



LONDON FIRE BRIGADE

Performance Report: Exception Focus – January*

Appendix 1

*Data to the end of November 2022

Performance at a Glance

HOME FIRE SAFETY VISITS

42,794

Up by 48% compared to last year

ONLINE HOME FIRE SAFETY CHECKS

3,476 (Mar-Nov)

Down by 21% compared to last year

BUILDING CONSULTATIONS

5,940 (Mar-Nov)

Up by 11% compared to last year

TRAINEE FIREFIGHTER INTAKE

24% ETHNIC MINORITIES

Down by 32% compared to last year

31% WOMEN

Up by 45% compared to last year

STAFF SICKNESS

7.99%

Up by 25% compared to last year

APPLIANCE ARRIVAL TIMES

1st 5:17 (mass)

Up by 2.3% compared to last year

2nd 6:42 (mass)

Up by 3.3% compared to last year

FIRES IN THE HOME

5,077

Up by 4% compared to last year

RIDDOR INCIDENTS

75

Up by 34% compared to last year

CO2 REDUCTION

59.1%

Up by 0.3% compared to last year

STATUTORY INFO REQUESTS
handled on time

92.98%

Up by 95% compared to last quarter



KEY	
Response	Blue
Prevention & Protection	Orange
Our People	Purple
Resources	Green

Data is displayed as 12 month rolling, unless stated otherwise

LFB Performance Headlines

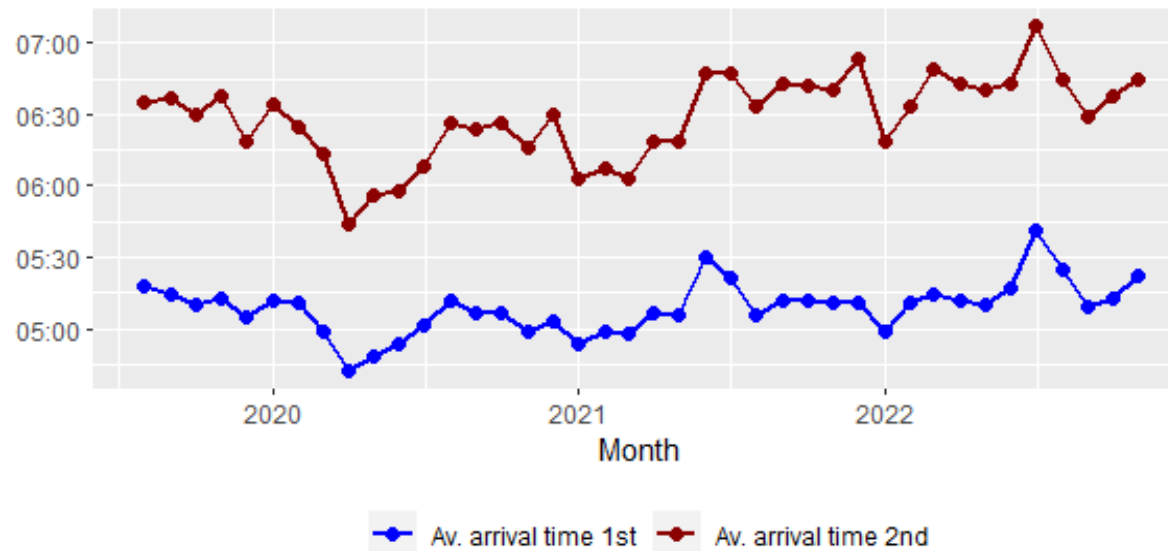
- Average arrival times remain within target

Grenfell
Recommendations
Completed

26/29

HMI
Recommendations
Completed

19/26



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

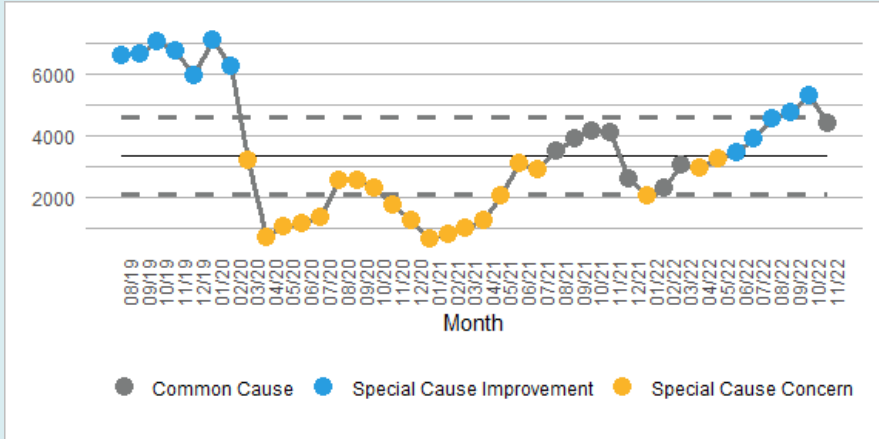


2nd app - 12 month rolling target : 8:00 | Nov 2022: 6:42



Prevention: HFSVs

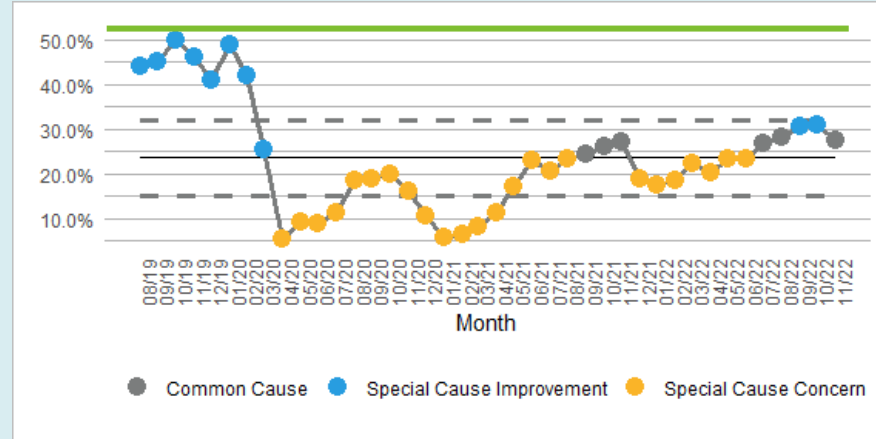
Number of HFSVs - monthly



12 month rolling target 76,000 | Nov 2022: 42,794



% P1 People HSFVs as proportion of overall target - monthly



Monthly target 75% | Nov 2022: 27.35%



Exception: Target off track

Challenge remains regarding the ongoing impact of:

