



LONDON FIRE BRIGADE

# Performance Report: Exception Focus – February\*

## Appendix 1

# Performance at a Glance

HOME FIRE SAFETY VISITS

**43,643**

Up by 5.5% compared to last quarter

ONLINE HOME FIRE SAFETY CHECKS

**3,427** (Mar-Dec)

Down by 24% compared to same period last year

BUILDING CONSULTATIONS

**5,624** (Mar-Dec)

Up by 12% compared to same period last year

TRAINEE FIREFIGHTER INTAKE

**24% ETHNIC MINORITIES**

Down by 1.3% compared to last quarter

**30% WOMEN**

Down by 2.4% compared to last quarter

STAFF SICKNESS

**7.88%**

Down by 0.6% compared to last quarter

APPLIANCE ARRIVAL TIMES

**1<sup>st</sup> 5:18** (mins)

Up by 0.6% compared to last quarter

**2<sup>nd</sup> 6:43** (mins)

Up by 0.2% compared to last quarter

FIRES IN THE HOME

**5,025**

Down by 1.1% compared to last quarter

RIDDOR INCIDENTS

**75**

Up by 8.7% compared to last quarter

CO2 REDUCTION

**59.1%**

Up by 0.3% compared to last year

STATUTORY INFO REQUESTS  
handled on time

**92.98%**

Up by 0.8% compared to last quarter

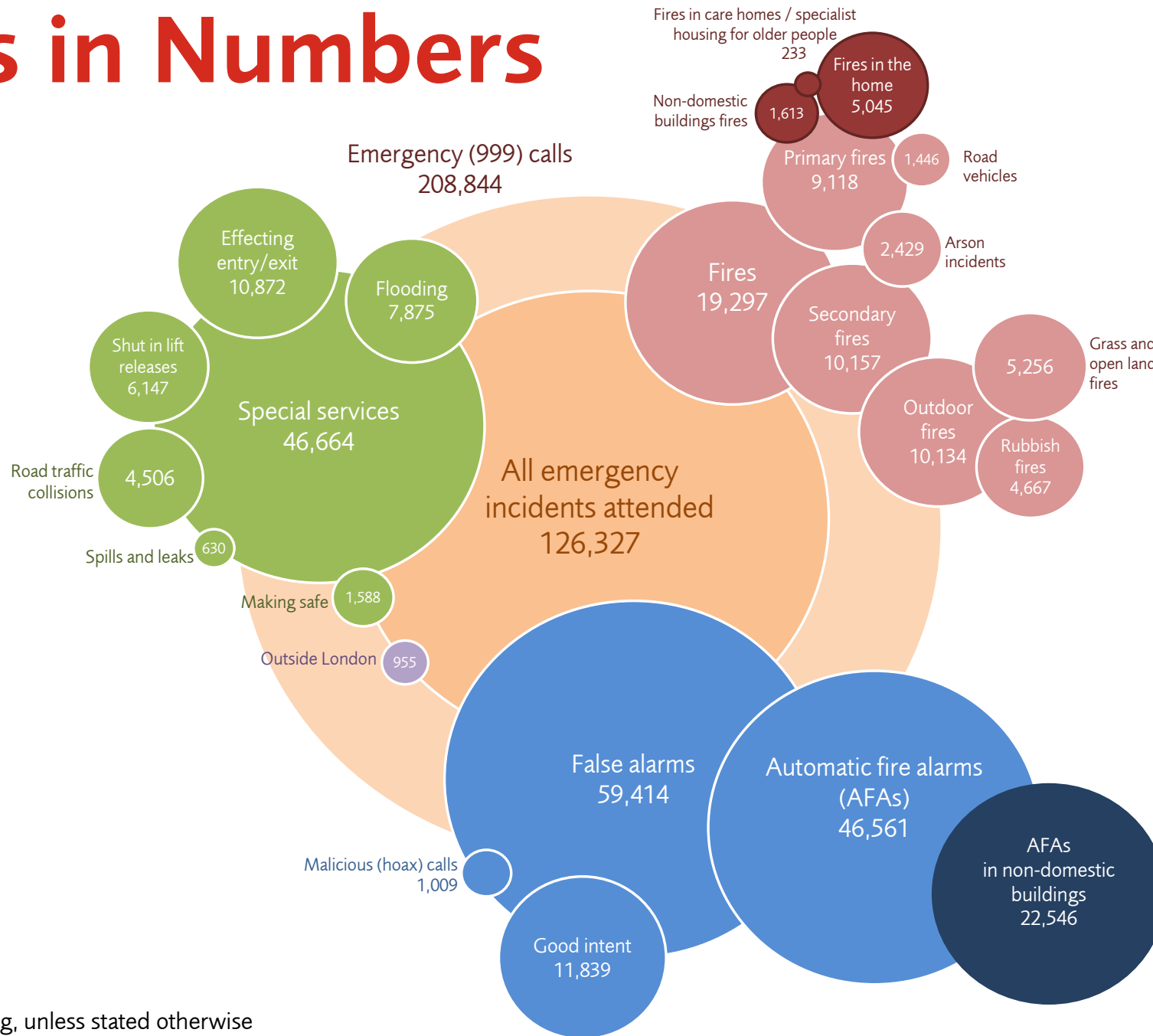


KEY

- Response
- Prevention & Protection
- Our People
- Resources

Data is displayed as 12 month rolling, unless stated otherwise

# Incidents in Numbers

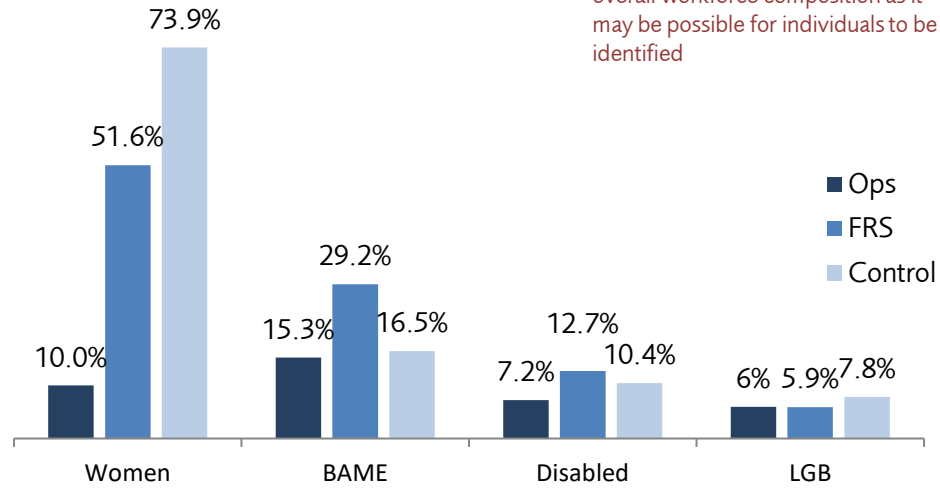


Data is displayed as 12 month rolling, unless stated otherwise

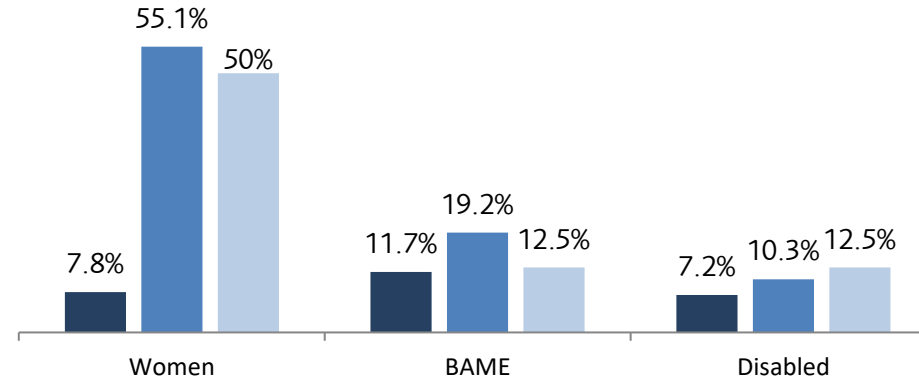
# Workforce

## Workforce composition\*

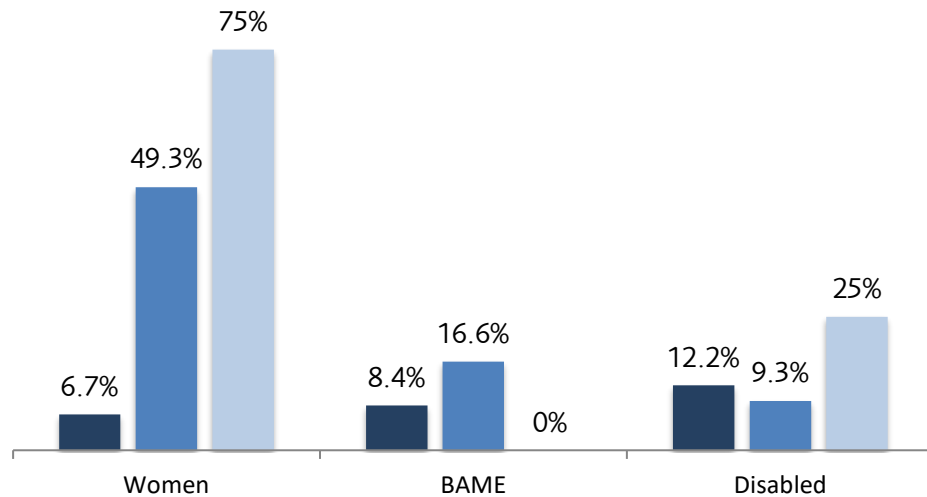
\*due to the small numbers of LGB staff, we only publish data for the overall workforce composition as it may be possible for individuals to be identified



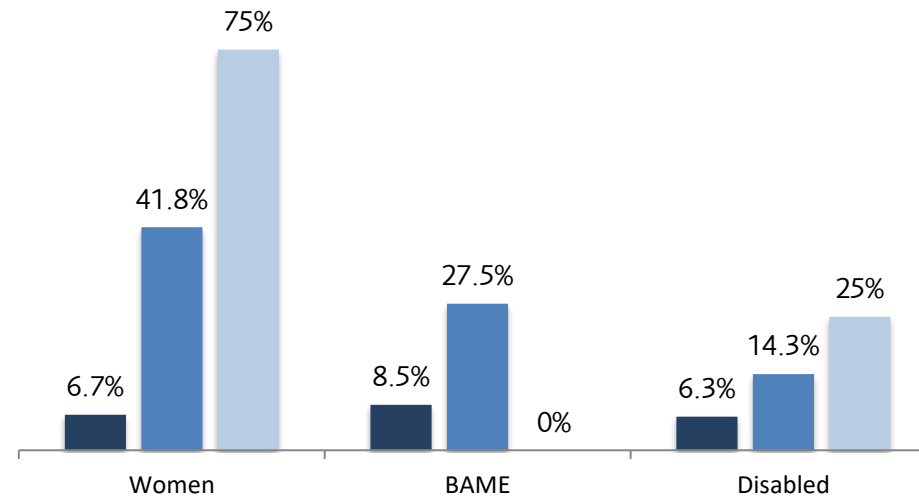
## Workforce promotions



## Workforce top earners

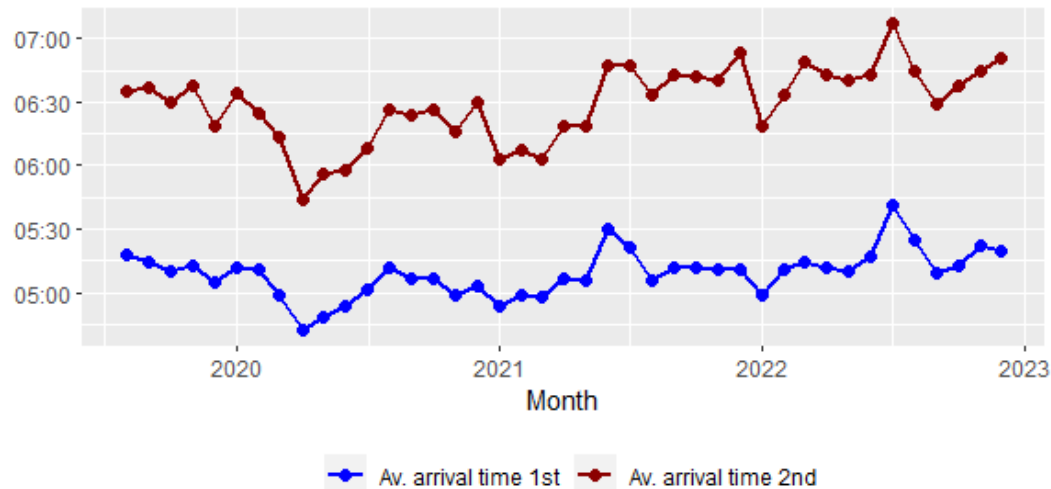


## Workforce voluntary leavers



# LFB Performance Headlines

Grenfell Recommendations Completed	HMI round 1 Recommendations Completed	HMI round 2 Recommendations Completed
29/40	21/26	4/46



