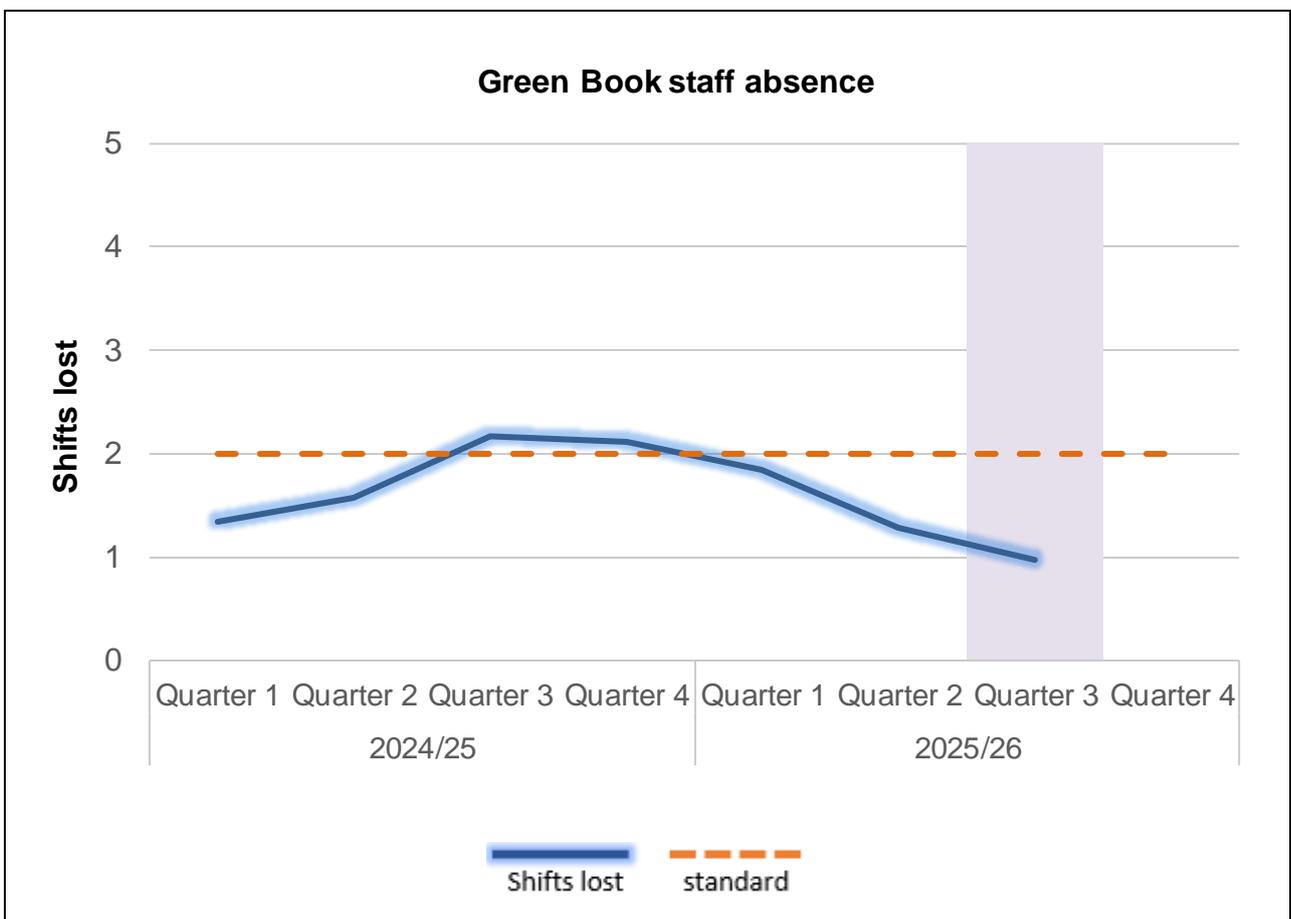


Quarter shifts lost
0.97

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

Annual Standard: Not more than 8 shifts lost.

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



Cumulative total number of shifts lost:

4.10

What are the reasons for an Exception report

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

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

Analysis

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

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

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

Reason	Case/s
Mental Health	2
Other absence types	2

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

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

Measures the Service takes to manage absence

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

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

Formal review thresholds are triggered by:

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

October 2025 – December 2025

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

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

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

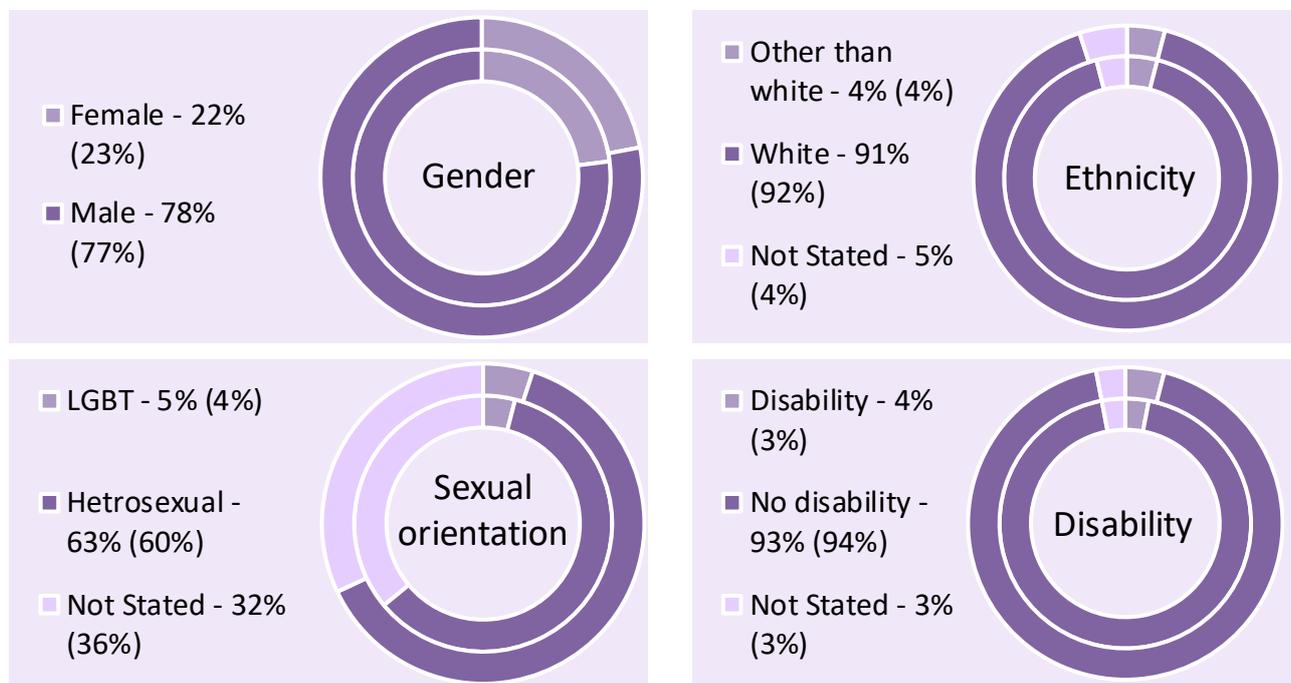
1.3.1 Workforce Diversity



Diversity Percentage
(Refer to charts)

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

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



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

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

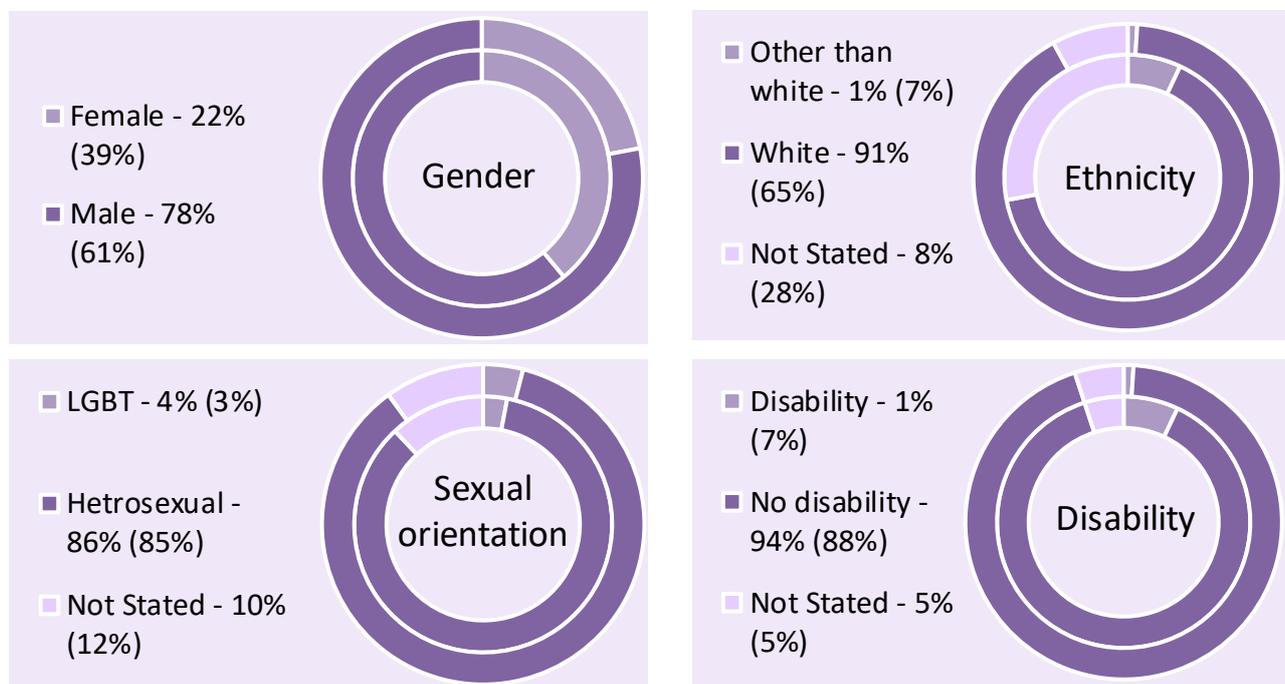
1.3.2 Workforce Diversity Recruited



Diversity Percentage
 (Refer to charts)