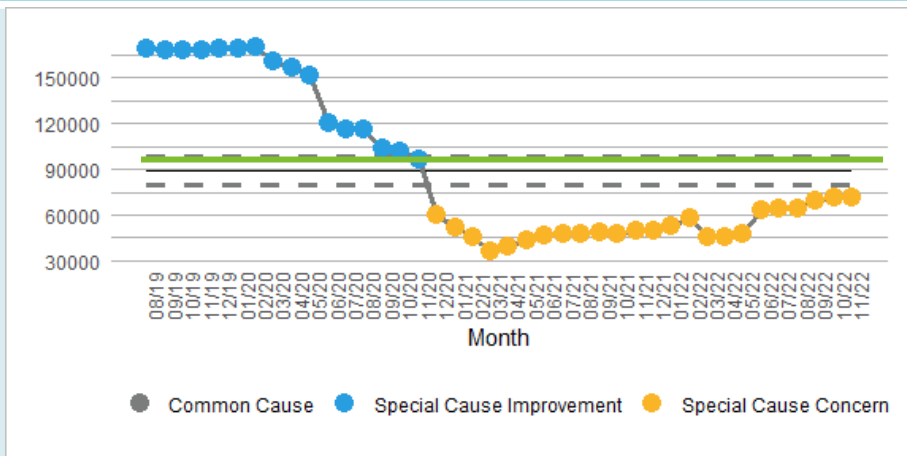
- The Number of pumping appliances unavailable each day due to the current Average Vacancy Margin (AVM) and the subsequent increased operational commitment.
- Culture review & pay talk visits has caused appliance availability to reduce.
- This target is under review due to the new approach to HFSVs and a qualitative focus.

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



12 month rolling target 100,000 | Nov 2022: 71,649 X

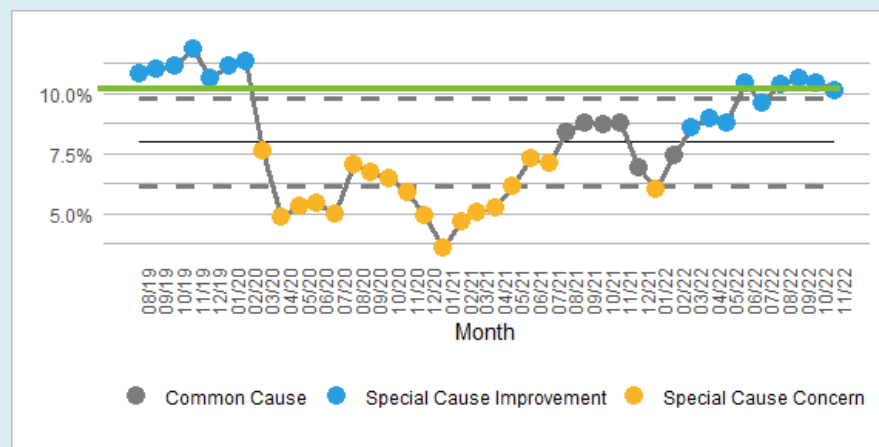
Exception: Target off track and negative shift

As previously reported, the upward trajectory continues as expected with anticipated continuation with the expansion of the Fire Cadets programme into further boroughs, and all units planned to be operational by January 2023.

Outside of the scope of this KPI, since April 2022, 17,181 young people have been engaged with under the Safety First provision into secondary schools. If included, the total engagement would be 93,328 young people (up to November 2022).

To sustain the upward trajectory of engagement with young people, Youth Services is exploring the reintroduction of Early Intervention provision and is embarking on supporting youth project provision within boroughs.

% time spent by station staff on comm safety - monthly



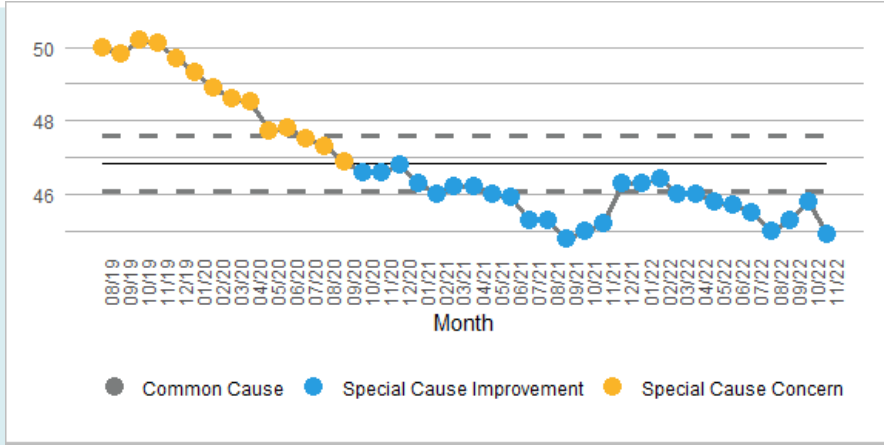
12 month rolling target 10% | Nov 2022: 9.03% X