## Areas of good performance – Q3

- All arrival times targets are being met
- Fire deaths, including accidental fire deaths in the home, continue to decrease
- Injuries from fire are also continuing to decrease
- We continue to exceed the target on addressing fire risks within 3 hours
- The proportion of FRS high earners who are BAME continues to increase beyond the target

1st app - 12 month rolling target : 6:00 | Dec 2022: 5:17

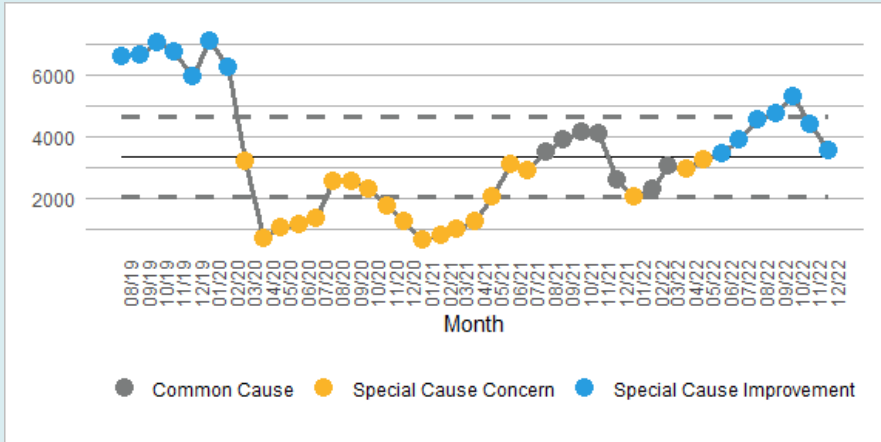


2nd app - 12 month rolling target : 8:00 | Dec 2022: 6:42



# Prevention: HFSVs

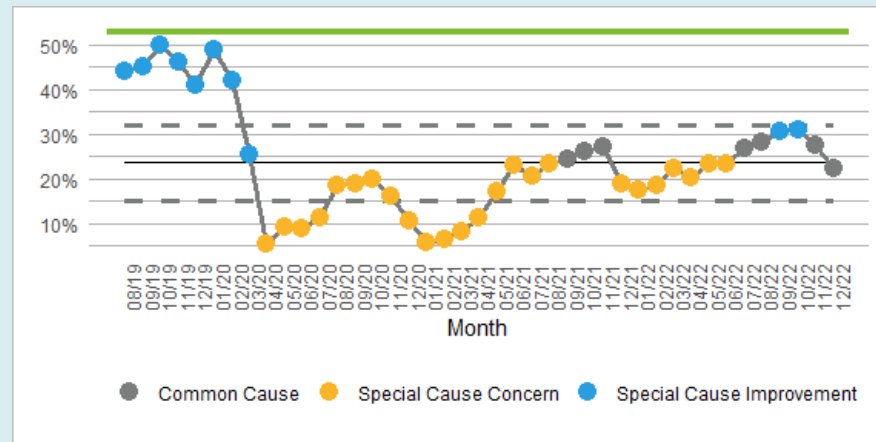
Number of HFSVs - monthly



12 month rolling target 76,000 | Dec 2022: 43,854



% P1 People HSFVs as proportion of overall target - monthly



Monthly target 75% | Dec 2022: 27.35%



## Exception: Target off track but positive shift

There is a continued challenge to meet the targets assigned to HFSVs including:

- The number of pumping appliances unavailable each day due to the current Average Vacancy Margin (AVM) and the subsequent increased operational commitment.
- Culture review & pay talk visits has caused appliance availability to reduce.
- This target is under review due to the new approach to HFSVs and a qualitative focus in defining the approach each Borough will take in seeking and supporting those most vulnerable

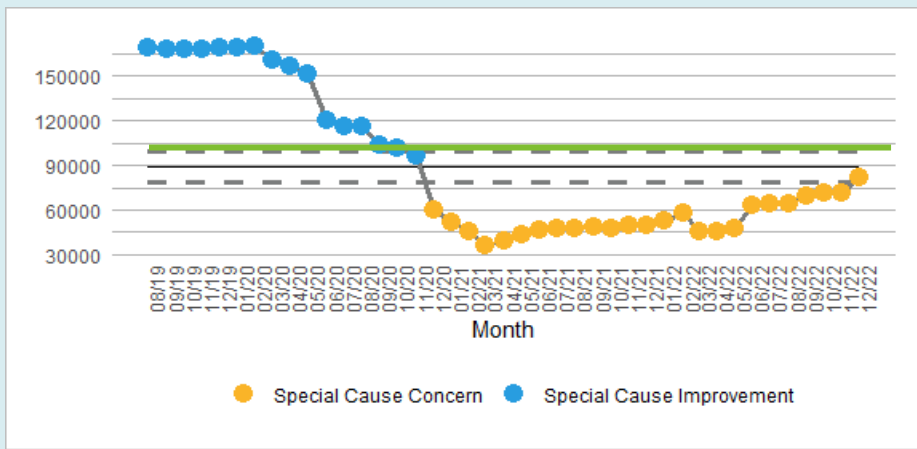
## Exception: Target off track

This indicator will change with the new approach to HFSVs and the creation of the Borough Risk Management Plans. These will be both key to defining those most at risk and targeting engagement and activity to meeting their needs. Now is also the time to define performance indicators that drive improvement in an intelligent way. Local partner initiatives will not pause whilst these plans are being built and the plans will create local agency and accountability in the area.

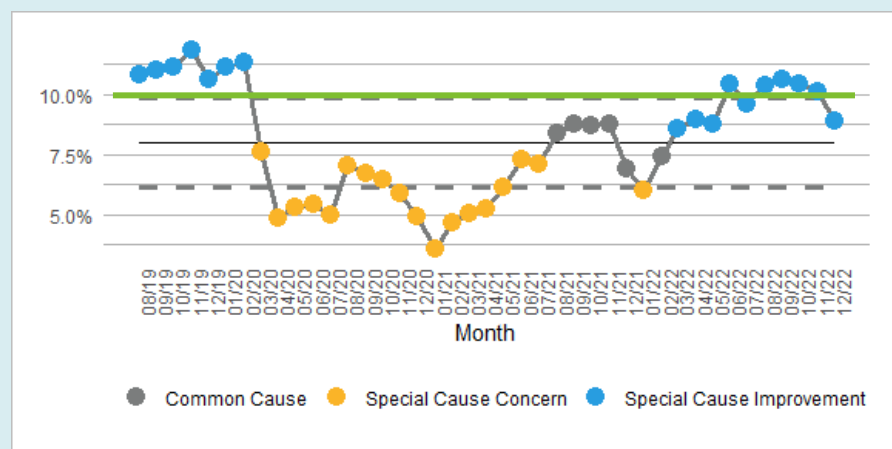
# Prevention: Community Work

Educating Young People - rolling 12 month

% time spent by station staff on comm safety - monthly



12 month rolling target 100,000 | Dec 2022: 81,452 X



12 month rolling target 10% | Dec 2022: 9.20% X

## Exception: Target off track and negative shift

From April 2020, 3 provisions which provided data under 'Educating Young People' ceased delivery following the outcome of the internal Youth Review (LiFE and Crossfire) and the onset of Covid-19 (Safe Drive, Stay Alive). This saw our overall provision reduced by nearly half.

Over the last 5 months, we have shown an upward trajectory, with the reintroduction of Junior Citizens, predominantly in person education delivery and Fire Cadets units transitioning back to borough-based delivery.

It is anticipated that this trajectory will continue upwards, with the addition of the expansion of the Fire Cadets programme, with all units planned to be operational by January 2023.

Since April 2022, 17,495 young people have been engaged with under the Safety First provision into secondary schools, which at present do not count toward the indicator.

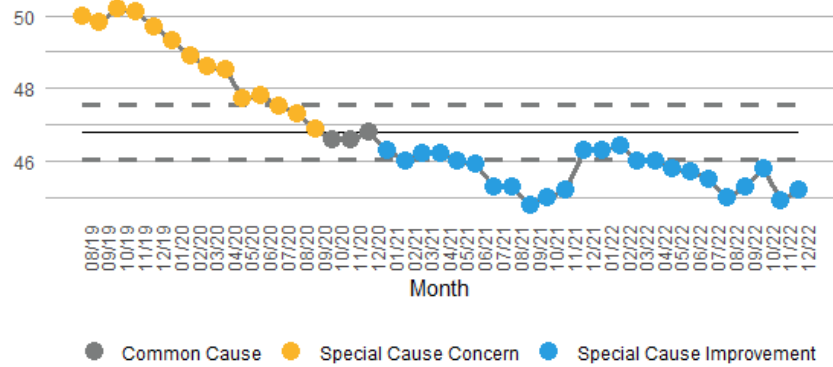
Youth Services is exploring the reintroduction of Early Intervention provision and is embarking on supporting youth project provision within boroughs.

## Exception: Target off track but positive shift

This continues to be at or above target, given the similar challenges regarding delivery of HFSVs. This demonstrates the ongoing commitment of operational staff to deliver community engagement. Ongoing work following the CRMP process and the BRMP will ensure community work is at the forefront of the station's priorities. New areas of community safety are also being explored such as supporting a reduction in knife violence in an effort to make the LFB relevant and improve local relations.