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

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



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

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

1.4 Staff Accidents



Activity
21

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

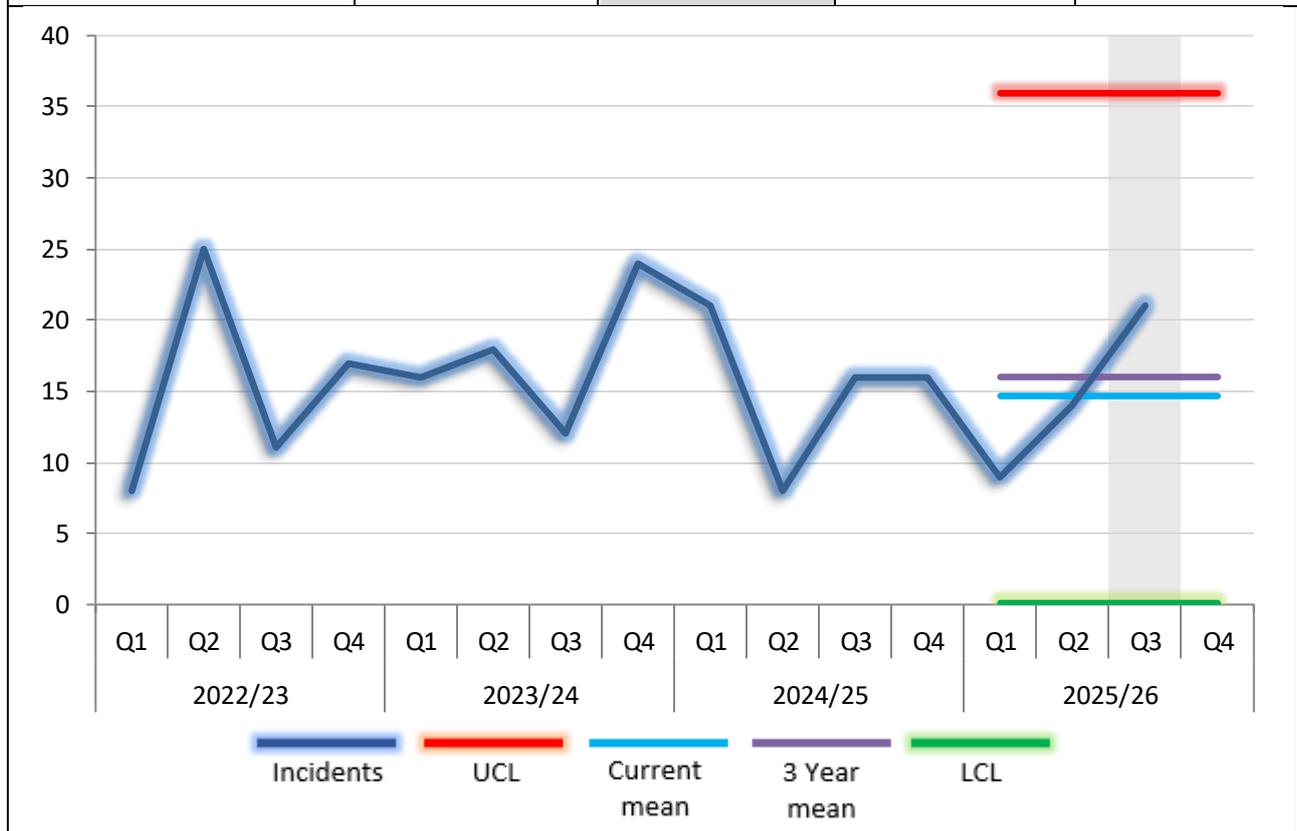
As part of our Health and Safety Management System we report and investigate all accidents which occur within LFRS to identify any learning opportunities which can contribute to improving our safety culture within the Service.

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

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

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

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

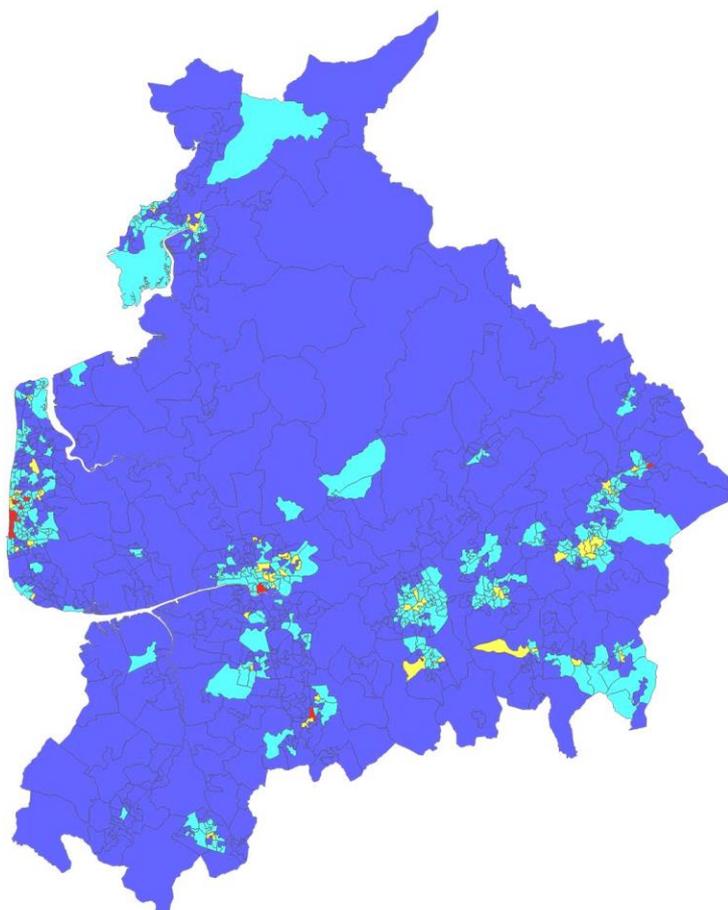


2.1 Risk Map		Risk Score 30,532
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This indicator measures the fire risk in each Super Output Area (SOA). Risk is determined using fire activity over the previous three fiscal years along with a range of demographic data, such as population and deprivation.

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

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



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

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

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

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

2025 score: 30,532

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

2.2 Overall Activity



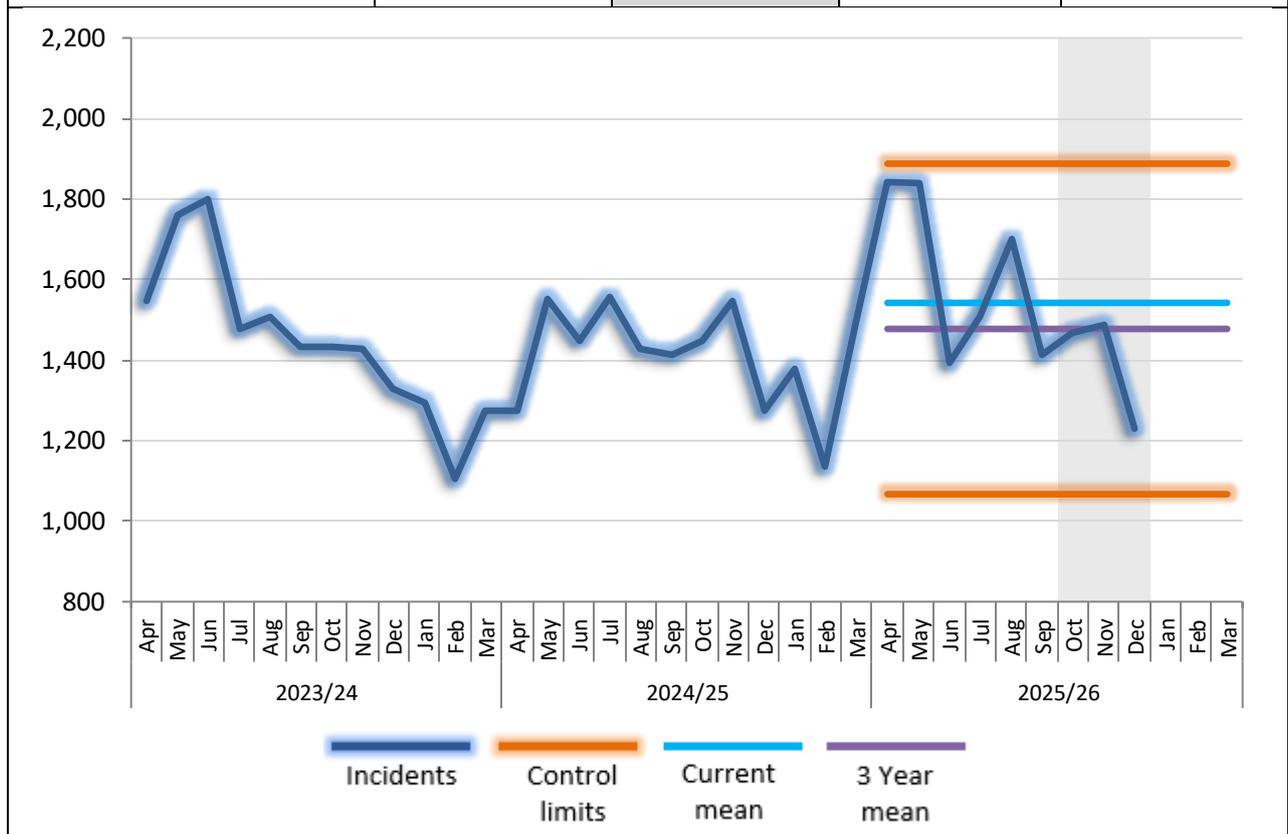
Quarter Activity
4,185

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

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

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

Incidents attended	Year to Date	2025/26 Quarter 3	Previous year to Date	2024/25 Quarter 3
	13,879	4,185	12,936	4,267