Exception: Target off track but positive shift

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

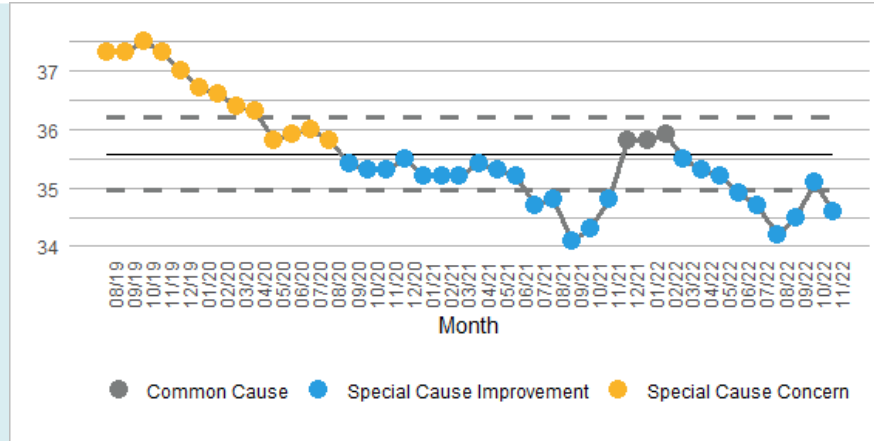
All fire deaths - 10 year average



10 year average target 50 | Nov 2022: 45



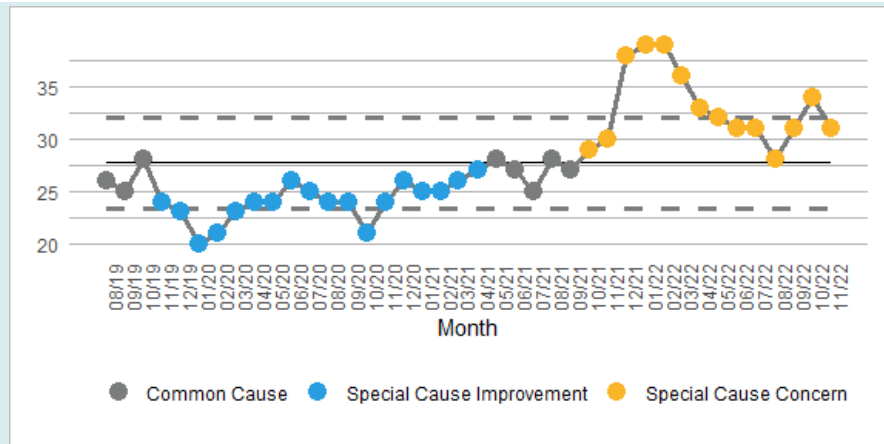
Accidental fire deaths in the home - 10 year rolling average



10 year rolling average target 35 | Nov 2022: 35



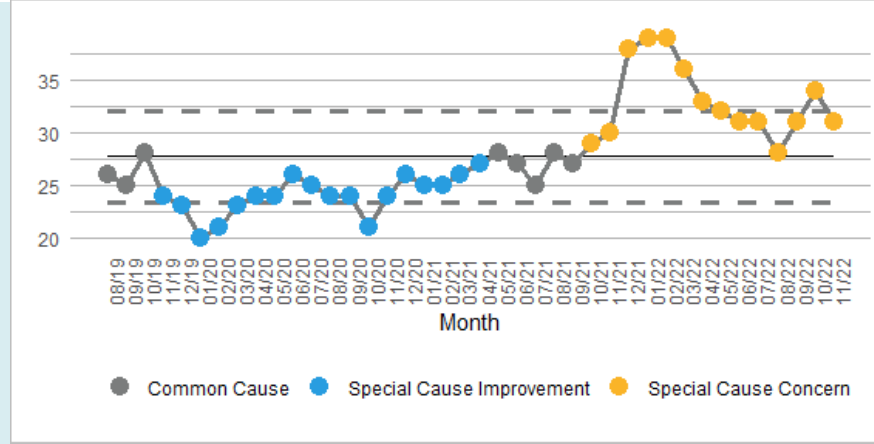
All fire deaths - 12 month rolling



target n/a | Nov 2022: 40

n/a

Accidental fire deaths in the home - 12 month rolling

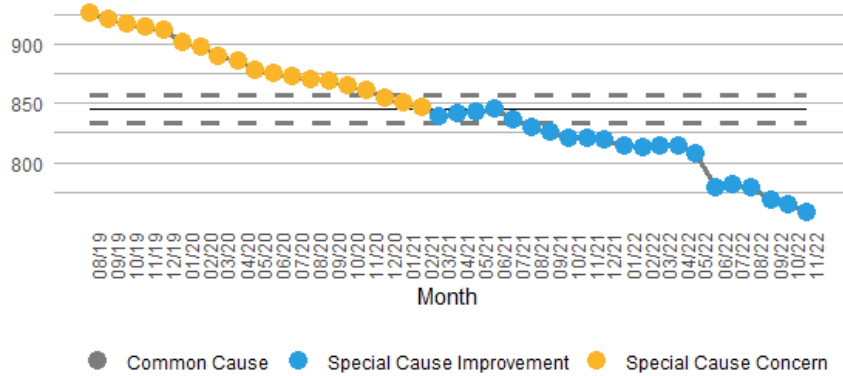


target n/a | Nov 2022: 31

n/a

Prevention

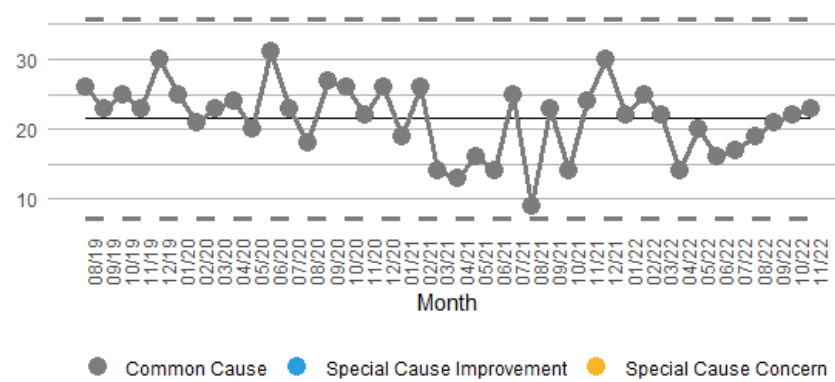
Injury from fire - 5 rolling year average