# Prevention

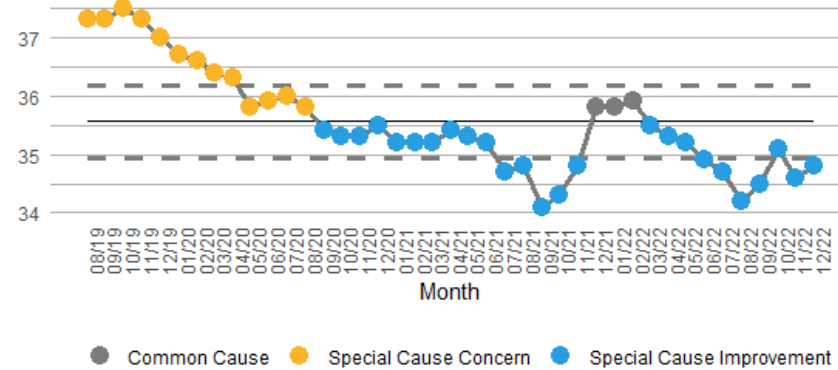
All fire deaths - 10 year average



10 year average target 50 | Dec 2022: 45



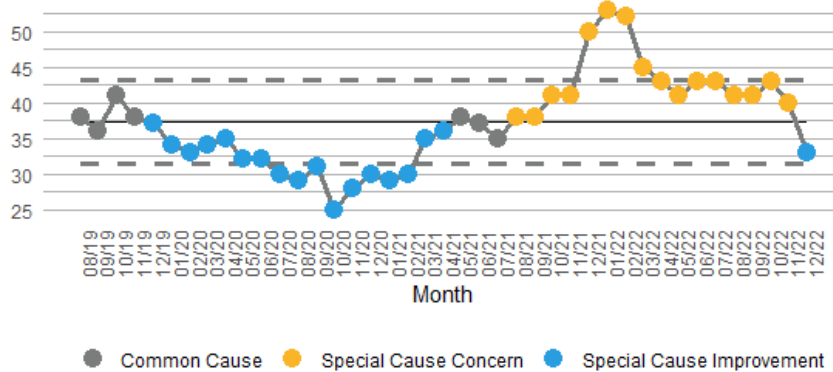
Accidental fire deaths in the home - 10 year rolling average



10 year rolling average target 35 | Dec 2022: 35



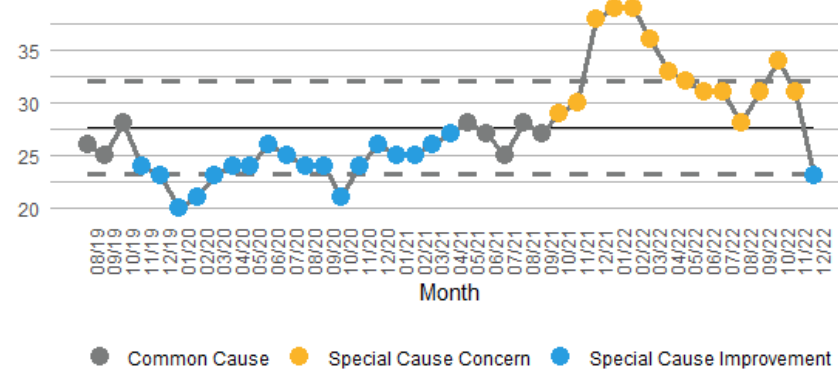
All fire deaths - 12 month rolling



target n/a | Dec 2022: 33

n/a

Accidental fire deaths in the home - 12 month rolling



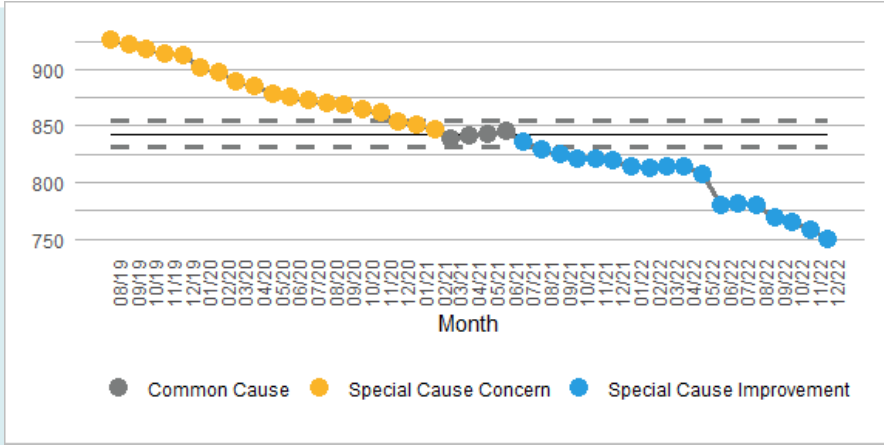
target n/a | Dec 2022: 23

n/a



# Prevention

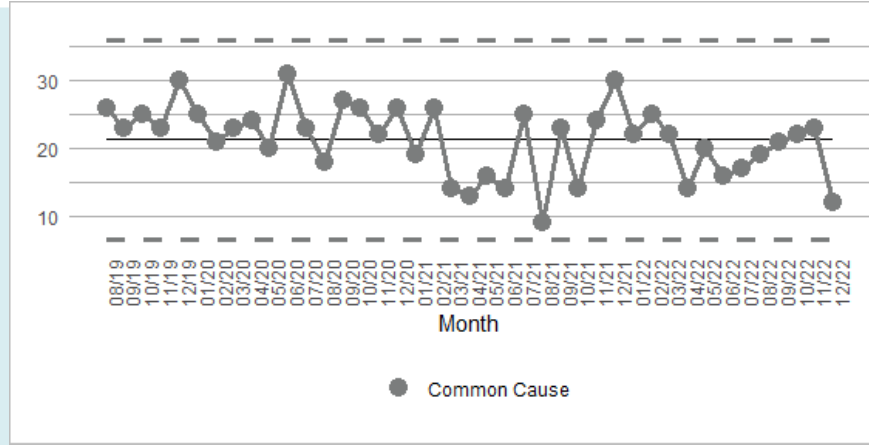
## Injury from fire - 5 rolling year average



5 year rolling average target 1000 | Dec 2022: 750



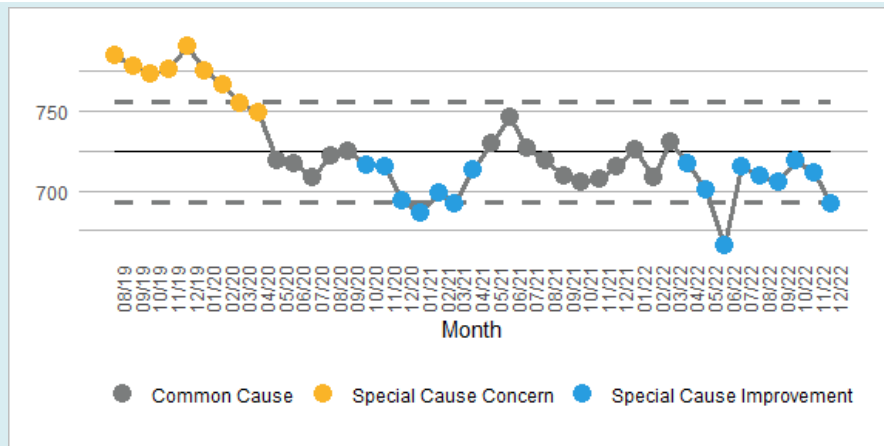
## Fires in care homes - monthly



12 month rolling target: 400 | Dec 2022: 233



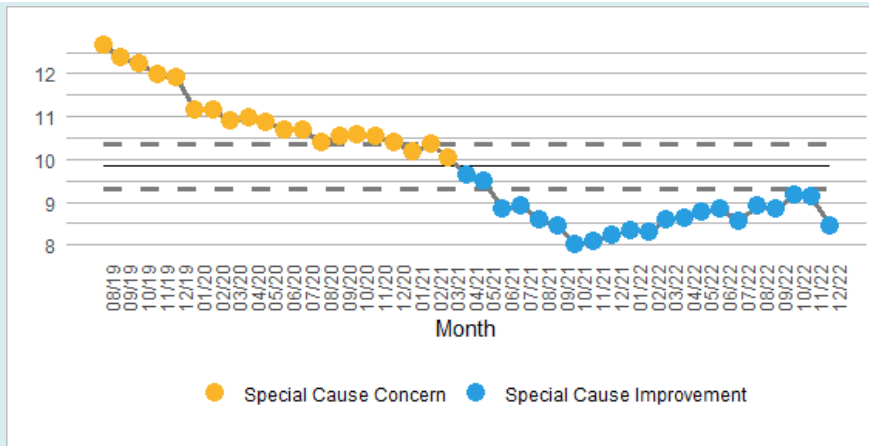
## Injury from fire - 12 month rolling



target n/a | Dec 2022: 692

n/a

## Fires in care homes - rate per 100 care homes\*

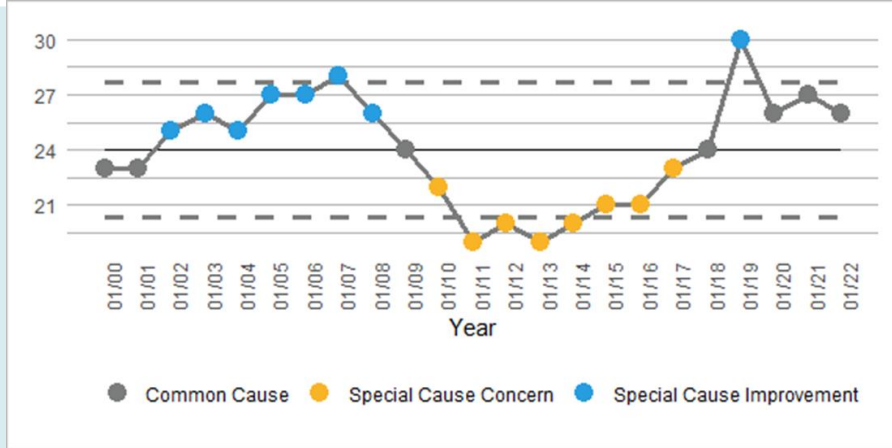


target n/a | Dec 2022: 8.46

n/a

# Prevention

Boroughs below the national average rate for primary fires - annual

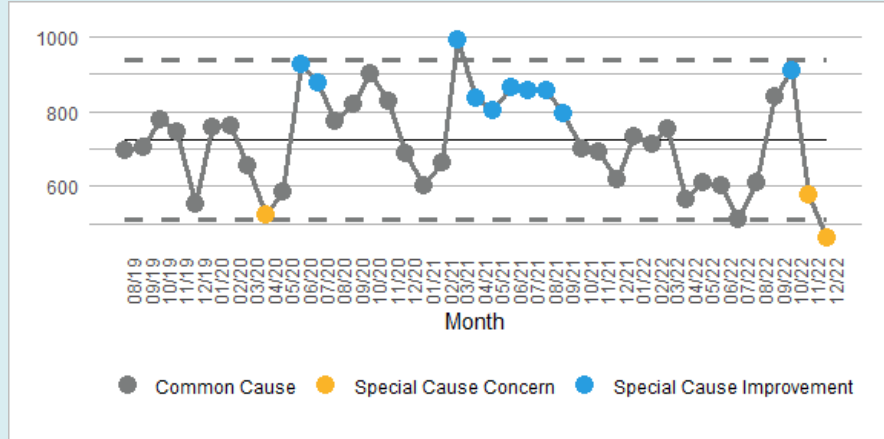


Annual target 25 | 2021/22: 26



# Protection: Audits

## All fire safety audits/inspections - monthly



Year end target 9,000 | Apr-Dec 2022: 5,996

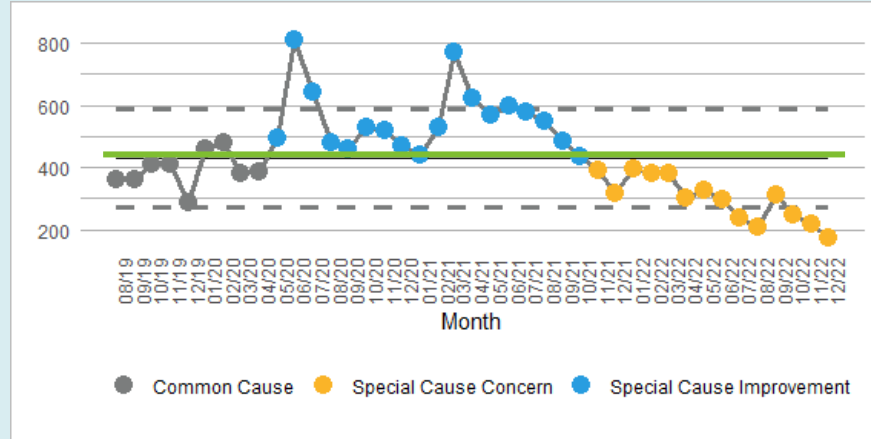
X

### Exception: Target off track and negative outlier

Audit numbers did rise outside of the current trend in September and October, this was due to the hot strikes carried out during Operation London Bridge. The knock effect seen in December is that these jobs required processing, physical audits in November would have been lower resulting in a lower audit output for the following months.