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

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

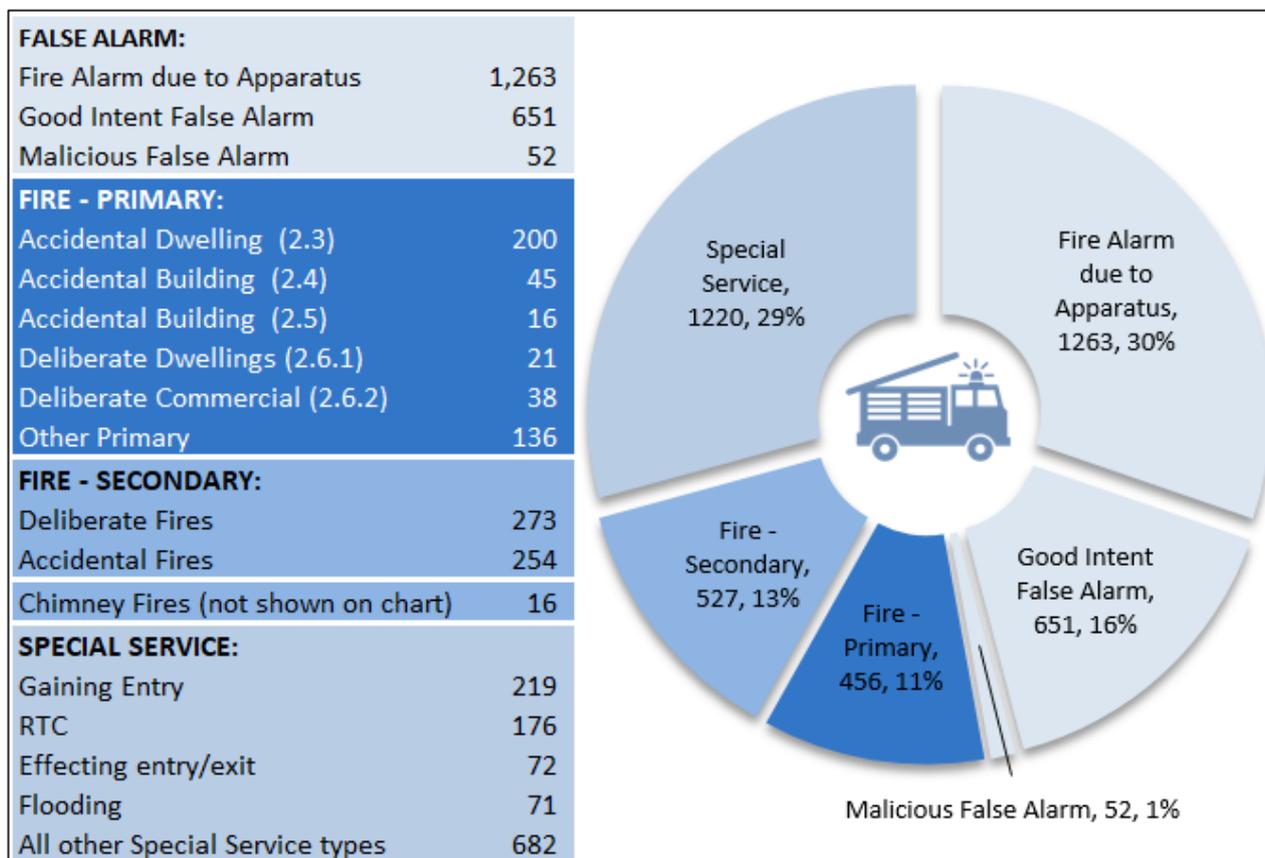
2.2 Overall Activity Breakdown



Quarter Activity
4,185

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

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



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

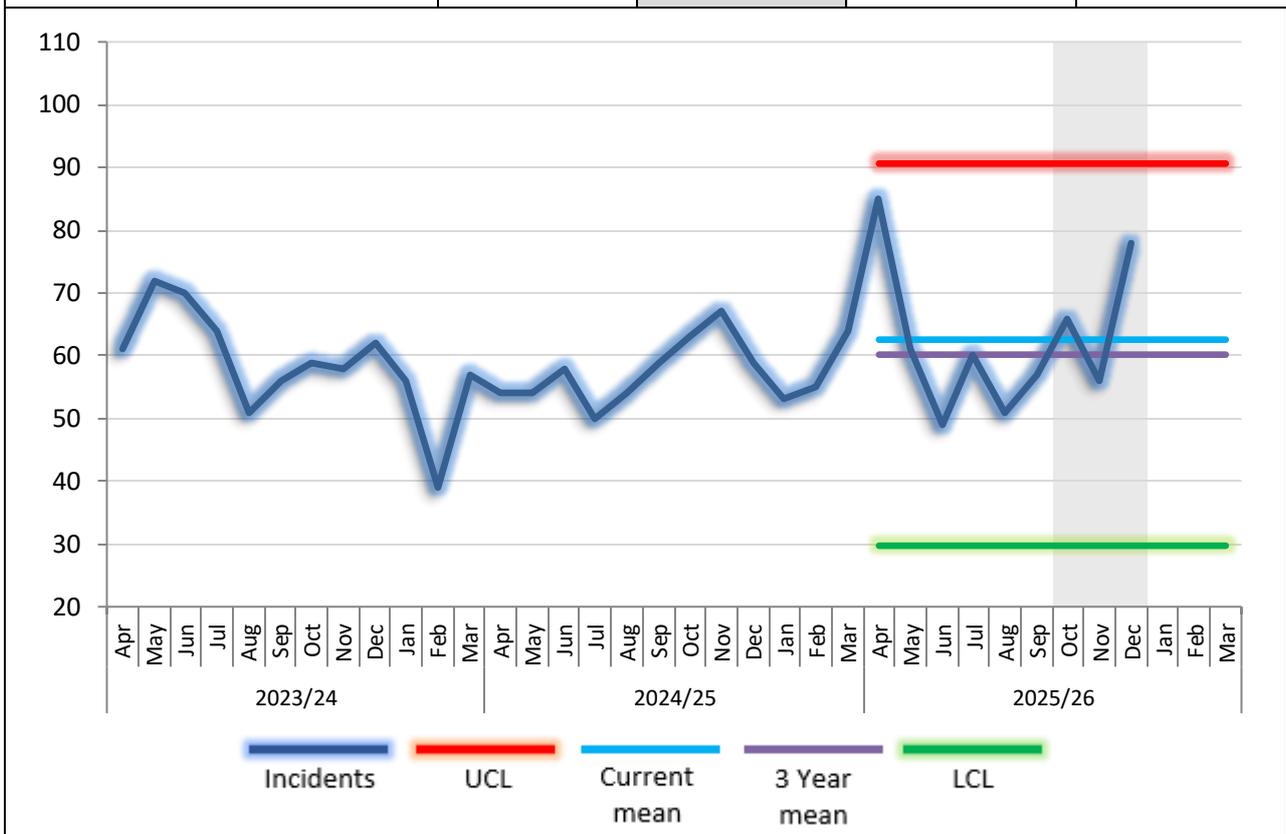
2.3 Accidental Dwelling Fires (ADF)  Quarter Activity 200