5 year rolling average target 1000 | Nov 2022: 758



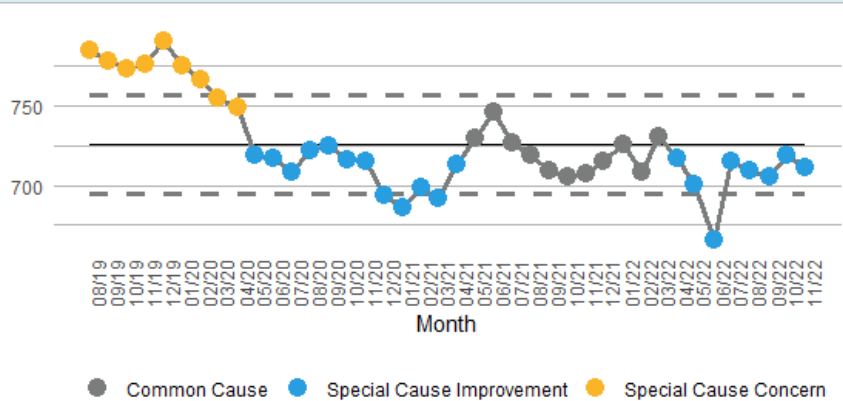
Fires in care homes - monthly



12 month rolling target: 400 | Nov 2022: 251



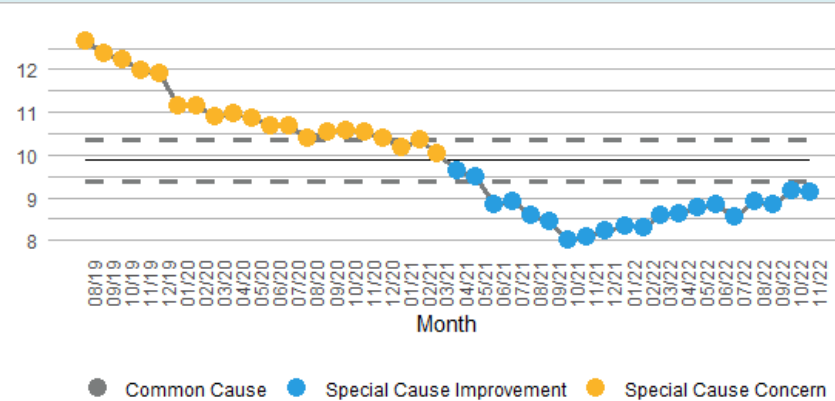
Injury from fire - 12 month rolling



target n/a | Nov 2022: 711

n/a

Fires in care homes - rate per 100 care homes*

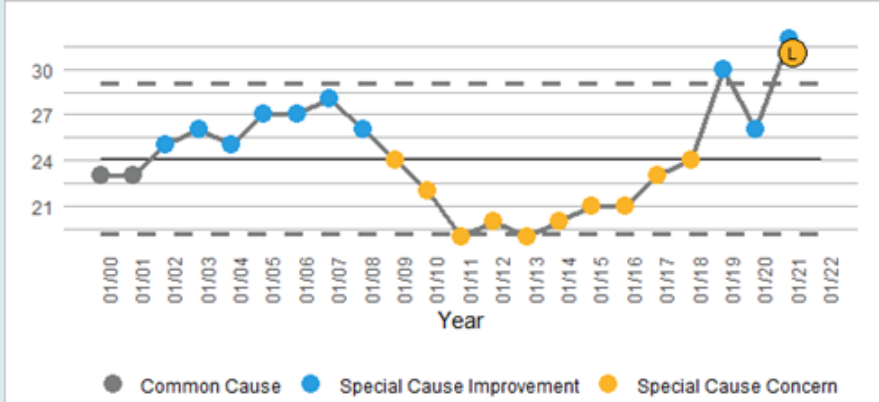


target n/a | Nov 2022: 9.11

n/a

Prevention

Boroughs below the national average rate for primary fires - annual

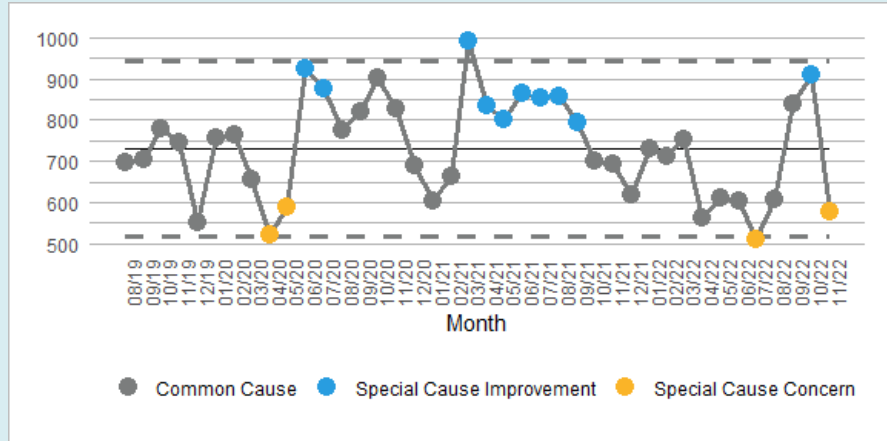


Annual target 33% | 2021/22: 20%

X

Protection: Audits

All fire safety audits/inspections - monthly



Year end target 9,000 | Apr-Nov 2022: 5,395

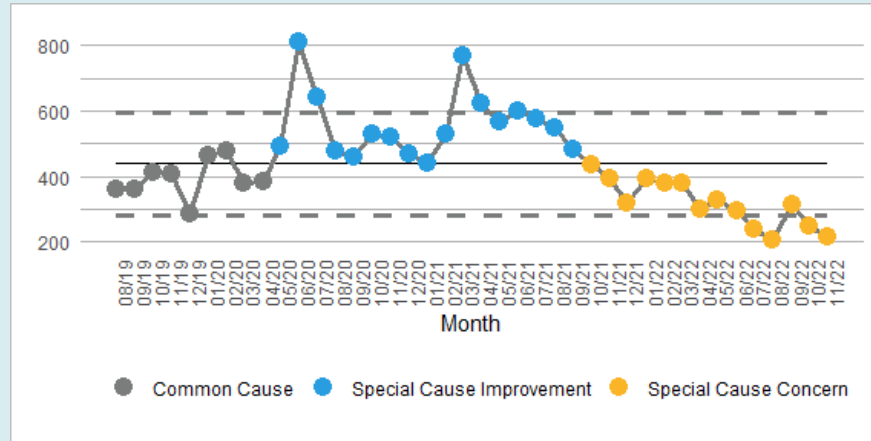
X

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 | Nov 2022: 218

X

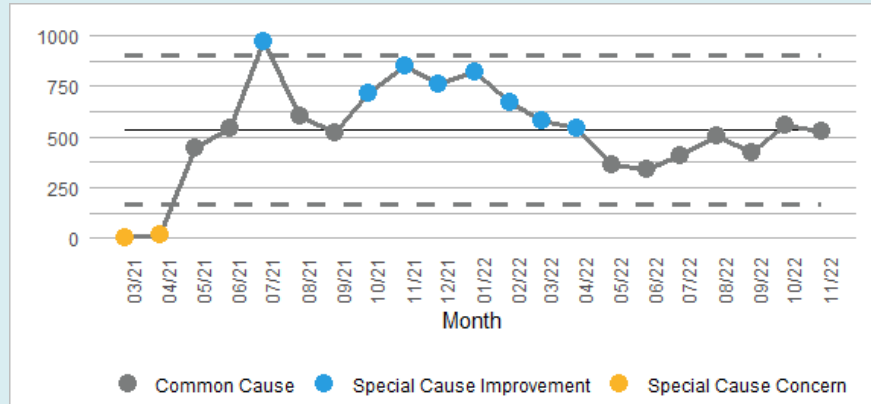
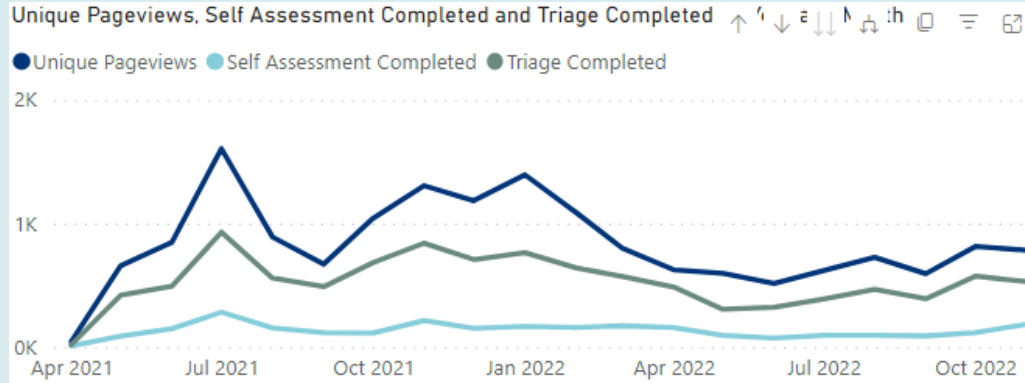
Exception: Target off track & negative shift