With the competence of staff circa 20%, there is a vast amount of development and mentoring. This takes up time for the experienced staff. Once competence rises, the experienced staff will have more time to concentrate on auditing and there will be a noticeable uplift in audit numbers. A competency forecast as part of workforce planning has been developed.

## Inspections/Audits in High-risk Premises - monthly



Monthly target 420 | Dec 2022: 175

X

### Exception: Target off track & negative shift

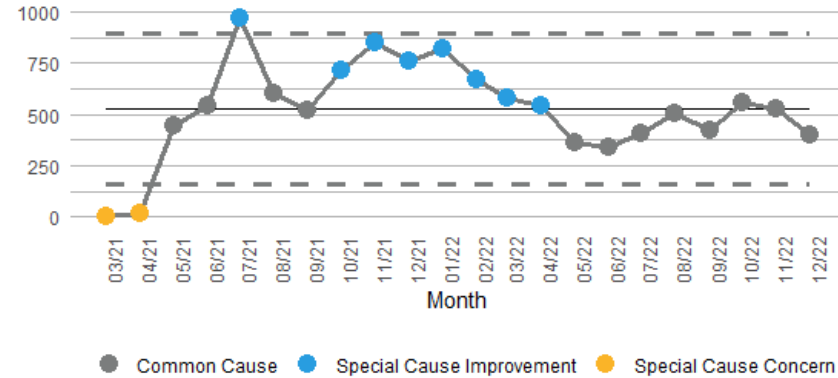
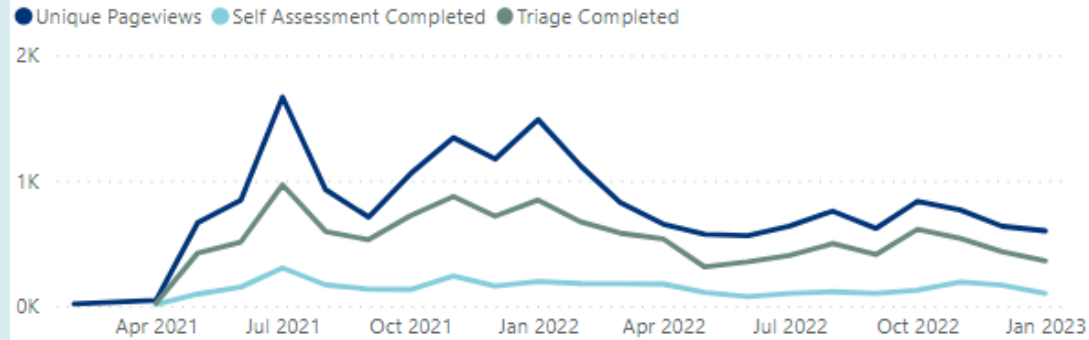
Delivery competence is circa. 20%. This is the number of Fire Safety Inspecting Officers fully signed off their PDR development to carry out high risk audits in a range of premises.

This will only begin to improve once the competence of Fire Safety Inspecting Officers increases, and that they are required to spend less time mentoring newer staff members.

# Protection: Online Home Safety Checker

## Online Home Fire Safety Checker Activity - monthly

Unique Pageviews, Self Assessment Completed and Triage Completed by Year and Month



Year end target 15,000 | Apr-Dec 2022: 3,827

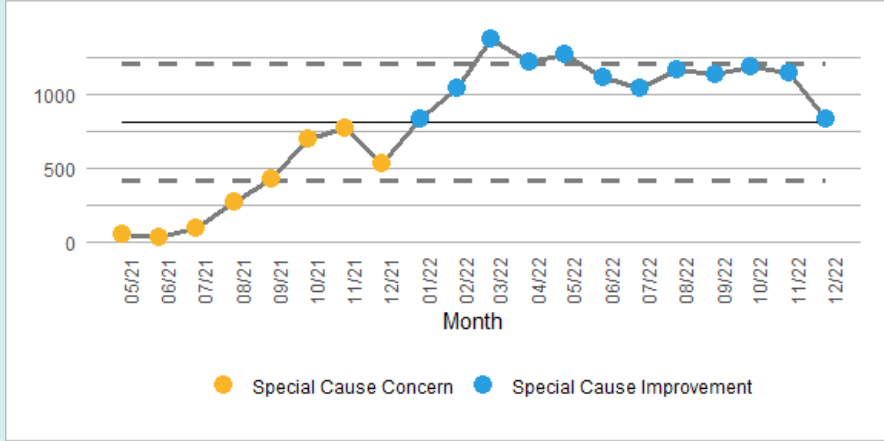
X

### Exception: Target off track

The new home fire safety visit (HFSV) strategy is expected to deliver an increase in use of the HFSV Checker when fully implemented. The checker will become the default intervention for lower risk homes and the primary method of booking HFSVs. Prevention and Protection continue to promote the checker through our communication channels to encourage its use.

# Protection: Fire Safety Checks

## Number of fire safety checks - monthly



Year end target 20,000 | Apr-Dec 2022: 10,183

X

### Exception: Target off track but positive shift

Fire Safety Checks (FSCs) were introduced to station based operational staff in July 2021 in response to the recommendations of the Grenfell Tower Inquiry and the HMICFRS report. Station based Operational staff carrying out FSCs highlight any medium or high-risk premises to officers within Prevention and Protection generating further inspection and joint working. These checks enable us to give Fire Safety advice to the Responsible Persons, while allowing crews to gain further knowledge and understanding of the premises types and any associated risks located within various fire stations grounds, thus increasing firefighter safety at incidents.

To date, more than 13,000 FSCs have been carried out with 20 Article 31 Prohibition Notices being issued as a result. Enforcement action being taken as a result of FSCs is being monitored and once fully embedded should allow for a better understanding and monitoring of these perceived low risk premises.

Initial training for all station-based staff has been completed, with further inputs to be scheduled to capture legislative change brought in under the Fire Safety Act 2021. A quality assurance process has been implemented, facilitated by local Fire Safety Delivery Teams, by carrying out a joint visit with operational crews, enabling a two-way transfer of knowledge and experience. Further enhancements are now being made to the FSC processes following feedback from station based operational staff, to give further guidance and support as they carry out this work.

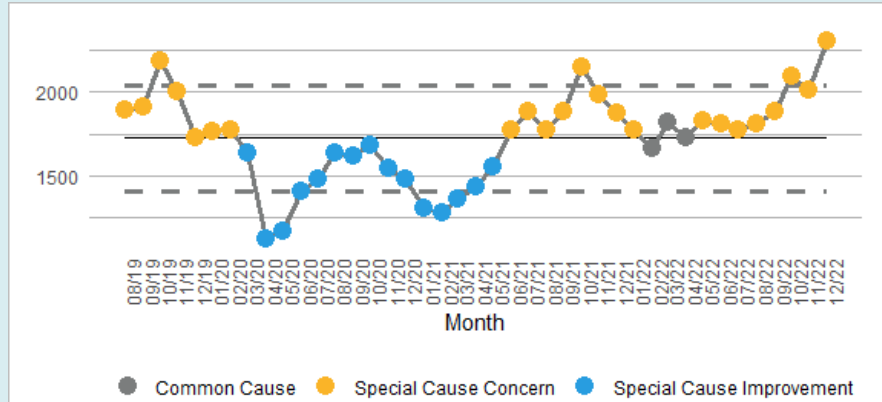
Internal reporting mechanisms have been updated to allow enhanced filtering and auditing for managers together with a hotspot map showing non-residential fires and where Fire Safety Checks have been carried out. Premises information reports containing all Farnor premises are also available to crews, allowing for the improved identification of risk; allowing for the targeting of FSCs.

Following pan London roll out, FSC is now subject to a review to capture areas requiring further improvement and potential expansions to include additional premises types in support of London's unique built environment and the introduction of the revised RBIP.

To further upskill station based operational staff from Firefighter to Station Officer, Fire Safety ran a pilot to provide a Level 3 Introductory Certificate to Fire Safety qualification (known as a Level 3i course). 261 operational staff took part in the pilot which began in June 2021. A review of the type and level of qualification appropriate to role of operational staff undertaking protection activities is currently underway.

# Protection: AFA

## False Alarms due to AFA in non-domestic buildings - monthly



12 month rolling target 20,000 | Dec 2022: 22,546

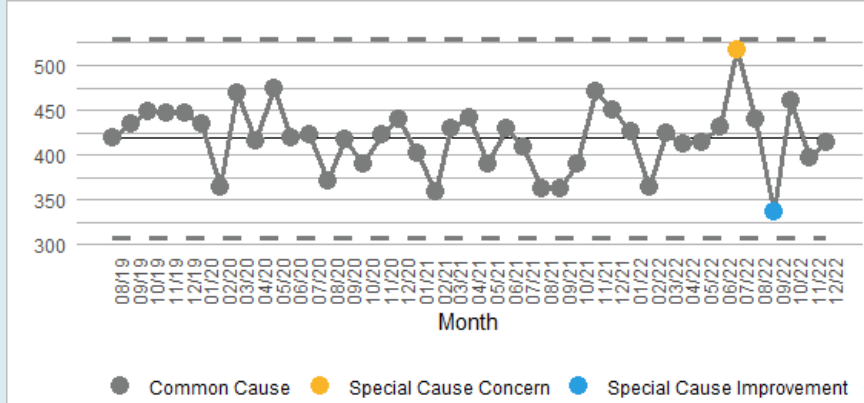
X

### Exception: Target off track and negative shift

A paper detailing a proposed strategy to reduce the impact of unwanted fire alarm signals is currently progressing through the governance process. Work is underway with regards to consultation/engagement with our communities. This strategy aims to reduce the attendance to false Alarms due to AFAs in non-domestic buildings. If adopted this strategy expects to deliver target levels.