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

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

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

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



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

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

2.3.1 ADF – Harm to people: Casualties

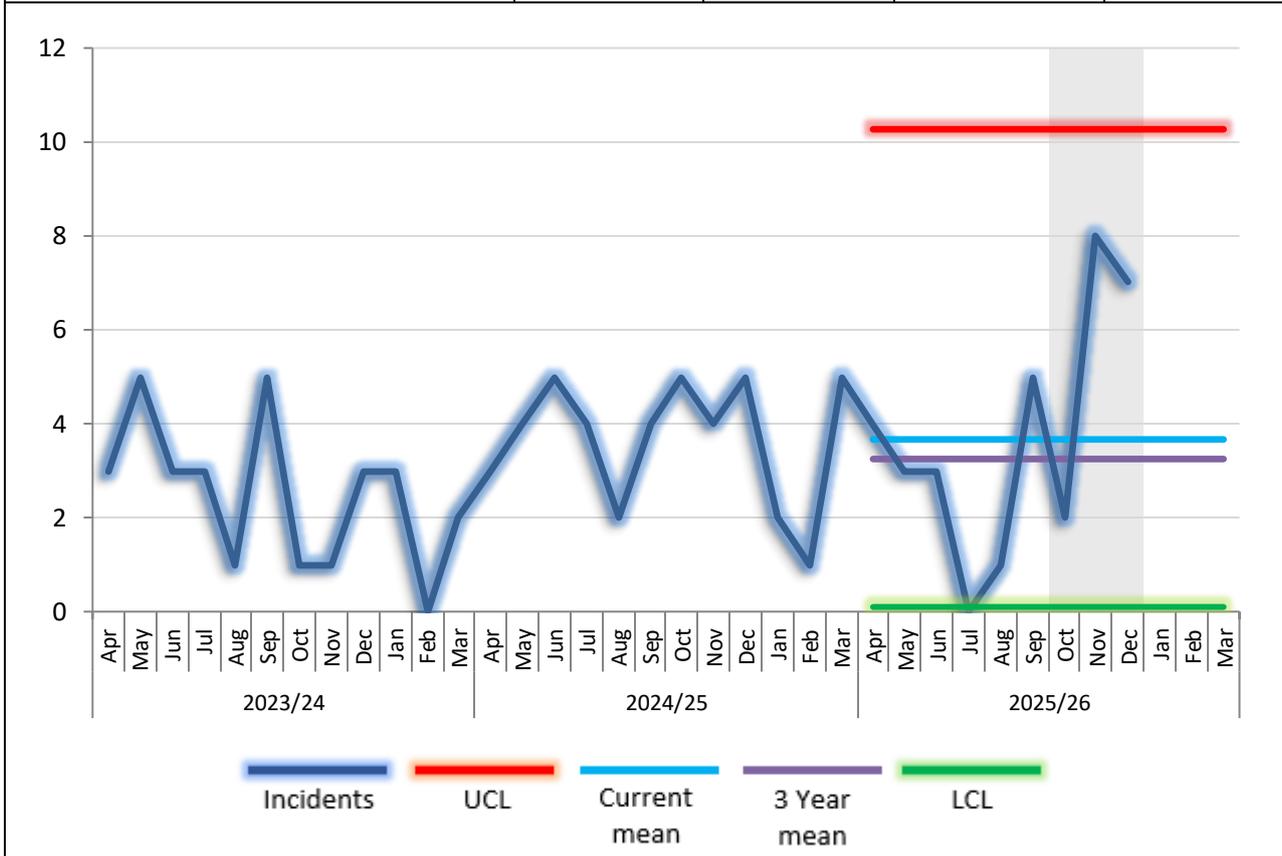


Quarter Activity
17

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

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

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



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

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

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



Quarter Percentage
86%

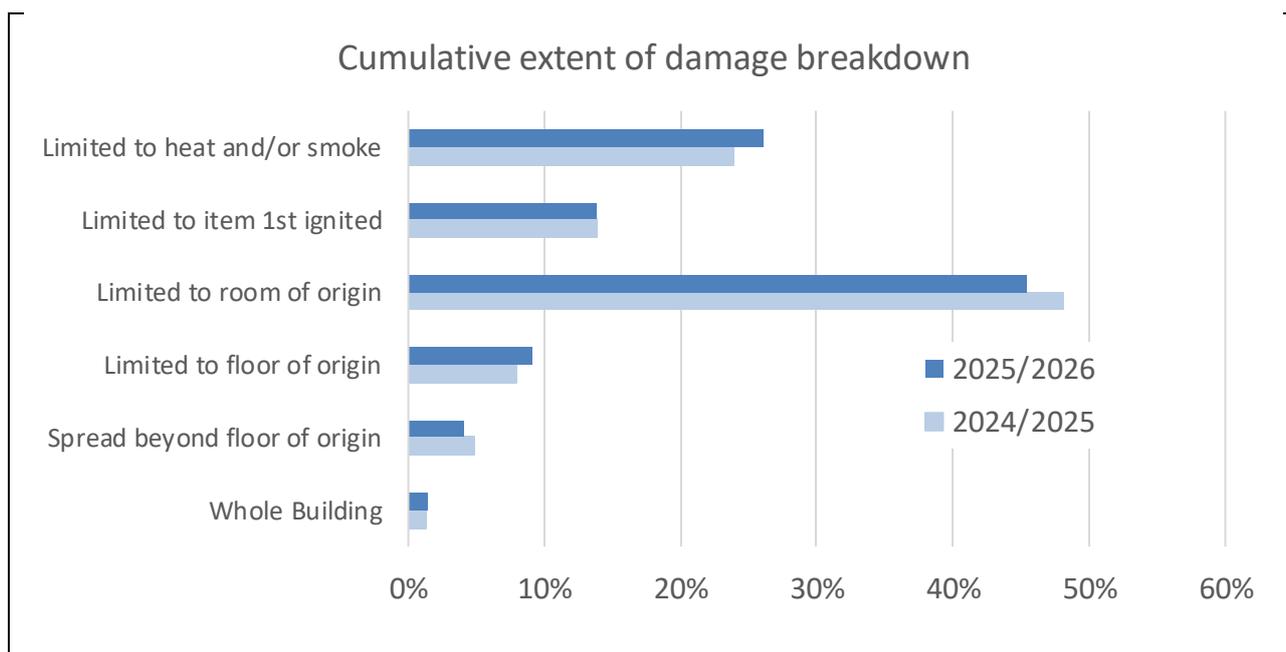
ADF criteria as 2.3. Extent of fire, heat and smoke damage is recorded at the time the STOP message is sent and includes all damage types.

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

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

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

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



2.4 Accidental Building Fires (ABF) - Commercial Premises



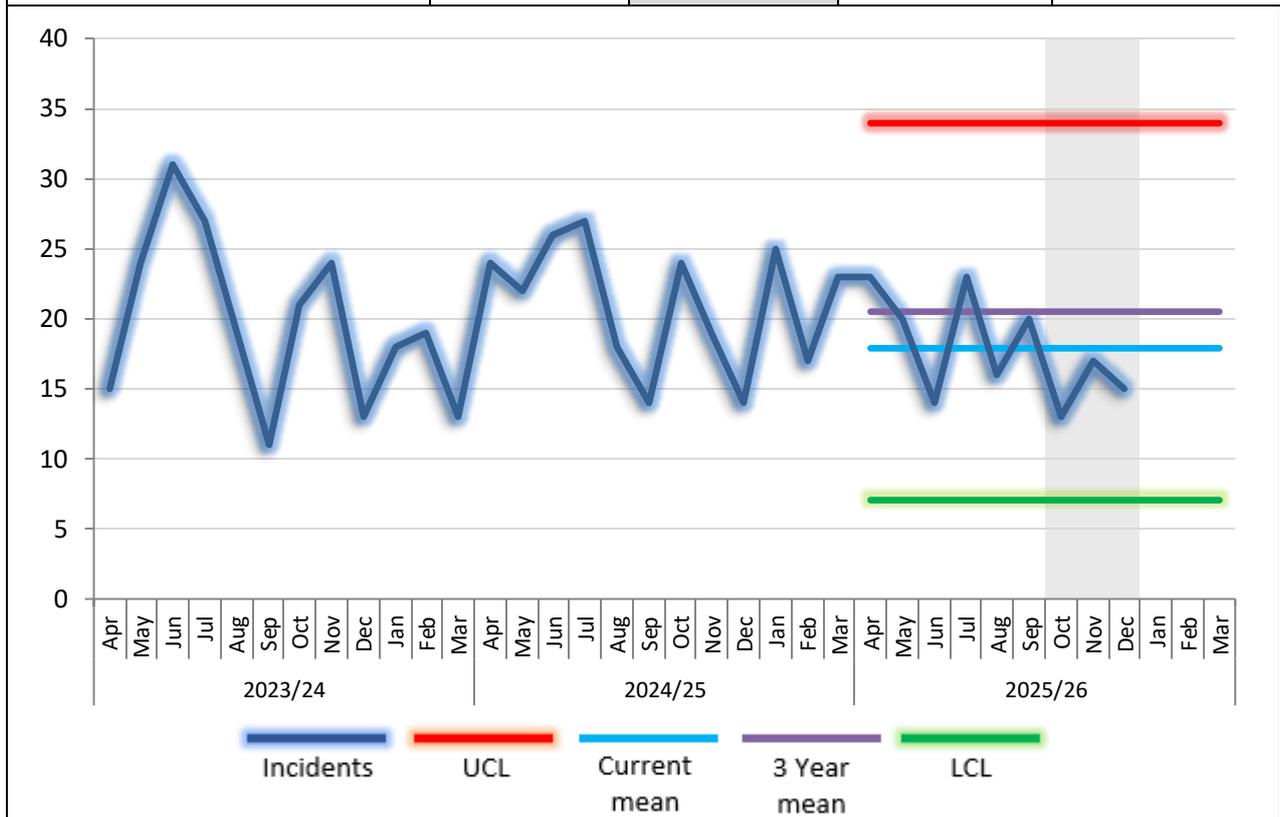
Quarter Activity
45

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

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

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

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



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

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

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



Quarter Percentage
77%

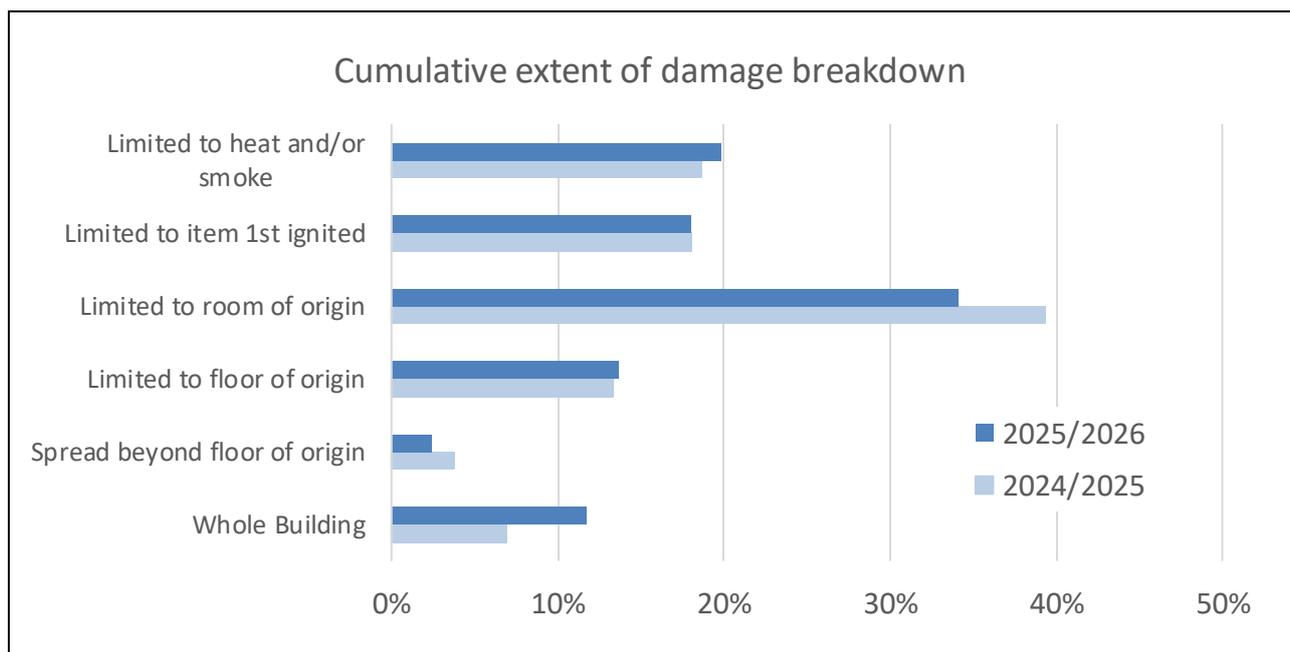
ABF criteria as 2.4. Extent of fire, heat and smoke damage is recorded at the time the STOP message is sent and includes all damage types.

