Dynamic Resource Management

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Introduction

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

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

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

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

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

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

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

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

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

10. The Dynamic Resource Management (DRM) policy came into effect on 1 July 2025, it is a policy which provides steps which can be taken prior to using overtime to fill shortfalls, such as redistributing the crew from second fire engines at two pump wholetime stations where there is adequate fire cover in the area.

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

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

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

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

*Data from 01/07/25 – 31/12/2025

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

Impact on Critical Fire Response

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

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

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

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

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

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

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

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

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

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

Impact on Critical Special Service Response

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

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

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

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

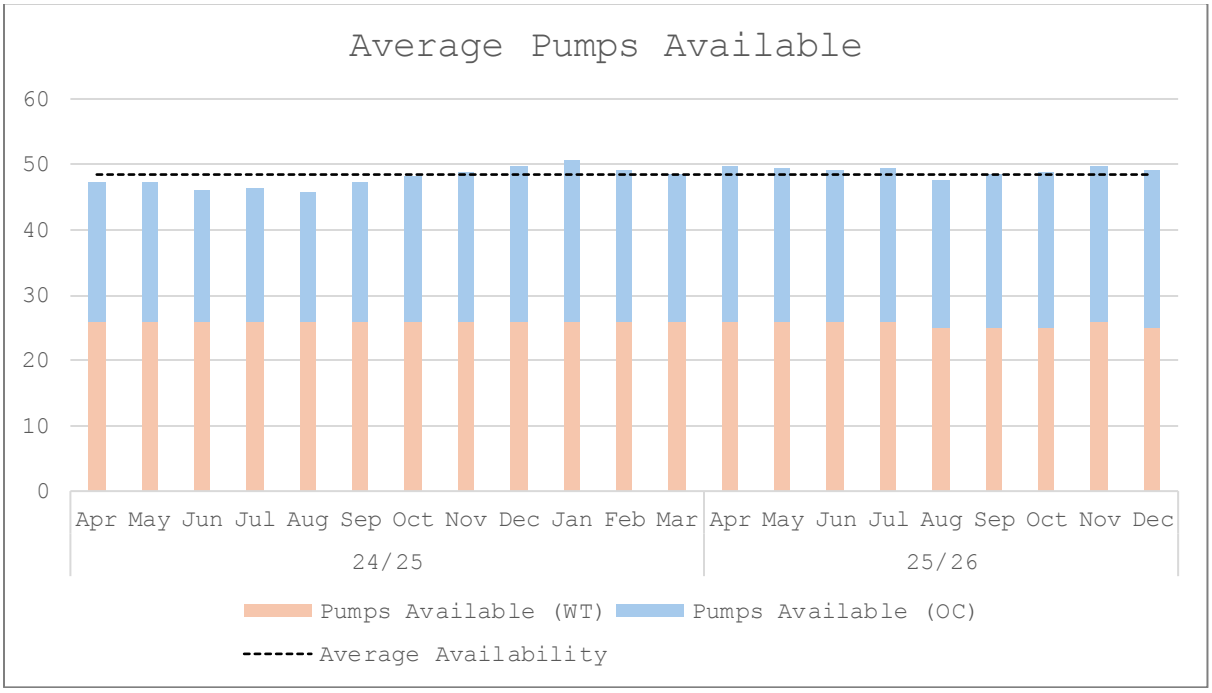
DRM Stations	**07:32**	**215**	**07:37**	**201**	**07:46**	**226**	**08:03**	**199**	**08:29**	**204**	**07:50**	**176**	**07:38**	**642**	**08:08**	**579**
LFRS Overall	**08:22**	**716**	**08:36**	**690**	**08:49**	**741**	**08:38**	**666**	**08:45**	**681**	**08:47**	**672**	**08:36**	**2147**	**08:44**	**2019**