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



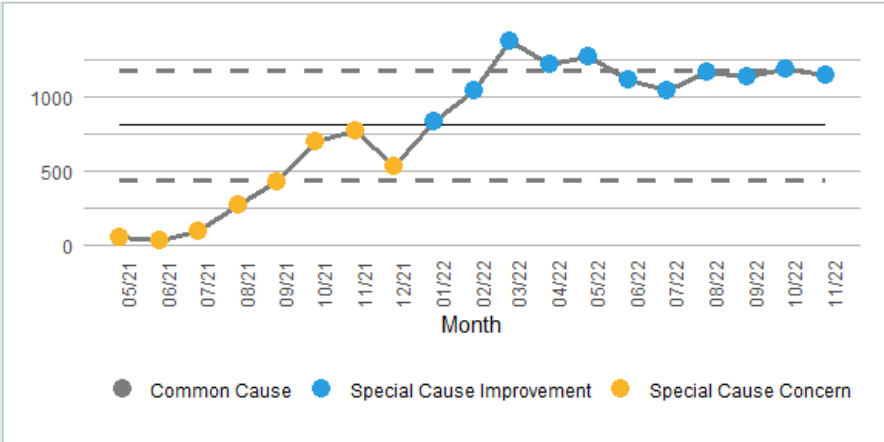
Year end target 15,000 | Apr-Nov 2022: 3,476 X

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: Other

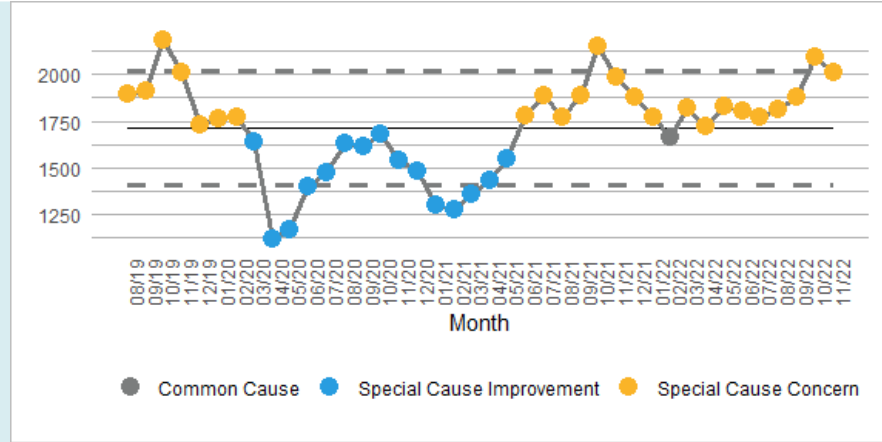
Number of fire safety checks - monthly



Year end target 20,000 | Apr-Nov 2022: 9,331



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



12 month rolling target 20,000 | Nov 2022: 22,077



Exception: Target off track but positive shift

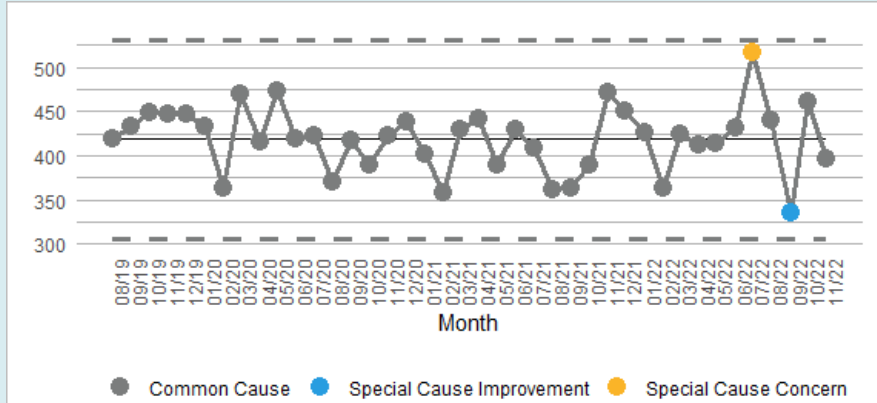
Numbers of Fire Safety Checks are steady but further improvements are being investigated via use of the Protection Uplift Grant Fund to include further training packages and staff to support and imbed processes and procedures together with the review and streamlining of data gathering in order to further assist Fire Stations. Minor amendments have been made to the PowerBI report available to station personnel to allow highlighting of risk hotspots. An engagement leaflet has been approved by comms that explains to partners the purposes of the visits and signposts them to LFB guidance for fire safety which it is hoped will provide further increases in uptake for the visits.