# Protection

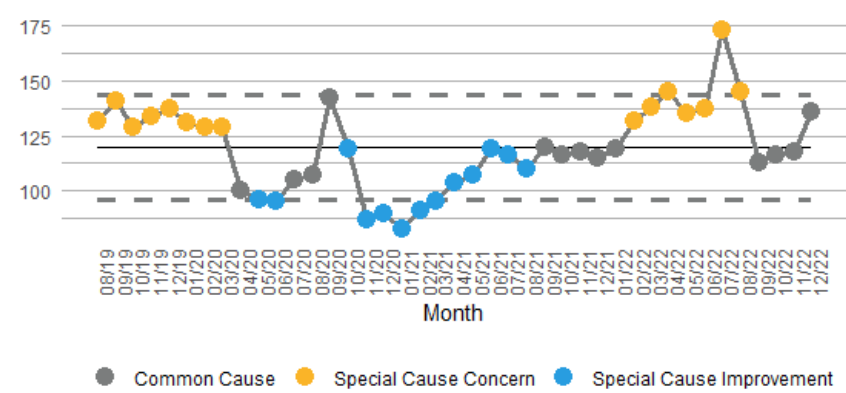
## Fires in the home - monthly



12 month rolling target 6,000 | Dec 2022: 5,045



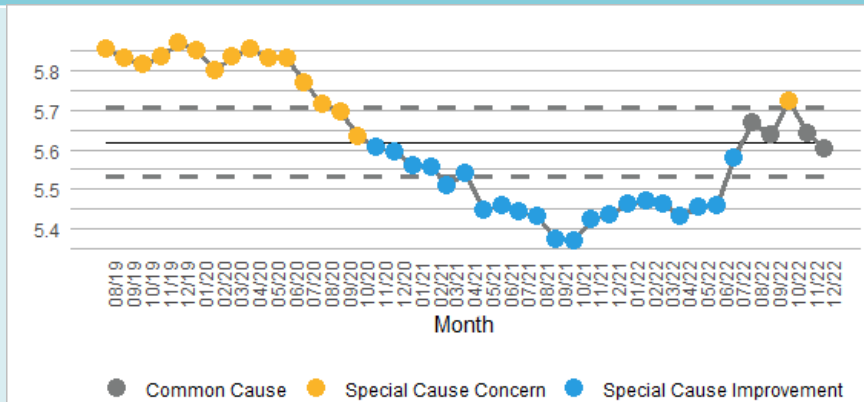
## Fires in other buildings (RRO) - monthly



12 month rolling target 2,500 | Dec 2022: 1,613



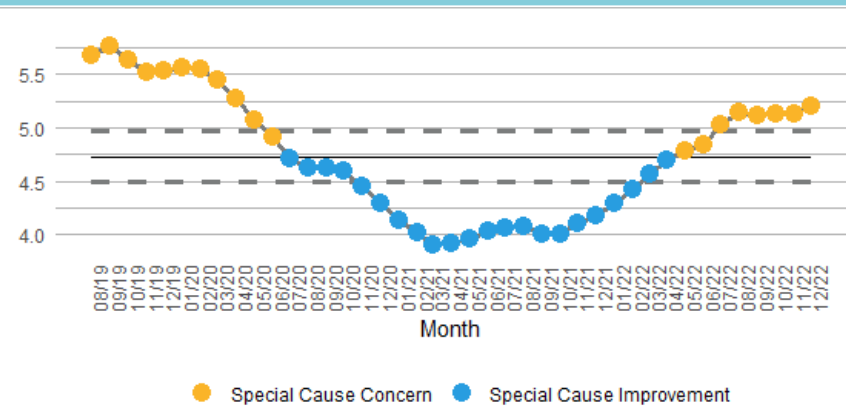
## Fires in the home - rare per 10,000 population



Target n/a | Dec 2022: 5.60

n/a

## Fires in other buildings (RRO) - rate per 1000 buildings\*



Target n/a | Dec 2022: 5.21

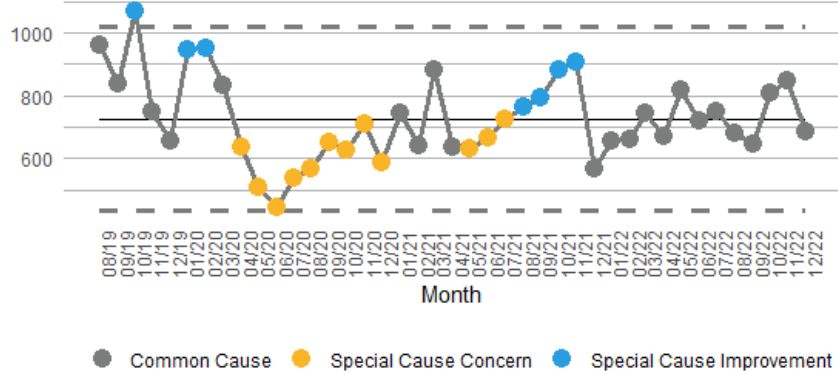
n/a

\*rate per 10,000 population is calculated based on 12 month rolling data

\*rate per 1,000 non-domestic buildings calculated based on 12 month rolling data

# Protection

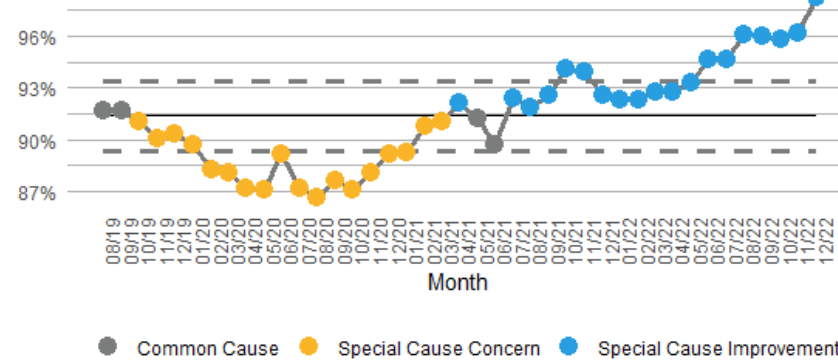
Number of building consultations - monthly



Target n/a | Apr-Dec 2022: 6,635

n/a

Alleged Fire Risks addressed within 3 hrs - 12 month



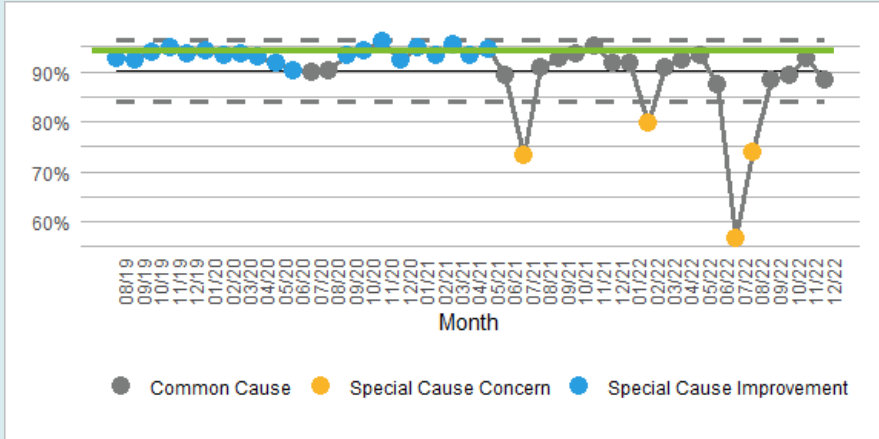
12 month rolling target 90% | Dec 2022: 98.28%





# Response: Call handling

999 calls answered within 7 seconds - monthly



12 month rolling target 92% | Dec 2022: 84.03%

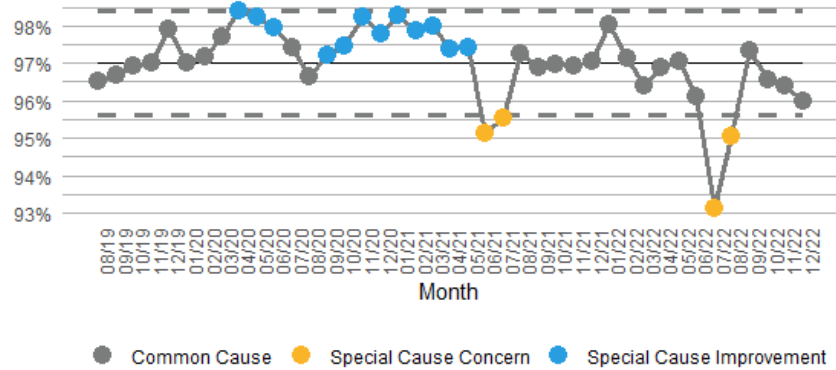
X

## Exception: Target off track

Performance in this area has remained steady, however the rolling 12 month average is still slightly below target following the spate conditions due weather events. Our new performance monitoring tool continues to assist the management of call live performance as our pilot staffing model now improves our operational cover and training capacity.

# Response

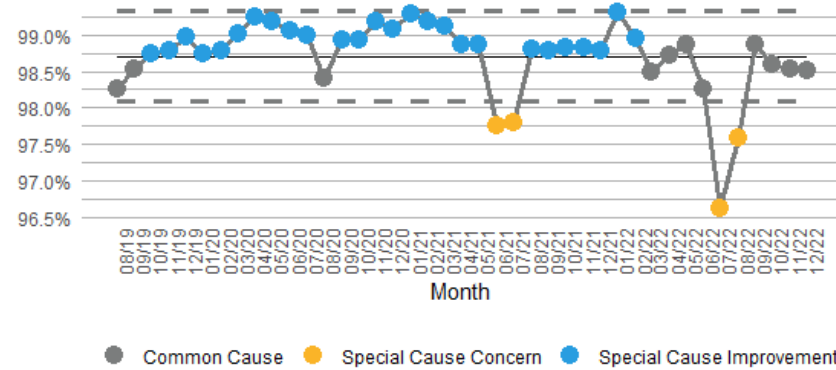
First Appliance Arrival - % within 10 min - monthly



12 month rolling target 90% | Dec 2022: 96.25%



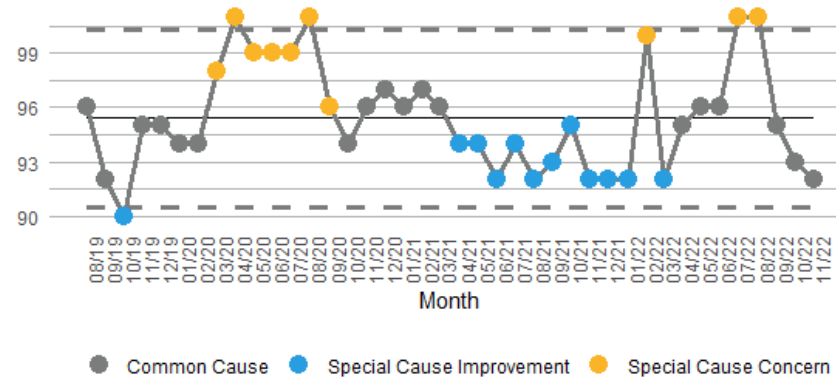
First Appliance Arrival - % within 12 min - monthly



12 month rolling target 95% | Dec 2022: 98.39%



Av. time from answering a 999 call to appliance dispatch (s) - monthly

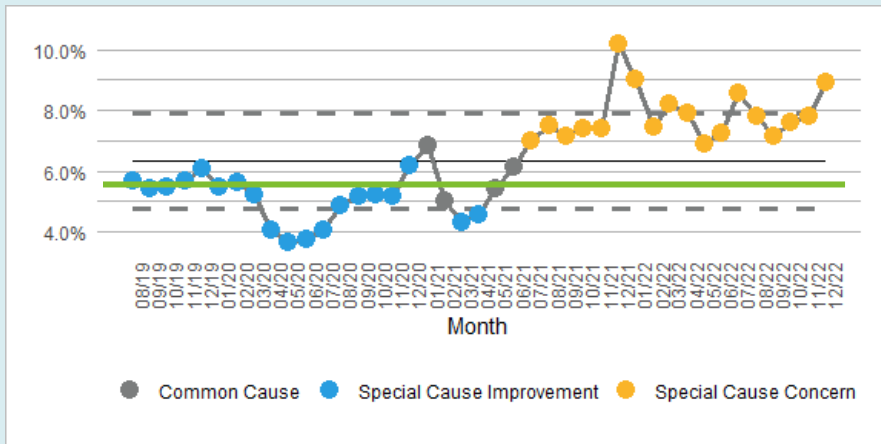


12 month rolling target 100 | Dec 2022: 96



# People: Sickness

## % Working Day Lost to Sickness - All Staff - monthly



Monthly target 5.75% | Dec 2022: 7.88%

X

### Exception: Target off track & negative shift

#### High-level commentary & current mitigating actions

It is a recognized trend within the Brigade and nationally, that sickness rates will increase during the winter months. However, through the implementation of the new People Partner team the Brigade aims to drive accountability to managers for better management of staff absence, and proactive support for staff to prevent ill health and poor wellbeing. This renewed focus on accountability is supported by the Wellbeing Strategy which promotes a preventative approach to poor health and wellbeing whilst continuing to maintain a high level of service amongst our treatment services.