Average Engine Availability over daily 24hr period

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

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

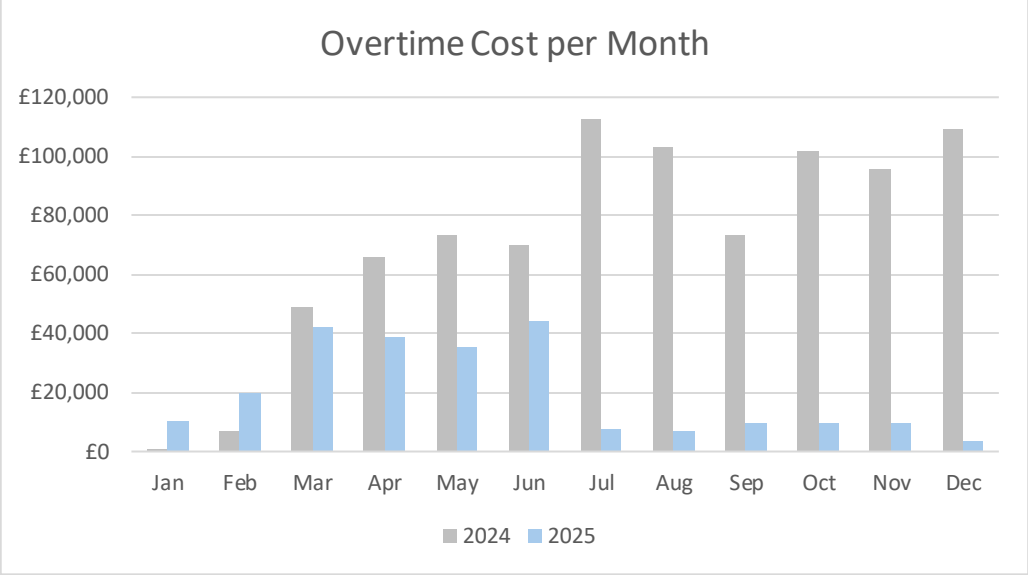
18. Whilst the average number of Wholetime fire engines available has occasionally reduced from 1 July 2025, On-Call fire engine availability has increased and whilst there is typically a drop in availability over the summer periods, there is still a significant upward trend compared to the 2024 summer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



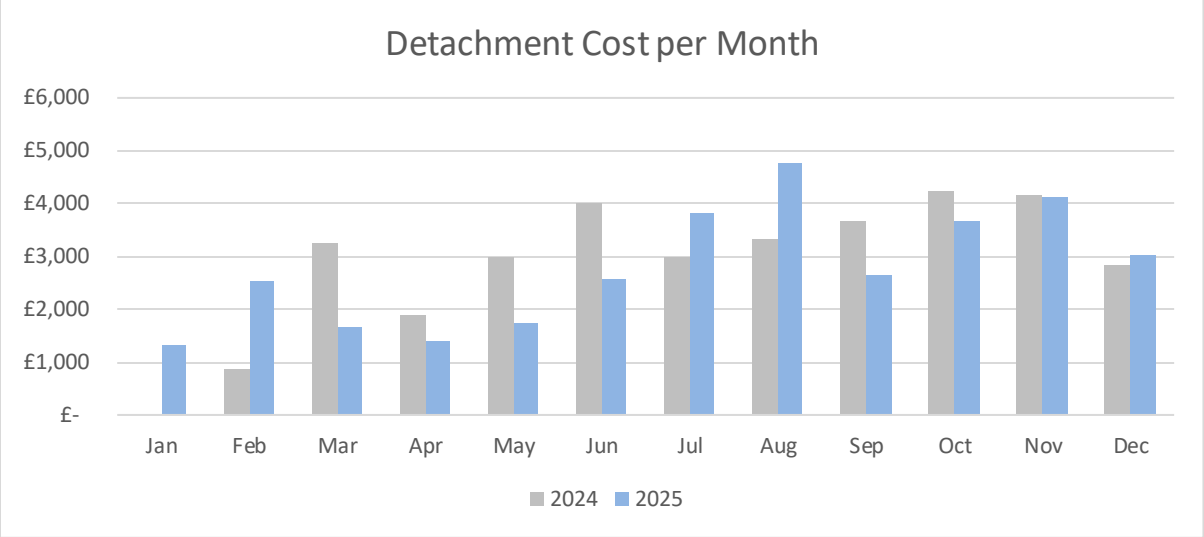
Financial Impact

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

20. The number of overtime shifts/activities recorded in Q2 & Q3 2025/26 (July – December) was 116.
    This is compared with 1479 in Q2 & Q3 2024/25, a reduction of 1363 overtime shifts.