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

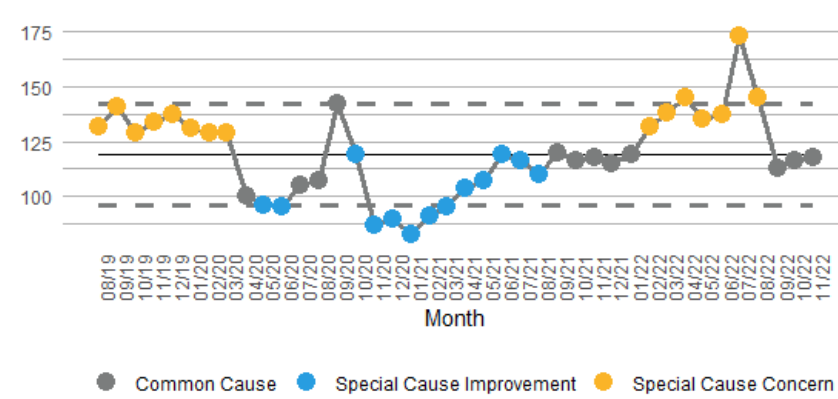
Fires in the home - monthly



12 month rolling target 6,000 | Nov 2022: 5,077



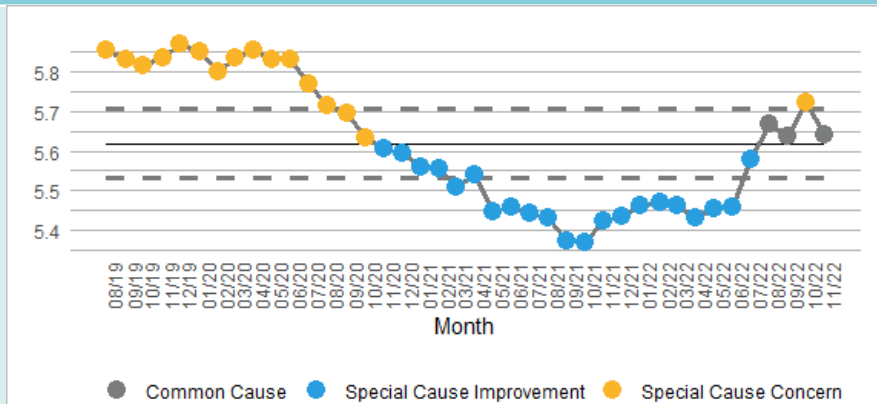
Fires in other buildings (RRO) - monthly



12 month rolling target 2,500 | Nov 2022: 1,589



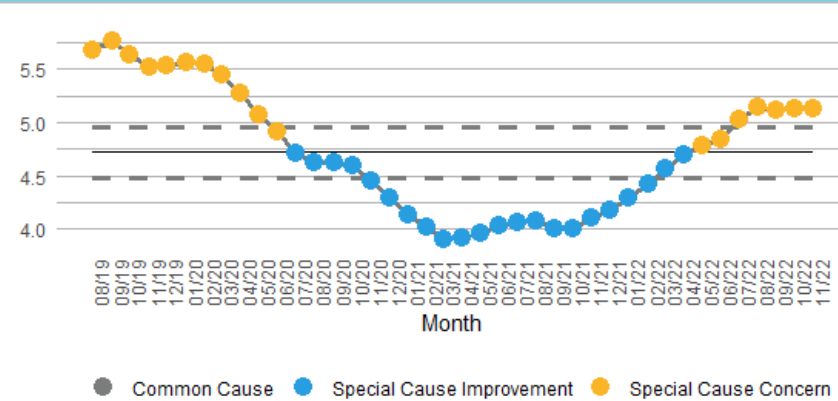
Fires in the home – rare per 10,000 population



Target n/a | Nov 2022: 5.64

n/a

Fires in other buildings (RRO) – rate per 1000 buildings*



Target n/a | Nov 2022: 5.13

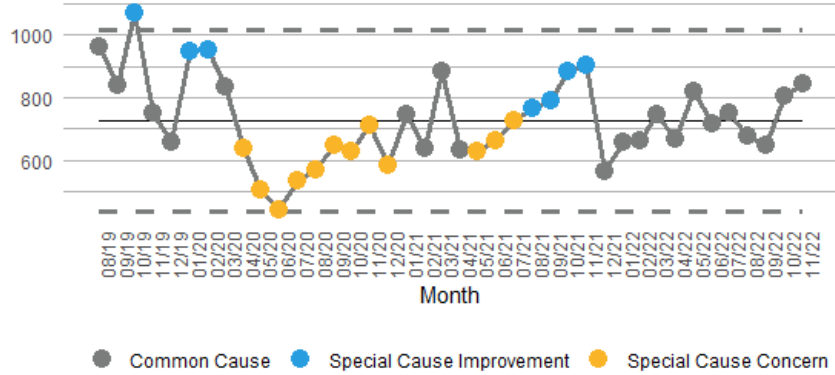
n/a

*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

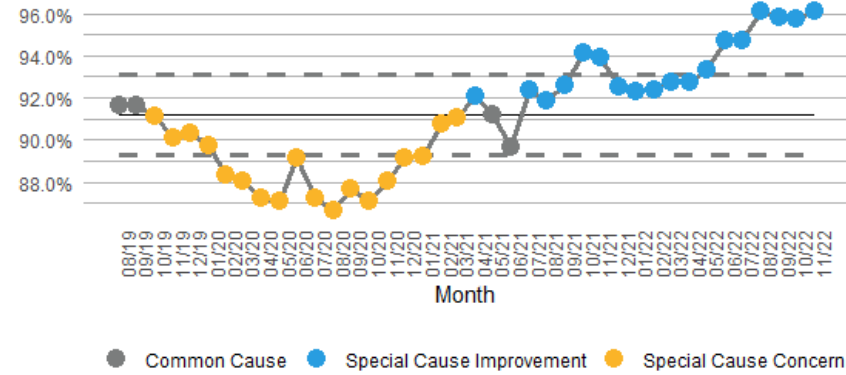
Number of building consultations - monthly