Management training continues on the effective use of the Occupational Health service, alongside revised processes to support individuals' engagement with Occupational Health; this is resulting in higher levels of referrals to Occupational Health and more timely advice being received.

Provision of digital in-ear hearing aids for staff in roles which preclude the wearing of NHS given over-ear hearing aids: research and trial concluded; single tender action completed to support provision with full procurement exercise also due to commence imminently.

#### Mitigating actions

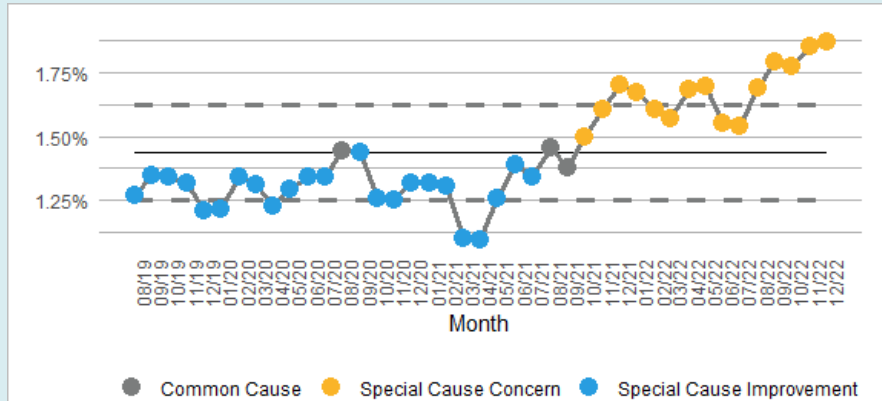
Launch of the Supporting Your Health and Wellbeing Policy with associated mandatory training in April 2023. Revised capability/ sickness management processes published December 2022.

Recognising the high rate of musculoskeletal sickness, particularly relating to lower limb, a research study has been launched into the use of knee braces in an operational environment. The use of knee braces has been clinically proven to reduce the need for a total knee replacement by up to 20 years, Firefighter to Station Officer-level staff are presently Ill-Health retired following a total knee replacement. The study has now clinically assessed the suitability of the trial participants who will be invited to participate in a controlled operational environment to test the compatibility of the knee brace with operational activities. This will take place in January 2023.

Continued work to develop the Workplace Adjustment Passport which will support and provide a mechanism for recording conversations regarding Reasonable Adjustments, as required under the Equality Act 2010. To be launched in April 2023.

# People: Sickness

## % Working Day Lost to SAD - All Staff - monthly



Dec 2022: 1.87%

N/A

### Exception: Target off track & negative shift

#### High-level commentary & current mitigating actions

The publication of the Culture Review had some negative impact on staff in respect of some cases of stress, anxiety or depression although the data indicates that these instances have been small in number, which is in part attributable to the range of actions that People Services took to support staff and managers, including:

- Setting up an independent complaints and advice service for staff experiencing bullying and harassment. This service includes advice to managers on how to manage difficult cases, which should improve confidence and the quality of action taken.
- Senior leaders from across the organisation continuing to meet with all watches and teams to emphasise the need to create a supportive, dignified workplace, clearly setting out the behaviours which are unacceptable and will not be tolerated.
- The provision of online resources for staff and managers, with signposting to the support available via posters at stations, in the above conversations and at all staff briefings.

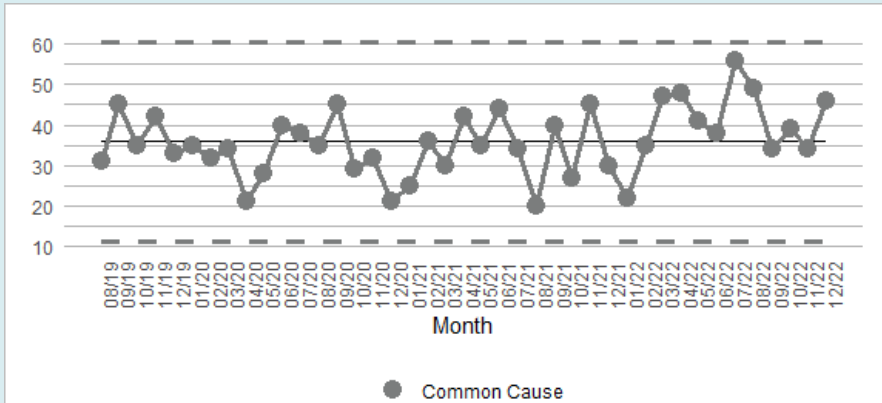
Data related to staff presenting with SAD to LFBs Counselling and Trauma Service and to colleagues at the Fire Fighters Charity indicates that "life pressures" account for the majority (70%) of these cases. Work pressures are also cited, with a specific focus on the lack of resource availability to adequately discharge role responsibilities and increasing workloads, as being the main contributors to SAD

LFBs Recognising and Managing Stress Anxiety and Depression training course has been designed to provide managers and staff with coping mechanisms to deal with these circumstances. Over 500 people have now attended this course since April 2022 and courses are being delivered on a weekly basis.

- LFBs Wellbeing Dog initiative has also begun, providing staff with an opportunity to discuss wellbeing concerns in a relaxed, supportive and facilitated (by a trained LFB Mental Health First Aider) environment.
- Work is underway to establish Local Wellbeing Partners across the organisation. These staff will be focal points to provide local signposting to the support available for staff, plus they will gather local information that can be shared with People Partners and the Wellbeing Team to better inform wellbeing support/service structures and improvements.
- LFB local Area initiatives are also being supported and staff are being provided more signposting to wellbeing resources that can be accessed via the Wellbeing support hub on Hotwire, which launched in November 2022.
- The continued roll out of the actions detailed in LFB's Wellbeing Strategy will also serve to provide more support to staff experiencing SAD

# People: Health & Safety

RTCs involving Brigade vehicles - monthly



12 month rolling target 390 | Dec 2022: 489



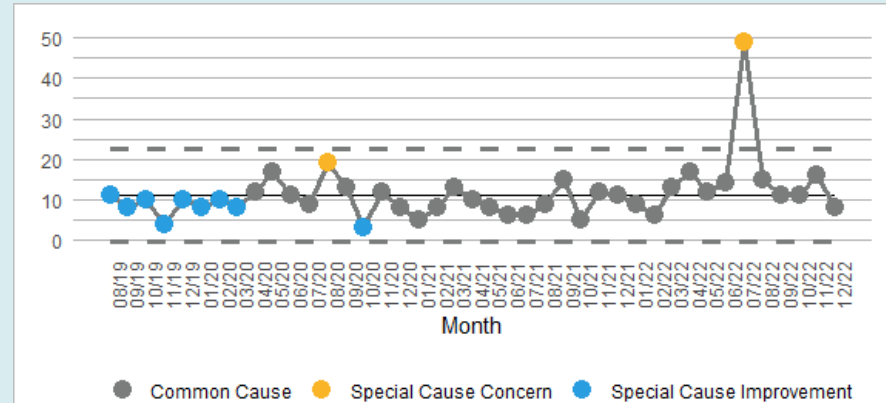
## Exception: Target off track

The target for Road Traffic Collisions (RTCs) involving Brigade is not being met (489 versus a target of 390). The Emergency Response Driver refresher training programme is now established, with all appliance drivers completing the Emergency Response Driving Revalidation (Appliance) course. This training includes a reassessment of driver skills. Staff have also recently been provided with information and instruction in preventing accidental damage to the fire appliance when attending incidents.

### Planned actions:

Actions to reduce RTC's are being monitored through the Management of Occupational Road Risk (MORR) group. Actions include the promotion of positive driving behaviours through Operational News articles, with further articles on driving behaviours planned for the next two issues of Operational News (the latest article was published in November 2022). Officers are also working to produce a video/animation to support key messaging to reduce RTCs while responding to emergencies.

No. Injuries from Operational Incidents - monthly



12 month rolling target 100 | Dec 2022: 188



## Exception: Target off track

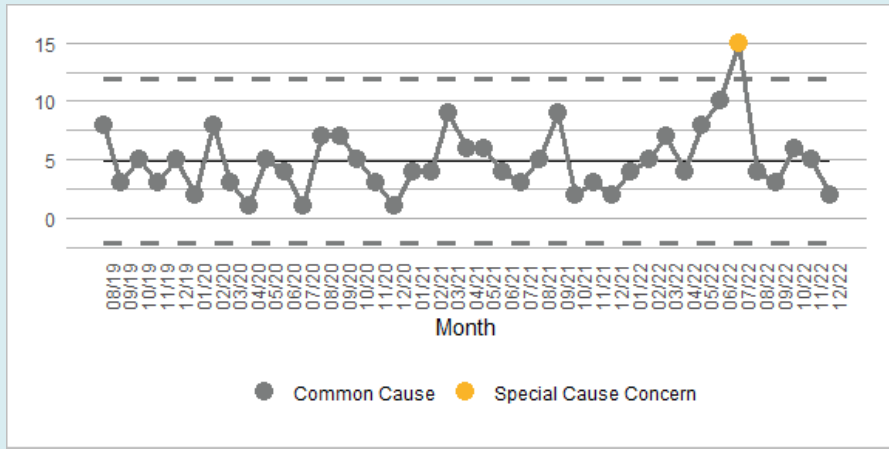
The target for injuries from operational incidents is not being met (188 versus a target of 100). The extreme heat conditions seen throughout July and August resulted in increases in injuries to staff, particularly heat-related injury/illness. Officers have introduced the Operational Safety Management model, including operational (analytical) risk assessment, to make improvements to incident ground safety by focussing further attention on the review of hazards, risks and control measures on the incident ground. This policy change has started to be implemented on the incident ground.

### Planned actions:

Trends in injury data are monitored to identify targets for intervention to reduce injuries. In response to the heat-related injuries of July and lessons regarding management of injured firefighters on the incident ground November's issue of Operational News contained information and instruction on the role of Welfare Officers on the incident ground. Officers are working to improve data analysis of operational injuries by integrating injury investigation data with incident monitoring data to better identify actions to target further reductions in operational injuries.