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

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

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

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



2.5 Accidental Building Fires (Non-Commercial Premises)



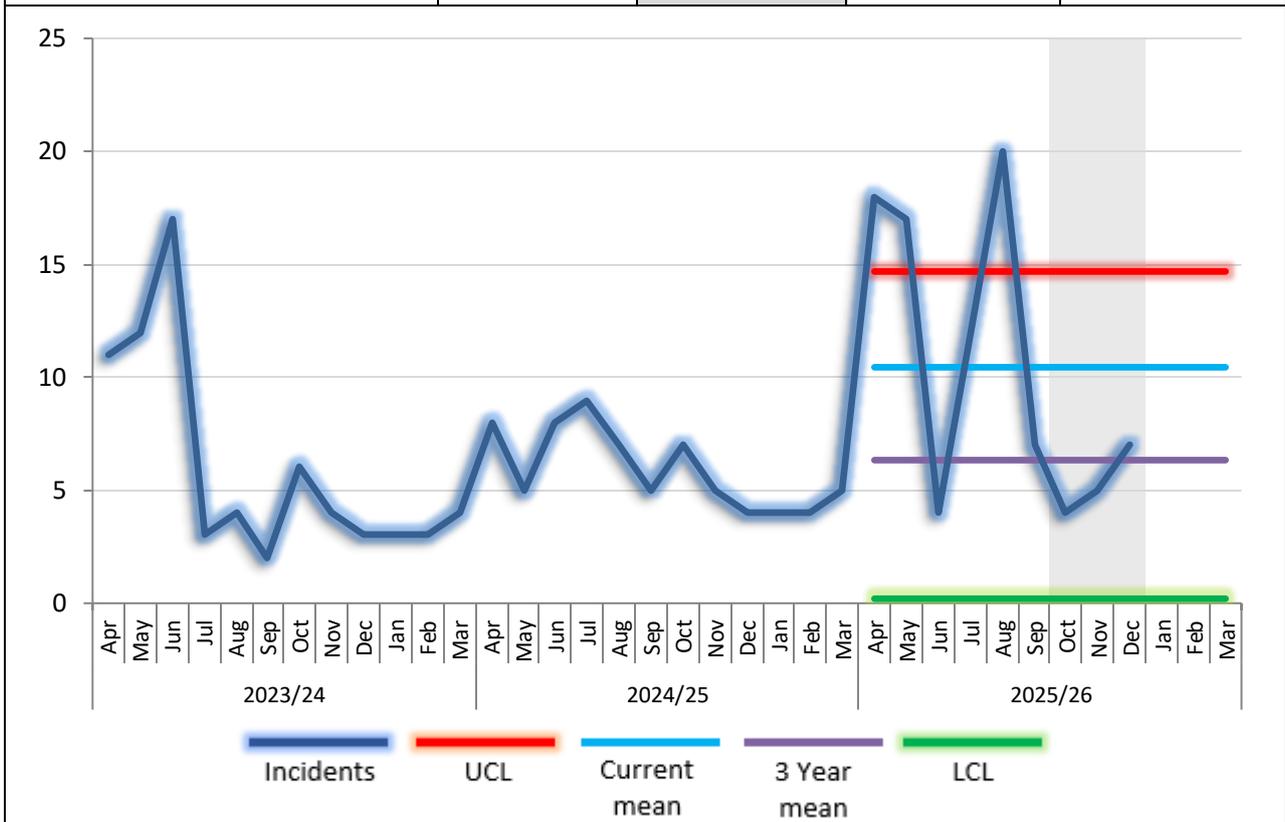
Quarter Activity
16

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

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

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

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



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

Current mean	3 Year mean	2024/25	2023/24	2022/23
10	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
38%

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

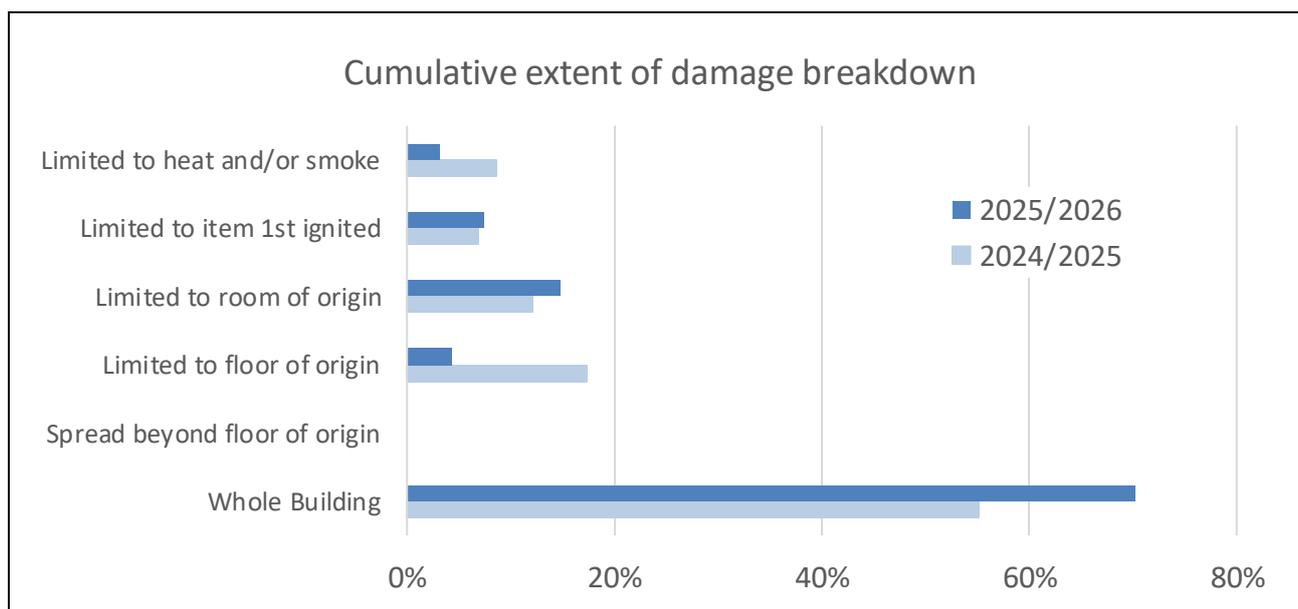
The table below shows a breakdown of fire severity at ABF's, with a direction indicator comparing the current quarter to the same quarter of the previous year.