21. 116 Overtime shifts across the six months represent a cost of £47,185. For the same period in 2024, the overtime expenditure was £596,270, this equates to a saving of £549,085. This figure includes on-costs (such as national insurance, but not employer pension as overtime is non-pensionable) and is for overtime shifts directly related to maintaining fire engine availability.
    To enable direct comparison, one pay figure has been used (2025), therefore the 2024 cost will be slightly over reported as a 3.2% pay rise was awarded from July 2025.



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

Impact on Prevention and Protection Activity

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

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

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

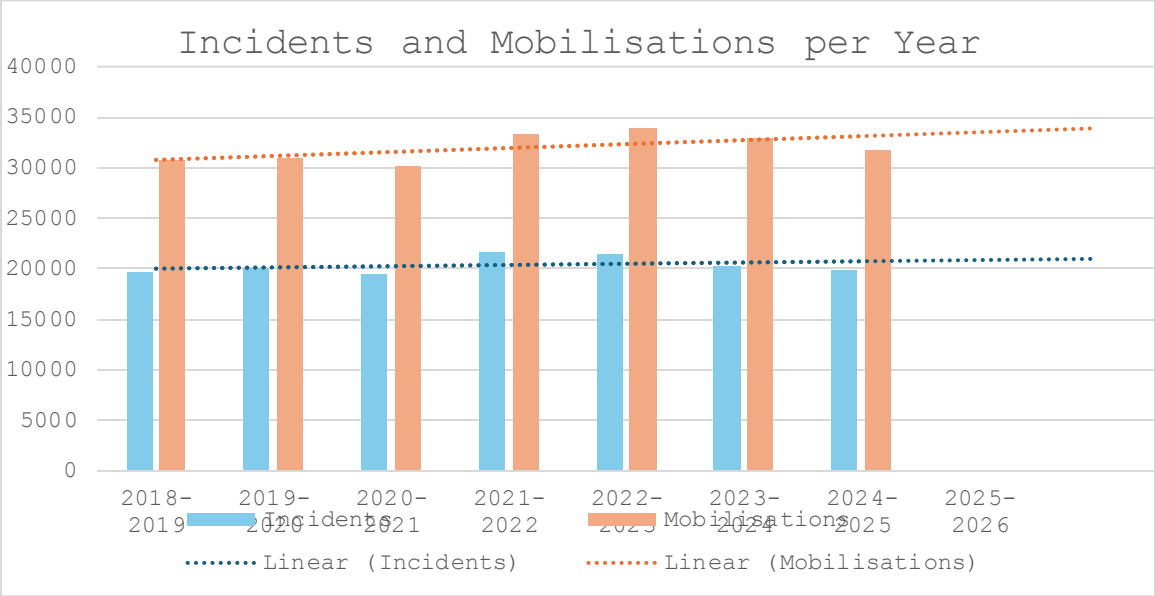
    Whilst there has been a small reduction in HFSC and BFSC numbers over the period, we are still above targets for both measures.

Business Fire Safety and Home Fire Safety Checks

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

Impact Other Resources (mobilisations)