# People: RIDDOR

## RIDDOR - monthly



12 month rolling target 62 | Dec 2022: 75

X

### Exception: Target off track

#### Commentary and actions:

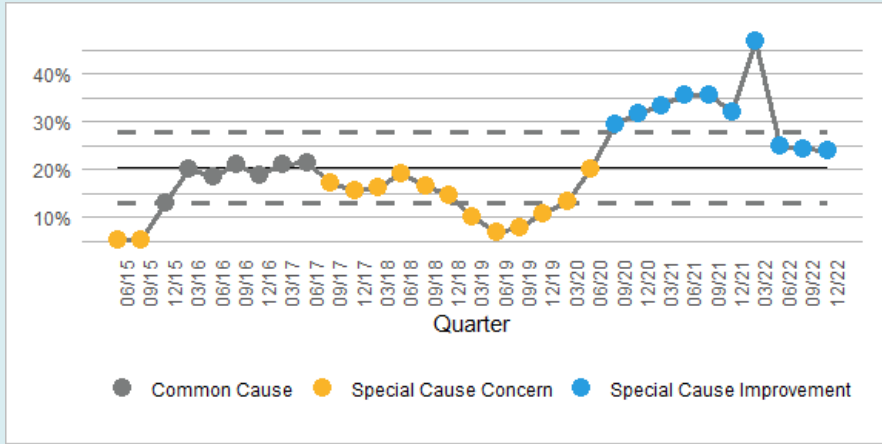
The target for injuries reportable to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) is not being met (75 versus a target of 62). The extreme heat conditions seen throughout July and August resulted in increases in injuries to staff, particularly heat-related injury/illness. Officers have introduced the Operational Safety Management model, including operational (analytical) risk assessment, to make improvements to incident ground safety by focussing further attention on the review of hazards, risks and control measures on the incident ground. This policy change has started to be implemented on the incident ground.

#### Planned actions:

Trends in injury data are monitored to identify targets for intervention to reduce injuries. Officers are working to improve data analysis of operational injuries by integrating injury investigation data with incident monitoring data to better identify actions to target further reductions in operational injuries.

# People: Diversity

Trainee firefighter intake - % women - 12 month rolling



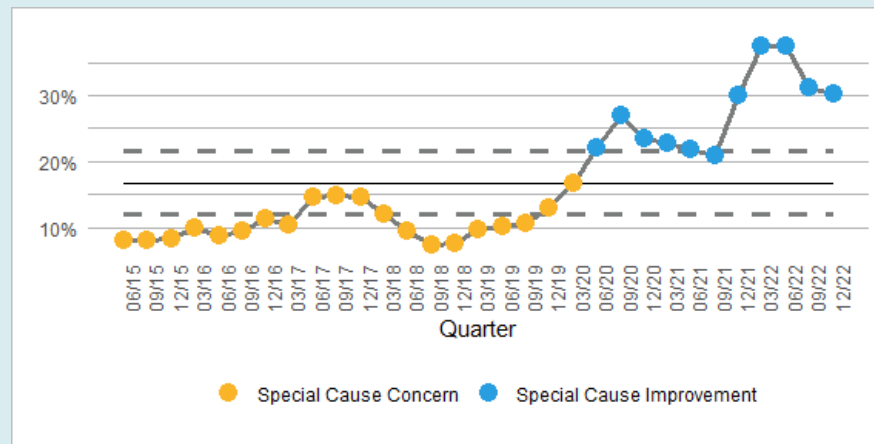
12 month rolling target 35% | Dec 2022: 23.9%

X

## Exception: Target off track but positive shift

The team will continue with targeted outreach in the community to build the diversity within the existing waiting list of potential candidates. They will also focus heavily on retaining candidates throughout the recruitment process, as the Culture Review will impact under-represented groups with their decision to continue in the process. These activities are planned for delivery from January (such as station experience days) and the team have emailed those on the waiting list with a reassuring message from the Commissioner.

Trainee firefighter intake - % ethnic minorities - 12 month rolling



12 month rolling target 40% | Dec 2022: 30.3%

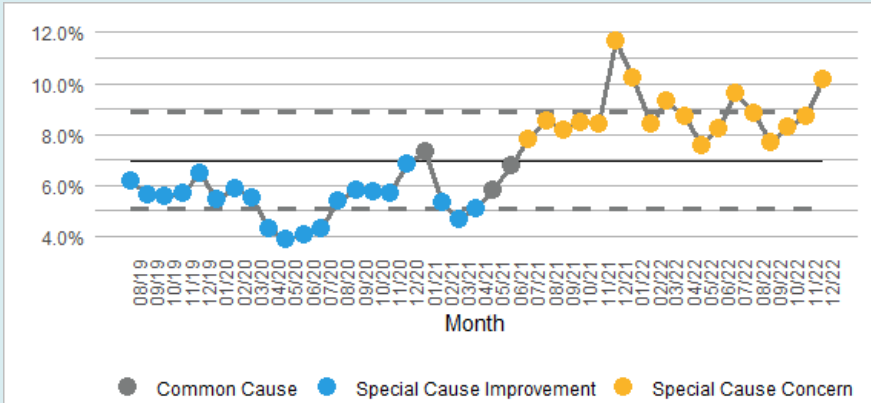
X

## Exception: Target off track but positive shift

The attraction work carried out by the Outreach Team takes between 3 - 8 months to result in new trainee firefighters, therefore whilst the figures above are improving, they continue to reflect the impact of the Covid-19 pandemic and the pausing of firefighter recruitment in 2021. Now that the Outreach team are able to attend a high level of community and career events to generate a new pool of candidates from minority groups, we have 48% of people on the firefighter application waiting list coming from under-represented groups. It is important to note that these candidates will not begin to go through the firefighter assessment process until approximately March 2023, therefore the outcome will take a while to be seen.

# People

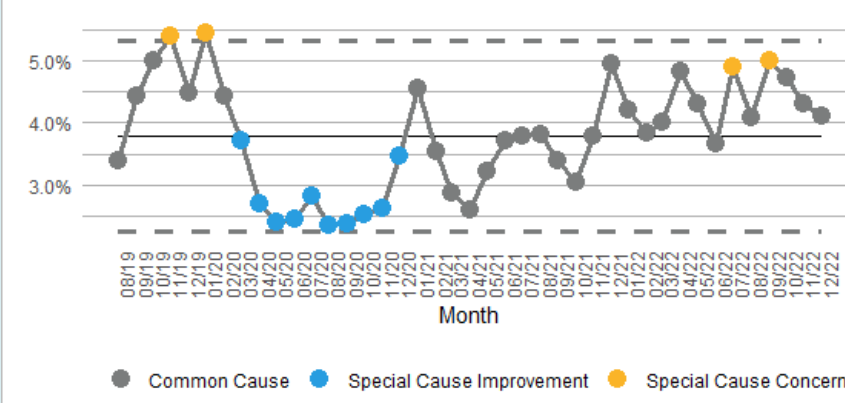
% working days lost to sickness Ops staff - monthly



12 month rolling target 3.65% | Dec 2022: 8.81%

X

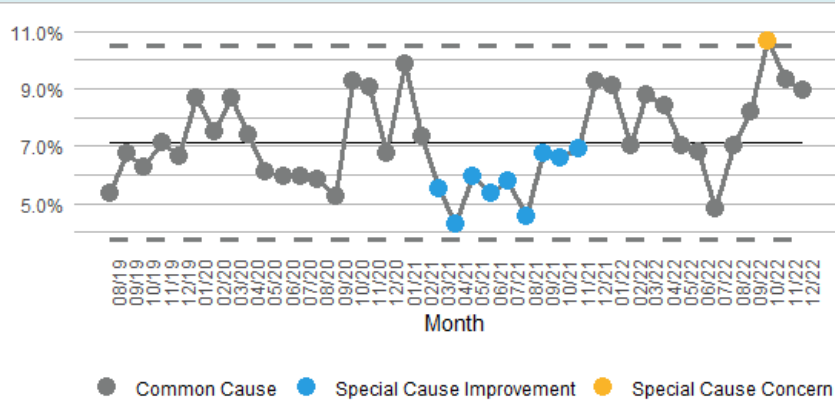
% working days lost to sickness FRS staff - monthly



12 month rolling target 2,500 | Dec 2022: 4.33%

X

% working days lost to sickness Control staff - monthly



12 month rolling target 4.70% | Dec 2022: 8.01%

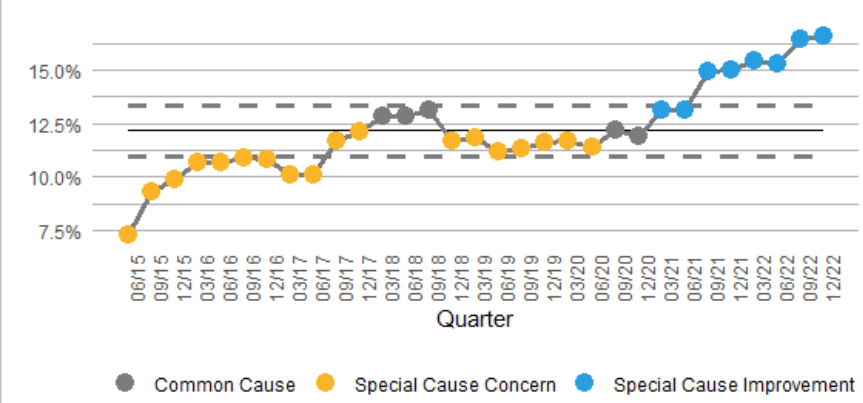
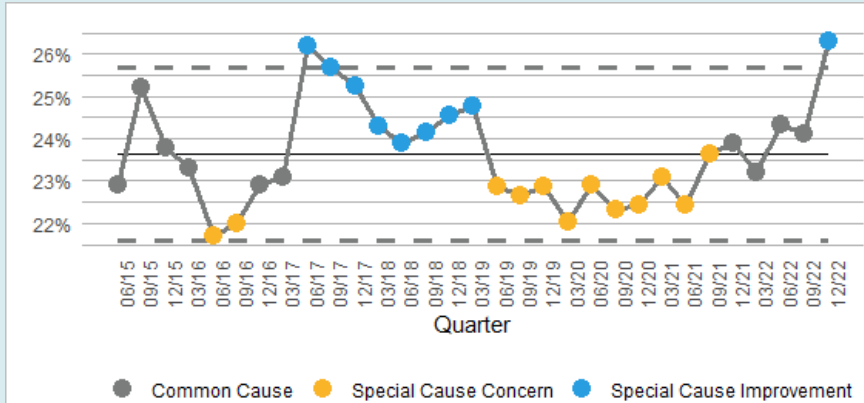
X