Target n/a | Apr-Nov 2022: 5,940

n/a

Alleged Fire Risks addressed within 3 hrs - monthly

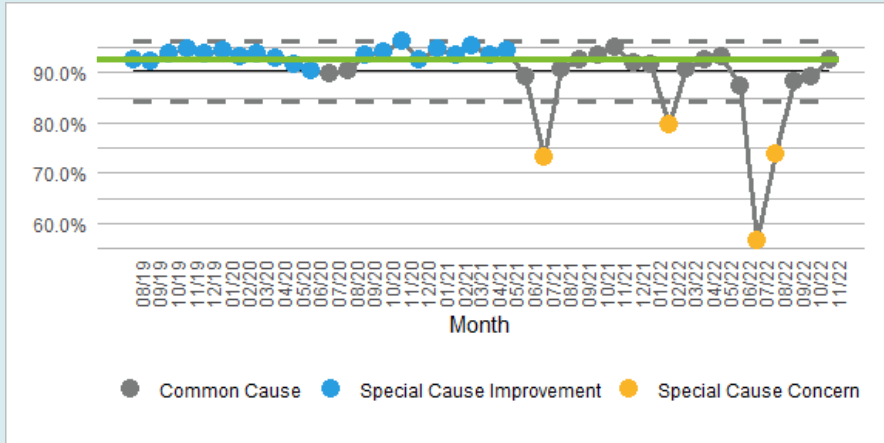


12 month rolling target 90% | Nov 2022: 96.12%



Response: Call handling

999 calls answered within 7 seconds - monthly



12 month rolling target 92% | Nov 2022: 84.20%

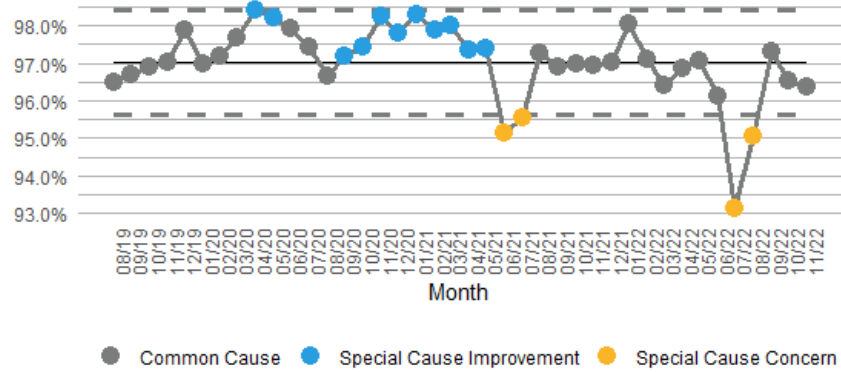
X

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

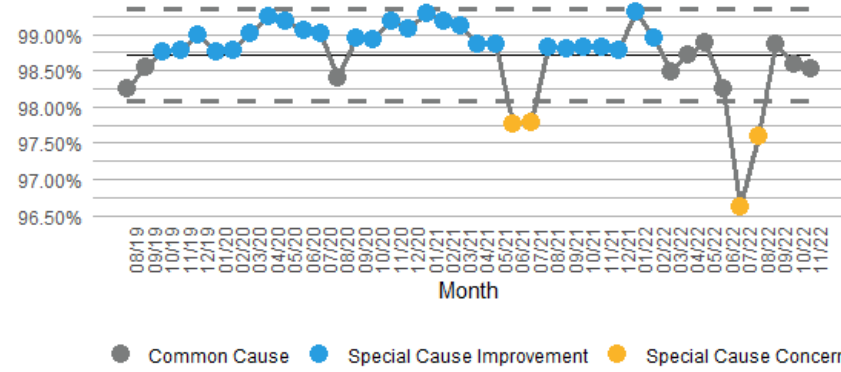
First Appliance Arrival - % within 10 min - monthly



12 month rolling target 90% | Nov 2022: 96.39%



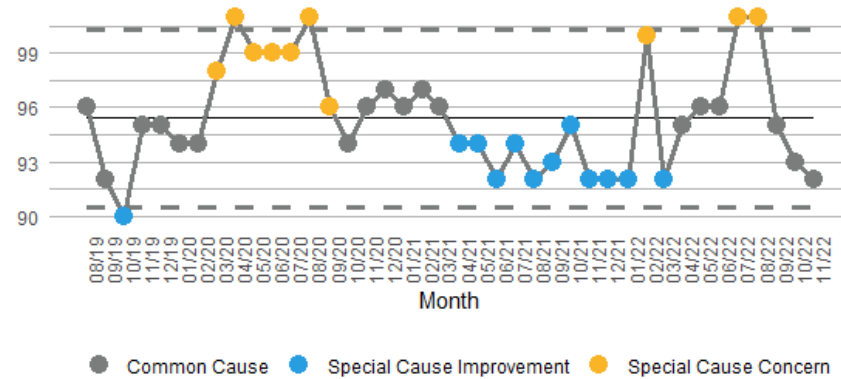
First Appliance Arrival - % within 12 min - monthly



12 month rolling target 95% | Nov 2022: 98.53%



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

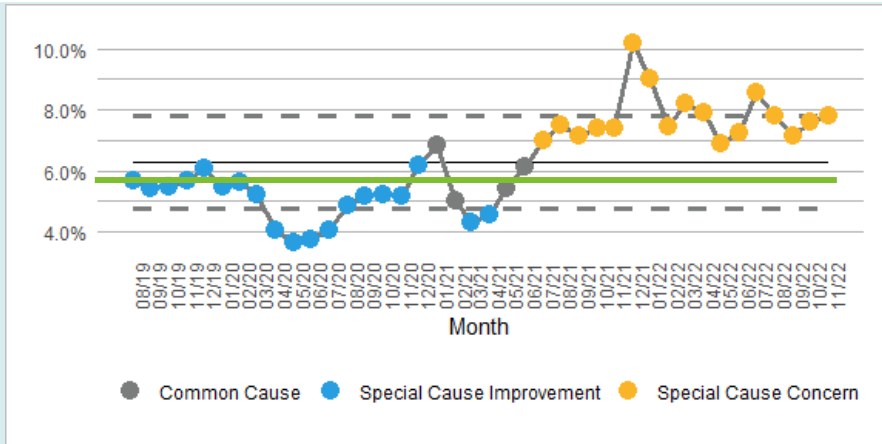


12 month rolling target 100 | Nov 2022: 96



People: Sickness

% Working Day Lost to Sickness - All Staff - monthly



Monthly target 5.75% | Nov 2022: 7.80%

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 planned over the next 3 months

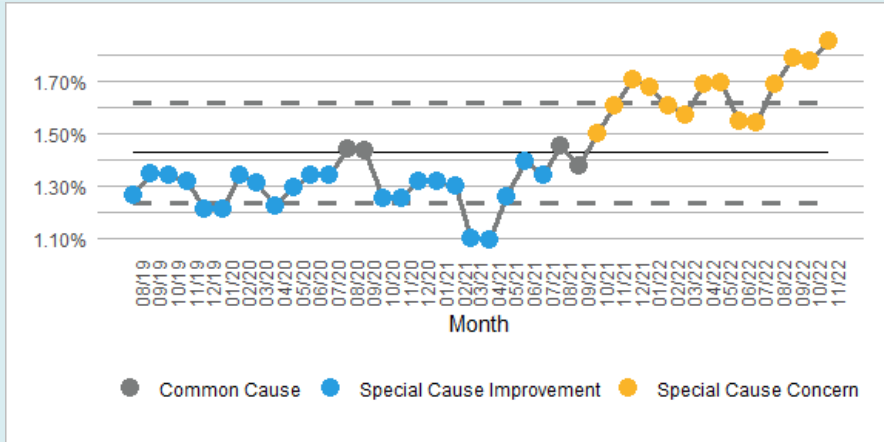
Launch of the Supporting Your Health and Wellbeing Policy with associated mandatory training in April 2023. Revised capability/ sickness management processes published December 2022.