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

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

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

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



2.6 Deliberate Fires Total: Specific performance measure of deliberate fires

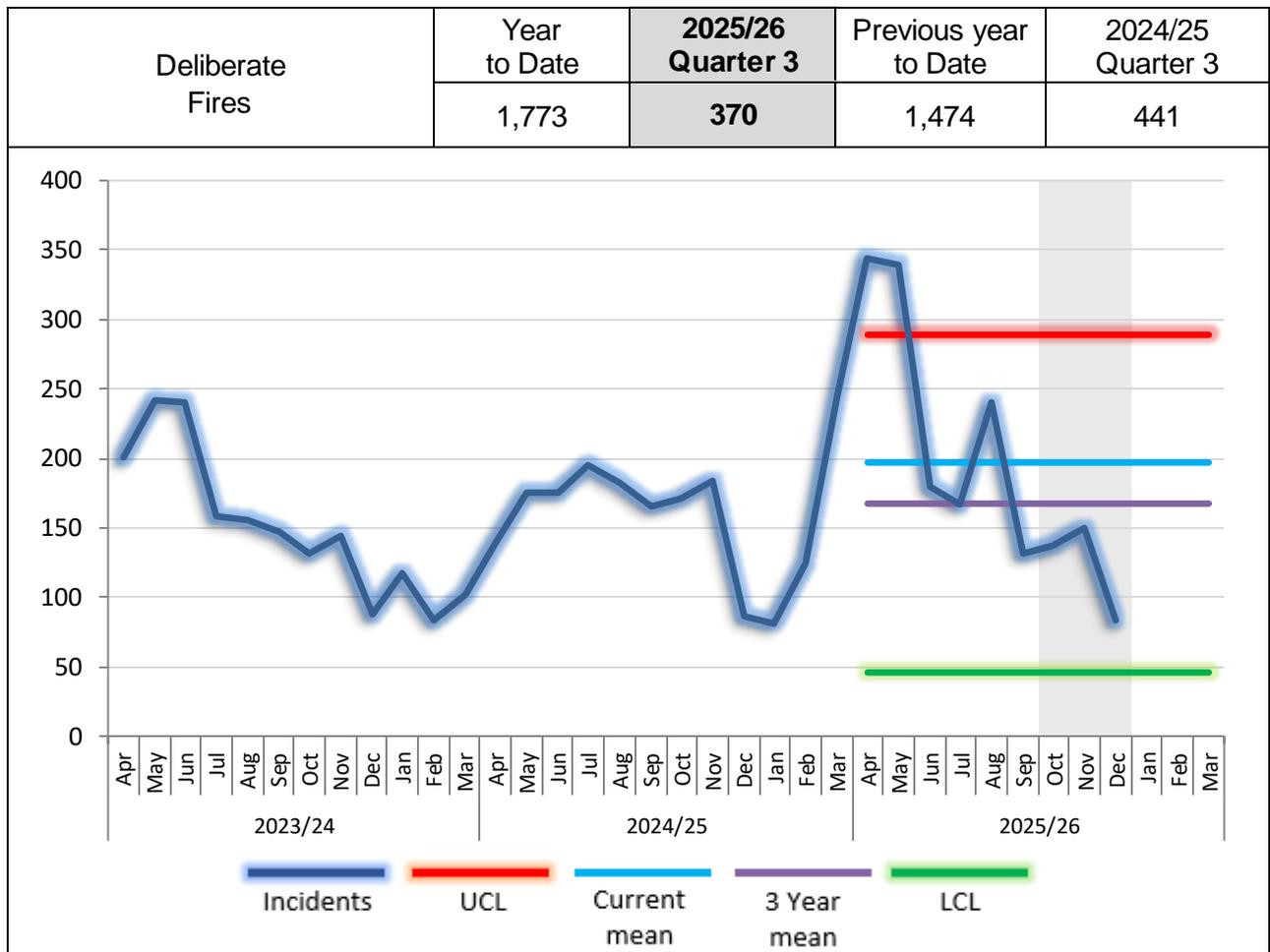


Quarter Activity
370

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

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

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



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

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

2.6.1 Deliberate Fires – Dwellings



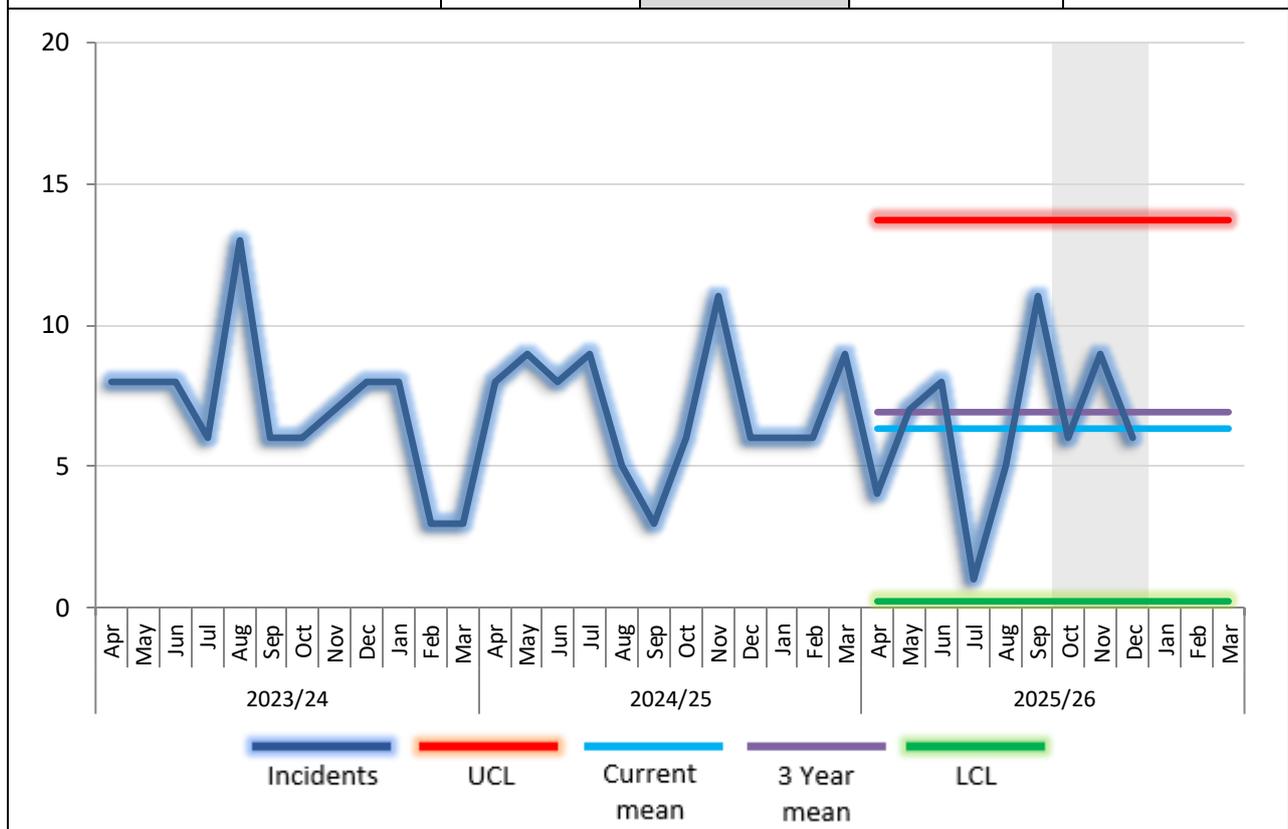
Quarter Activity
21

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

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

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

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



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

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

2.6.2 Deliberate Fires – Commercial Premises



Quarter Activity
38

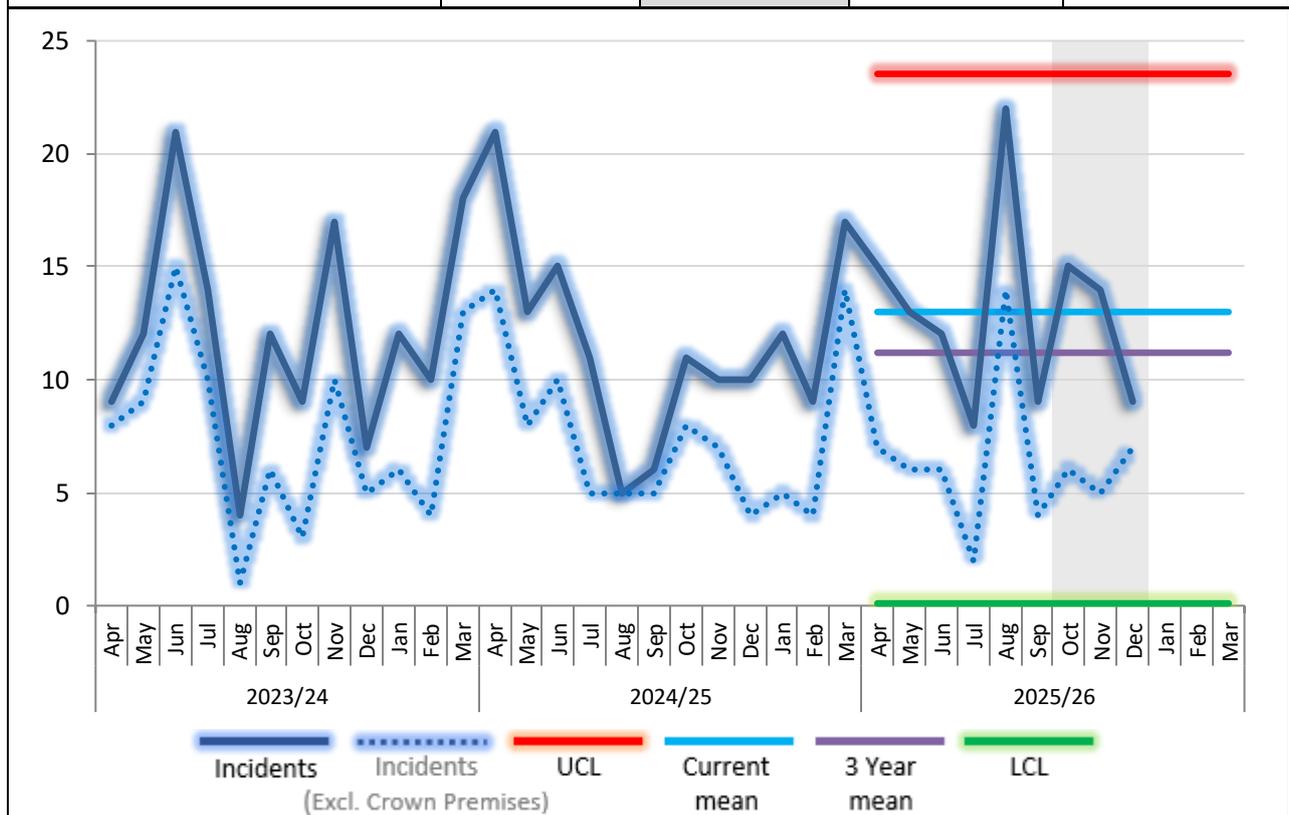
The number of primary fires where the property type is a building, which is other than a dwelling or a private building associated with a dwelling, and the cause of fire has been recorded as deliberate.