# People

Gender diversity (men) Control staff - as at

Ethnic diversity of FRS staff top earners - as at



12 month rolling target 35% | Dec 2022: 26.3%

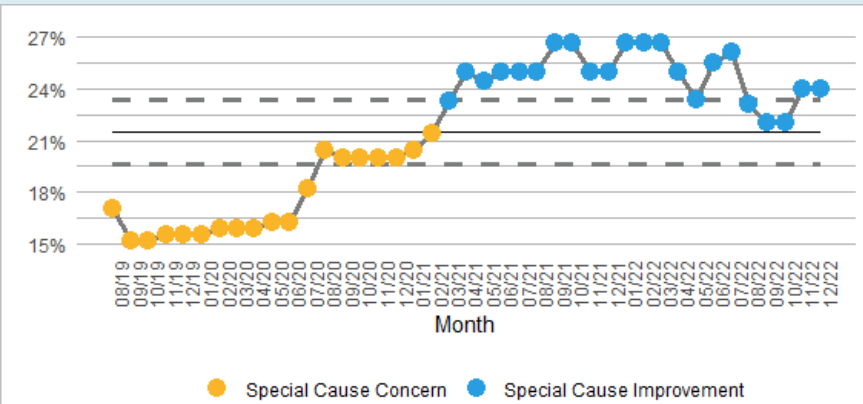
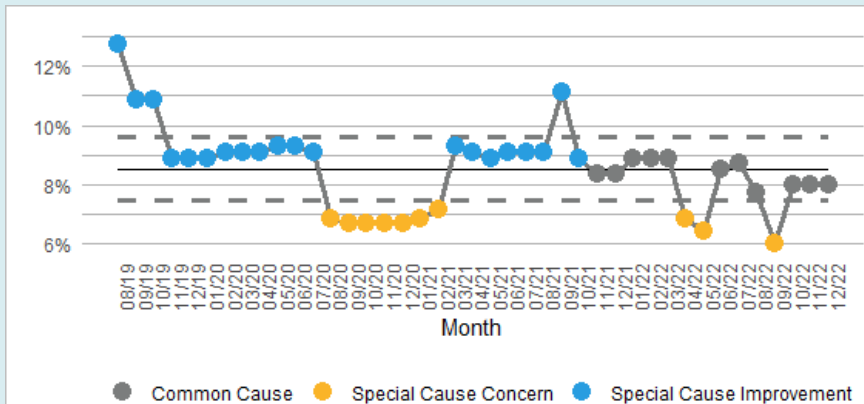
X

12 month rolling target 16% | Dec 2022: 16.59%

✓

% TMG who are ethnic minorities - as at

% TMG who are Women - as at



Target n/a | Dec 2022: 8%

n/a

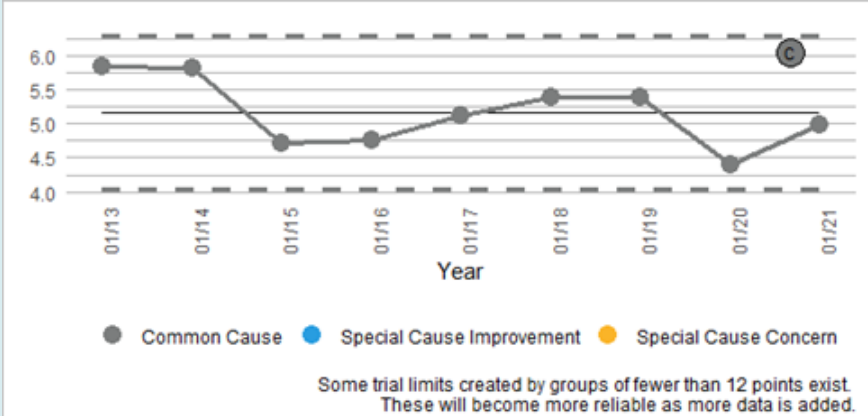
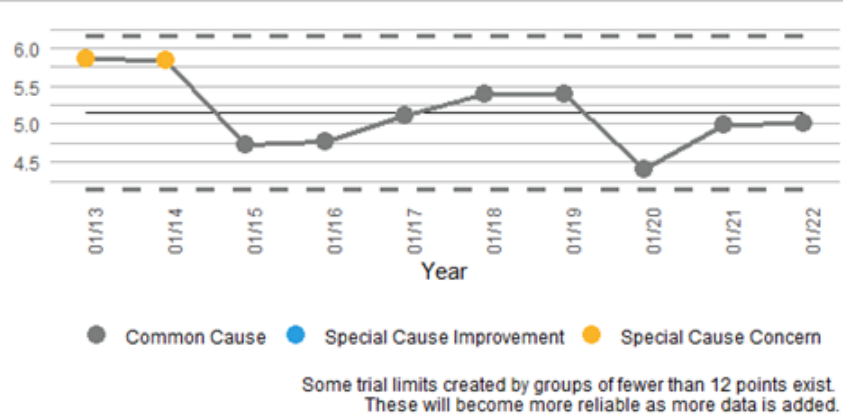
Target n/a | Dec 2022: 24%

n/a

# People

Pay ratio between highest & median salary - annual

Gender pay gap %, all staff - annual



Annual target 6.0 | 2021/22: 5.00

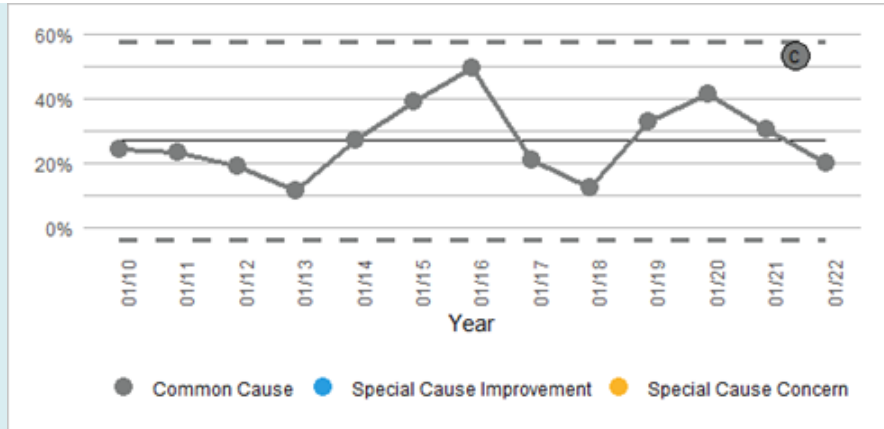


Annual target +/-3% | 2020/21: -4.36%



# Resources

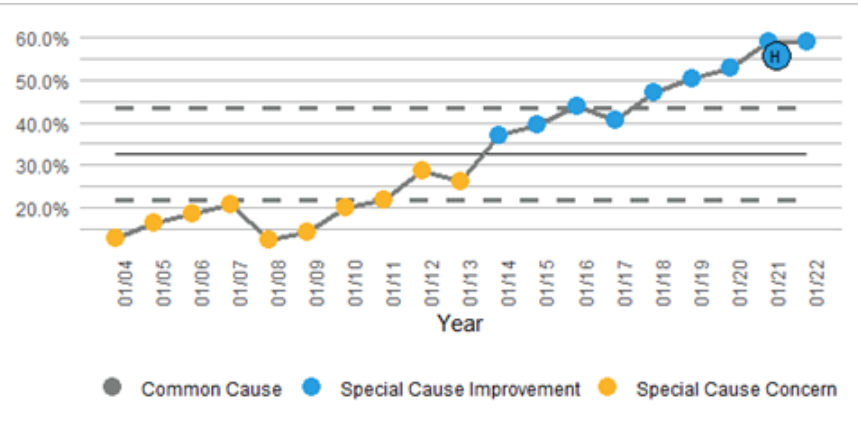
Spend with SMEs - annual



Annual target 33% | 2021/22: 20%

X

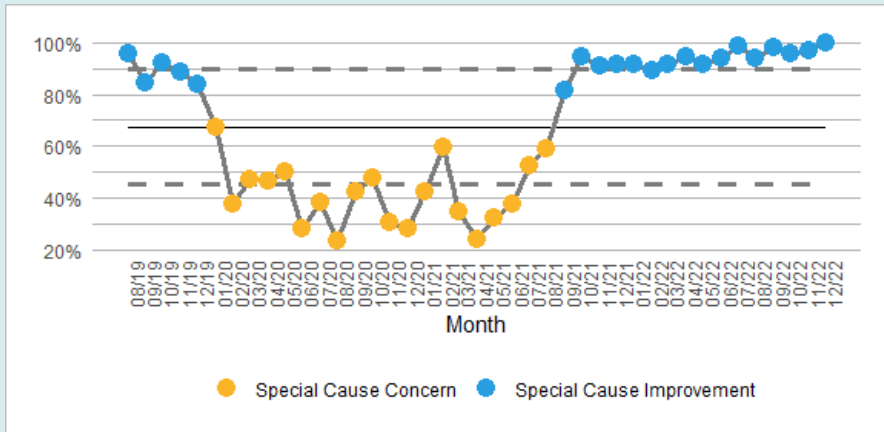
CO2 reduction since 1990 - annual



Annual target 59.1% | 2021/22: 60%

X

Statutory Info Requests Handled on Time - monthly



12 month rolling target 95% | Dec 2022: 95.56%

X



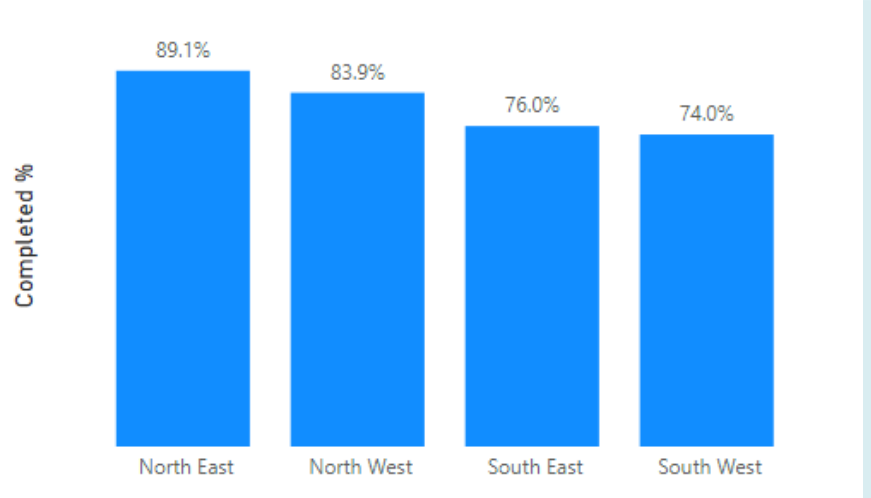
LONDON FIRE BRIGADE

# Directorate Level Performance

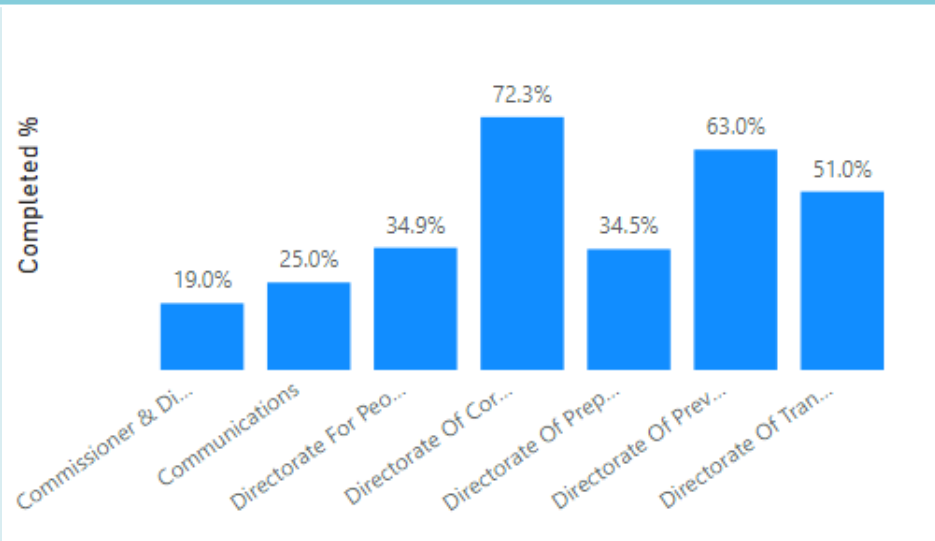
Appendix 2

# Cyber Security & Data Protection Training

## Cyber Security Training – Station Staff



## Cyber Security Training – Office Staff



## Data Protection Training – Office Staff