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

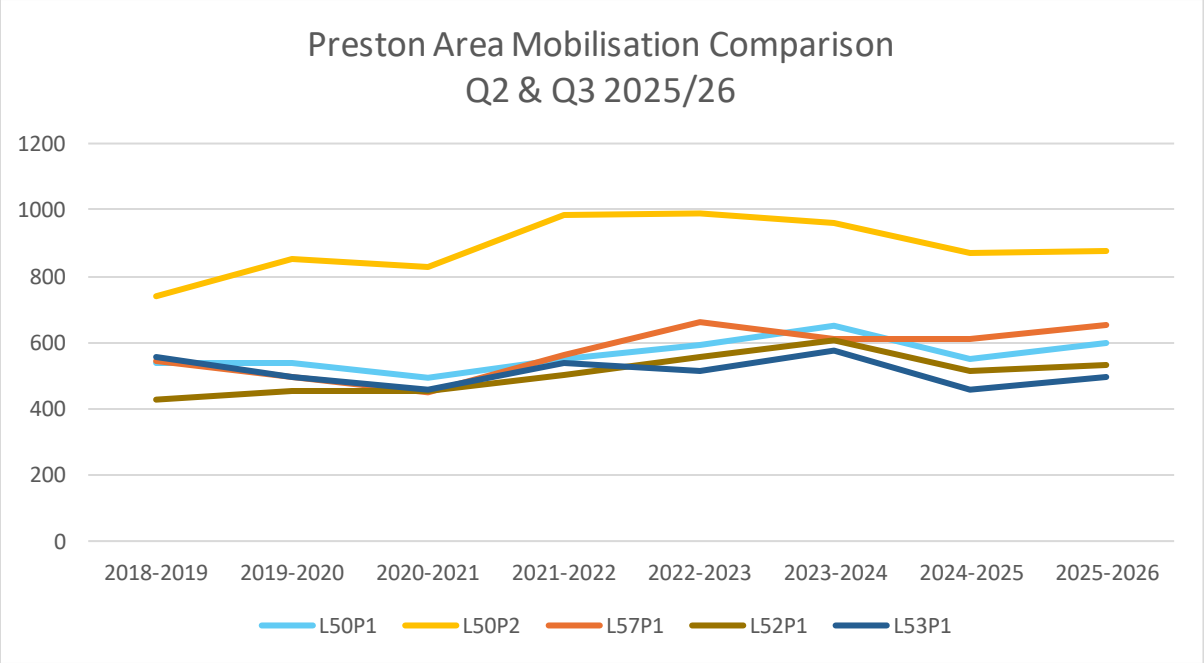


25. Beyond prevention activities, Lancashire FRS has little control over the number of incidents which it faces annually. However, policy decisions can have an impact on the number of mobilisations. Two examples are the Automatic Fire Alarm (AFA) policy, which has been amended over recent years to remove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

Preston Area Impacts

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

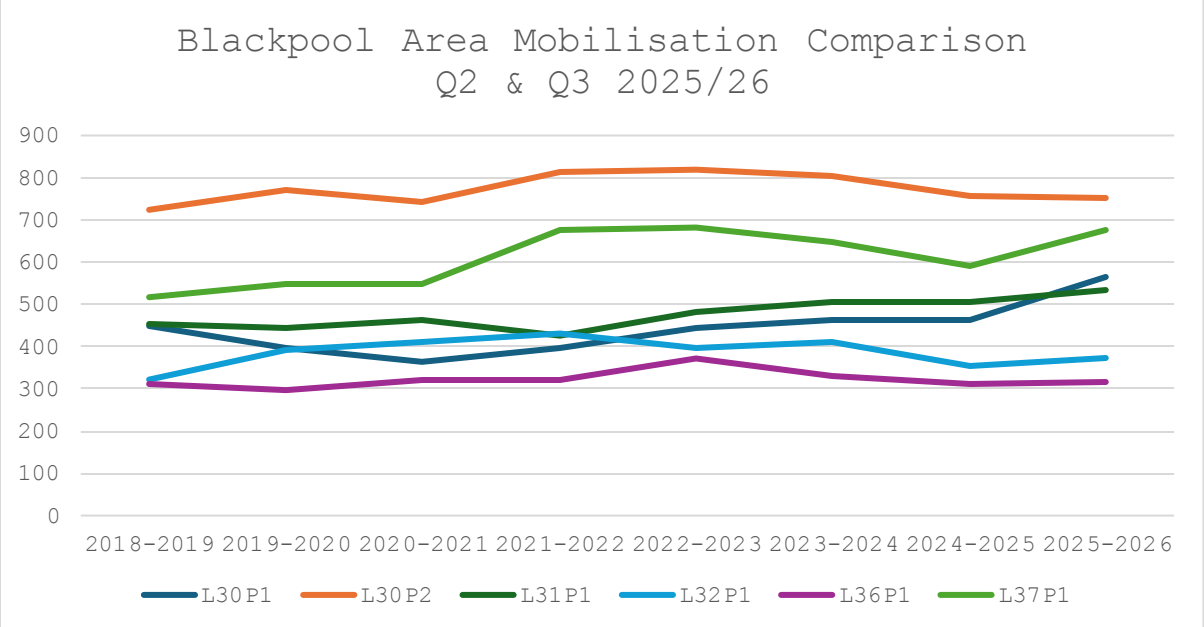
Fiscal Year	Quarter	L50P1	L50P2	L57P1	L52P1	L53P1
2018-2019	Q2 & Q3	539	739	543	427	554
2019-2020	Q2 & Q3	540	852	495	453	495
2020-2021	Q2 & Q3	493	830	449	452	457
2021-2022	Q2 & Q3	547	983	559	503	535
2022-2023	Q2 & Q3	589	989	661	557	514
2023-2024	Q2 & Q3	650	961	610	606	575
2024-2025	Q2 & Q3	550	867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