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

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

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

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



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

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

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



Quarter Activity
311

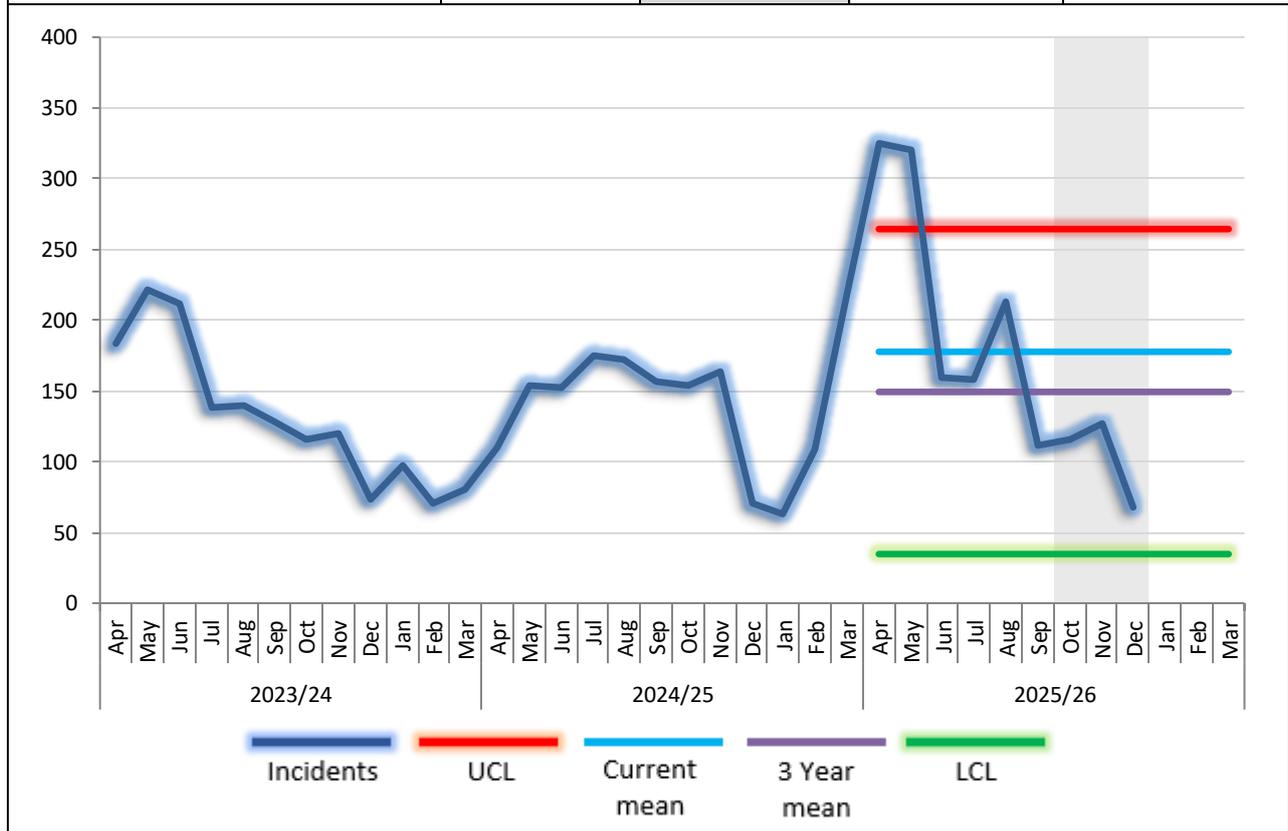
The number of primary and secondary fires where the property type is other than a building, except where the building is recorded as disused, and the cause of fire has been recorded as deliberate.

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

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

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

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



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

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

2.7 Home Fire Safety Checks (HFSC)



Quarter Activity
52%

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

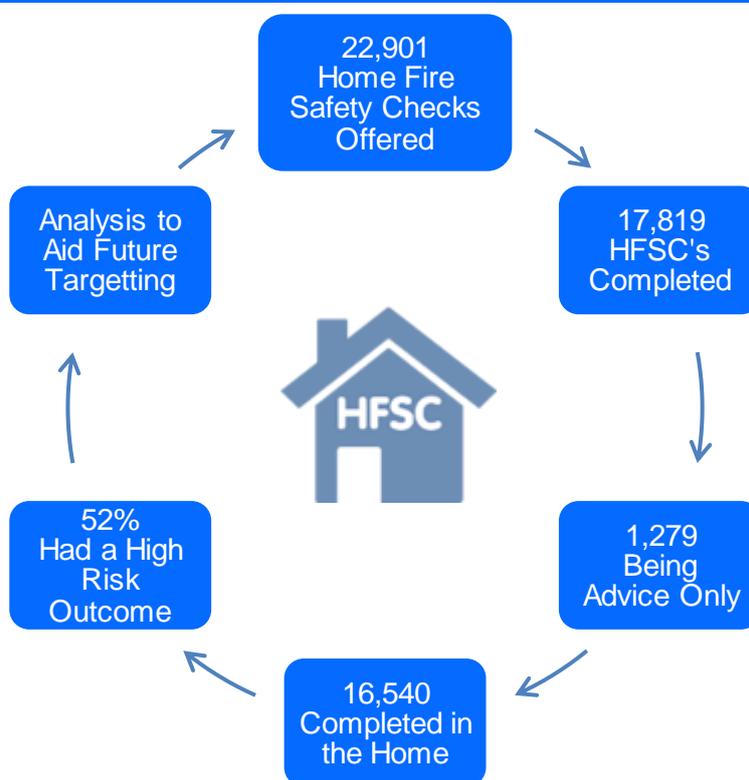
An improvement is shown if:

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

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

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

Cumulative year to date activity



2.8 Prevention activities delivered



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

2.9 Business Fire Safety Checks



Quarter Activity
719

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

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

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

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

Cumulative year to date activity



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

What are the reasons for the Exception

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

Targeting Strategy

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

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

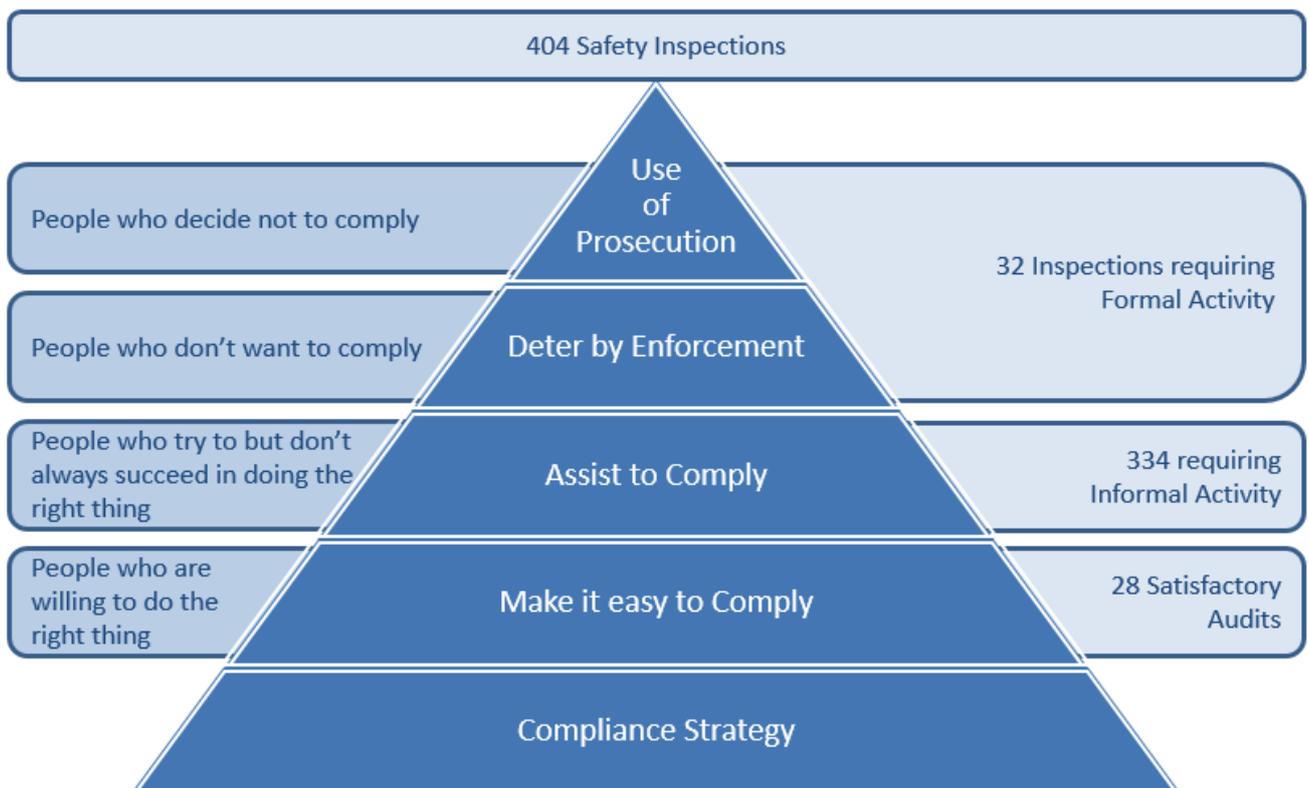
2.9.1 Fire Safety Activity  Quarter Activity **8%**

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

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

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

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



2.10 Building Regulation Consultations (BRC)



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

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

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

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

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

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

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

^[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 07:49
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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.

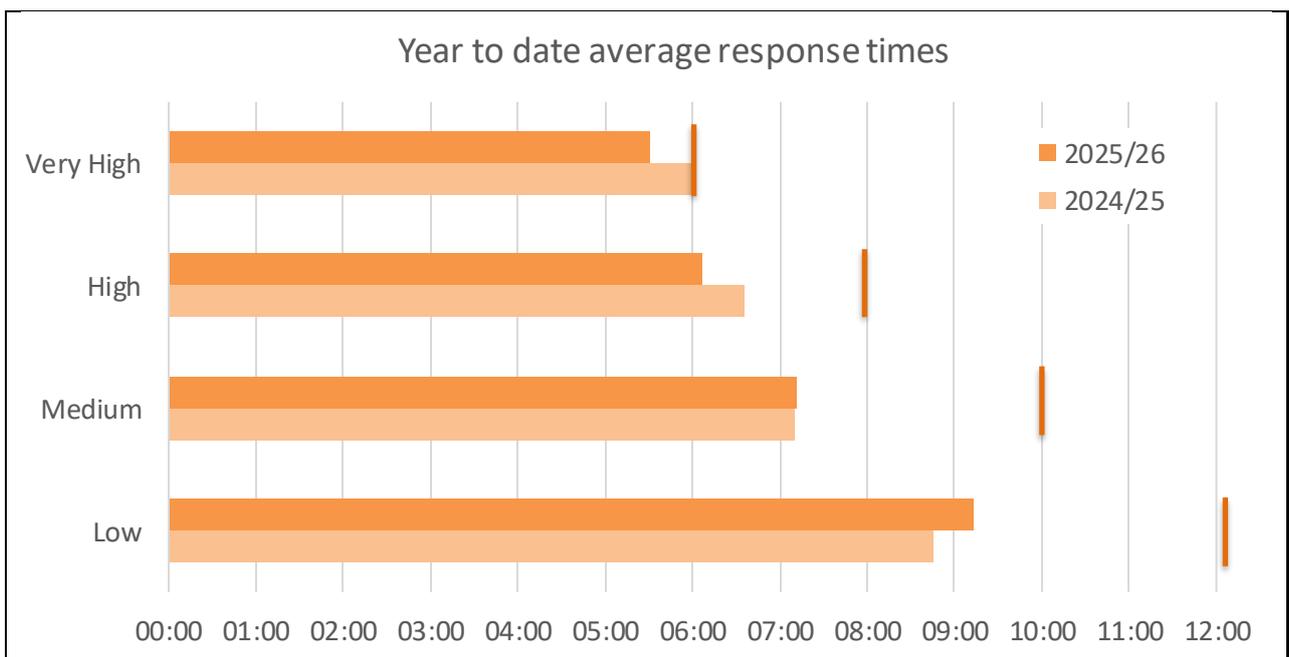
The response standards include call handling and fire engine response time for the first fire engine attending a critical fire, and are as follows:

- | | |
|-----------------------------------|---------------------------------|
| • 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	-	05:31	06:00
High (8 min)	05:37	06:38	06:06	-	06:07	06:36
Medium (10 min)	07:05	07:11	07:19	-	07:11	07:10
Low (12 min)	09:07	09:25	09:03	-	09:12	08:45
Overall	07:38	08:05	07:49	-	07:50	07:40

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



**3.2 Critical Special Service Response –
 1st Fire Engine Attendance**



Quarter Response
08:44

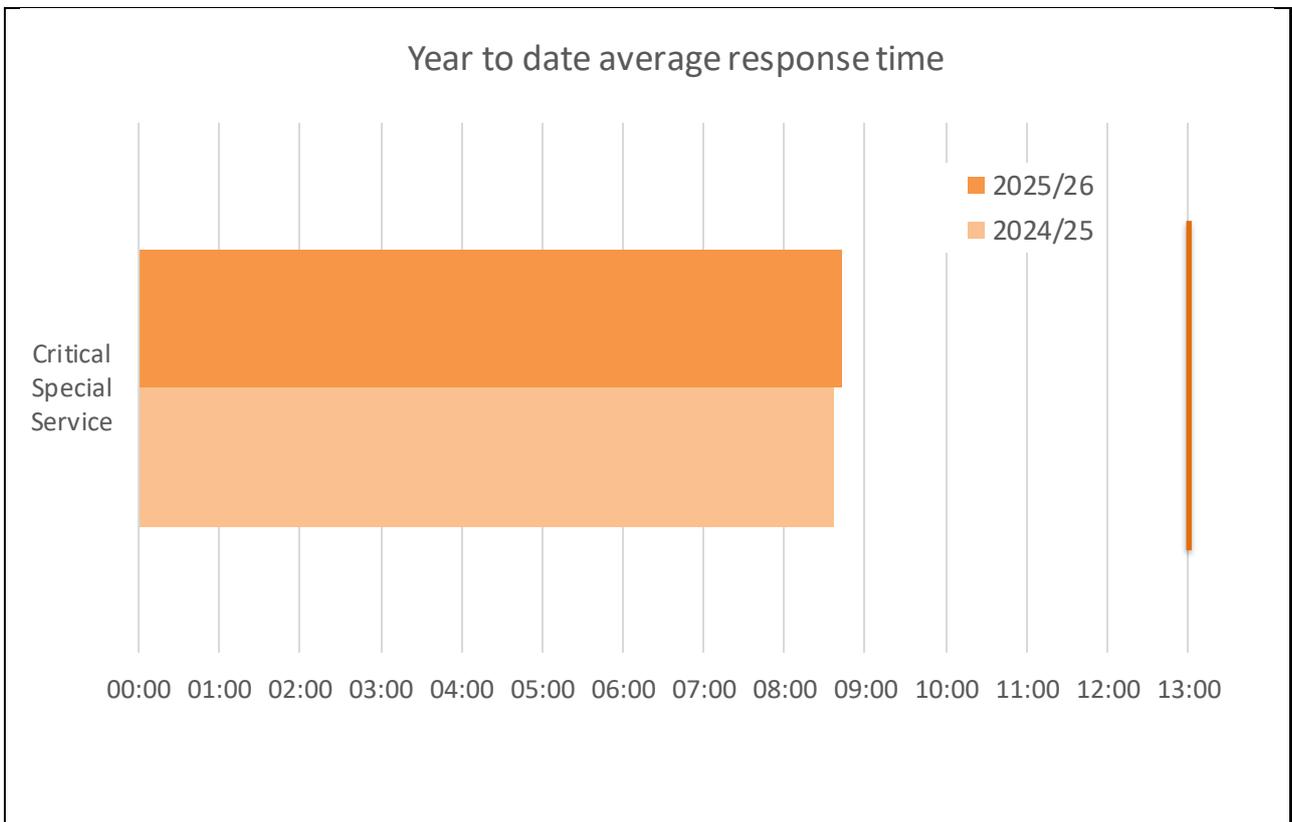
Critical special service incidents are non-fire incidents where there is a risk to life, for example, road traffic collisions, rescues and hazardous materials incidents. For these incidents there is a single response standard which measures call handling time and fire engine response time.

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

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

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

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



3.3 Fire Engine Availability



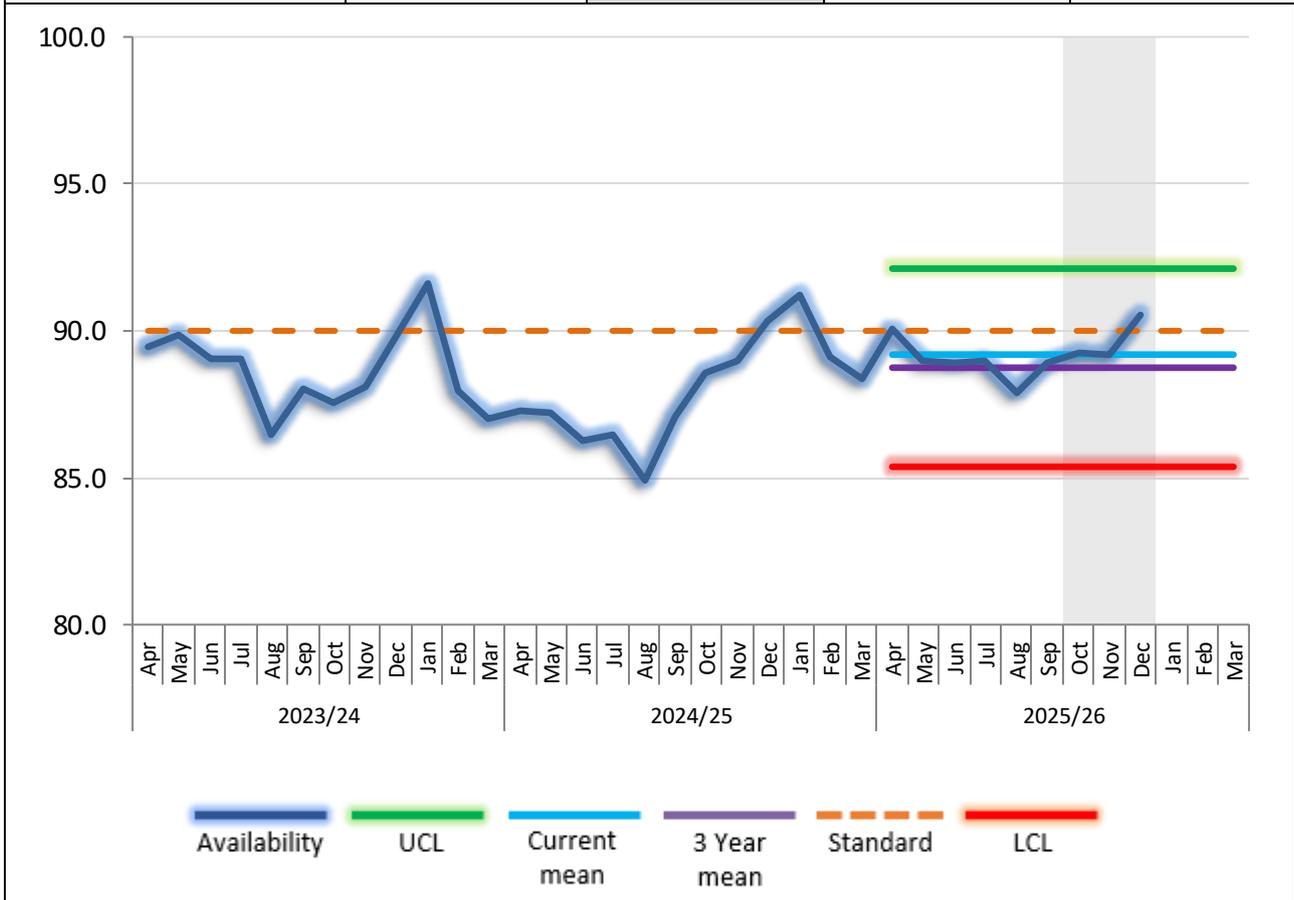
Quarter Availability
89.67%

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

Standard: 90%

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

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



4.1 Progress Against Allocated Budget



Quarter variance
-0.26%*

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

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

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

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

*Revenue budget variance: -0.26%

4.2 Partnership Collaboration



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

Scope and definition:

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

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

Leadership Development

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

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

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

Health and Wellbeing

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

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

Estates and Co-location

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

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

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

Community First Responder (CFR)

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

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

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

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

Recruitment

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

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

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

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

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

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