Blackpool Area Impacts

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

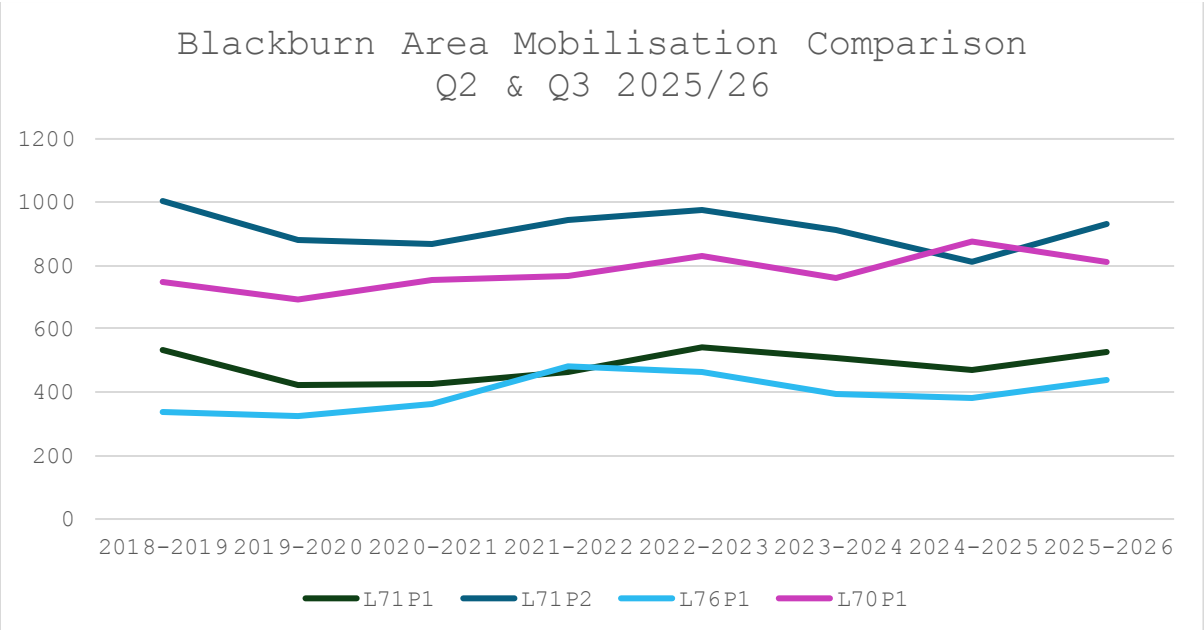
Fiscal Year	Quarter	L30P1	L30P2	L31P1	L32P1	L36P1	L37P1
2018-2019	Q2 & Q3	448	724	455	322	311	517
2019-2020	Q2 & Q3	398	769	442	390	297	549
2020-2021	Q2 & Q3	364	744	461	410	319	548
2021-2022	Q2 & Q3	399	812	426	431	321	676
2022-2023	Q2 & Q3	444	819	481	396	372	682
2023-2024	Q2 & Q3	465	802	505	413	330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



Blackburn Area Impacts

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

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



Burnley Area Impacts

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

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