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



Nov 2022: 1.86% **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.

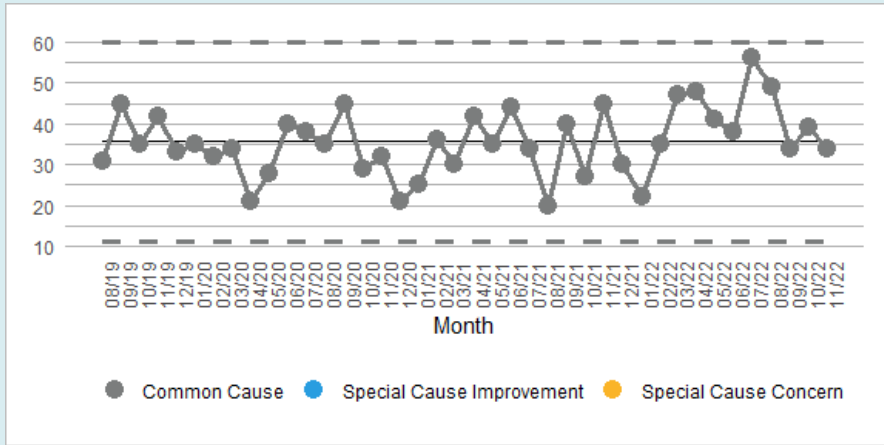
Data related to staff presenting with SAD to LFBs Counselling and Trauma Service and to colleagues at the Fire Fighters Charity indicates that "life pressures" account for the majority (70%) of these cases. Work pressures are also cited, with a specific focus on the lack of resource availability to adequately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

Mitigating actions planned over the next 3 months

- 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 | Nov 2022: 473

X

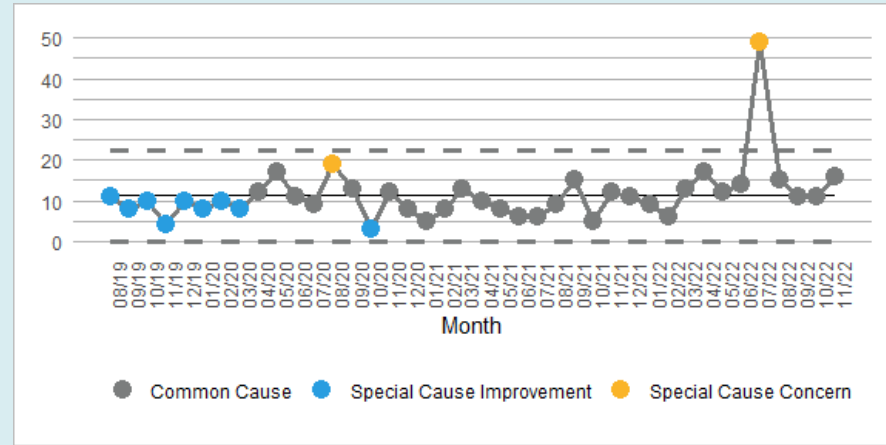
Exception: Target off track

The target for Road Traffic Collisions (RTCs) involving Brigade is not being met (473 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 | Nov 2022: 191

X

Exception: Target off track

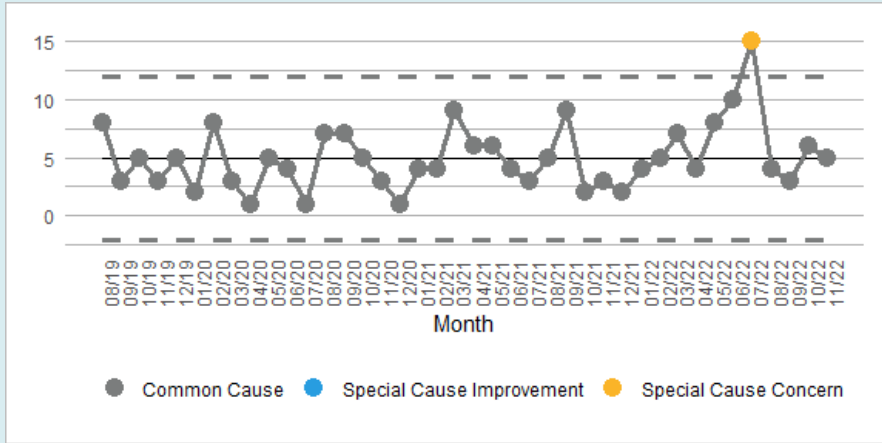
The target for injuries from operational incidents is not being met (191 versus a target of 100). The extreme heat conditions seen throughout July and August resulted in increases in injuries to staff, particularly heat-related injury/illness. Officers have introduced the Operational Safety Management 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 | Nov 2022: 75

X

Exception: Target off track

Commentary and actions:

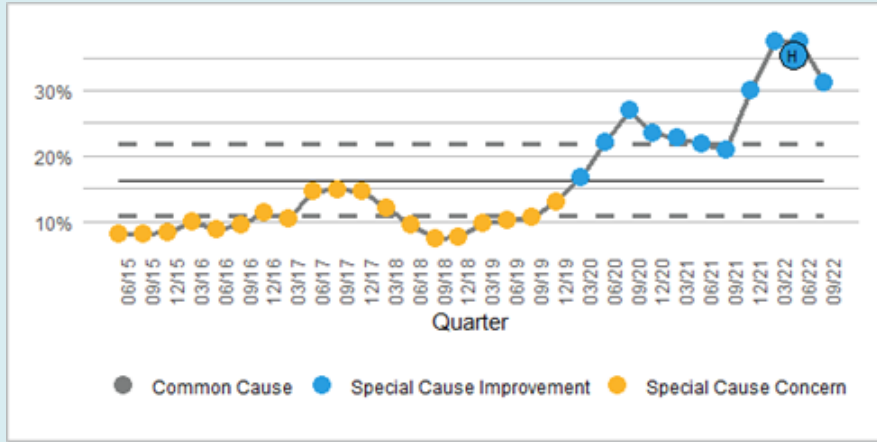
The target for injuries reportable to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) is not being met (75 versus a target of 62). The extreme heat conditions seen throughout July and August resulted in increases in injuries 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% | Sep 2022: 31.1%

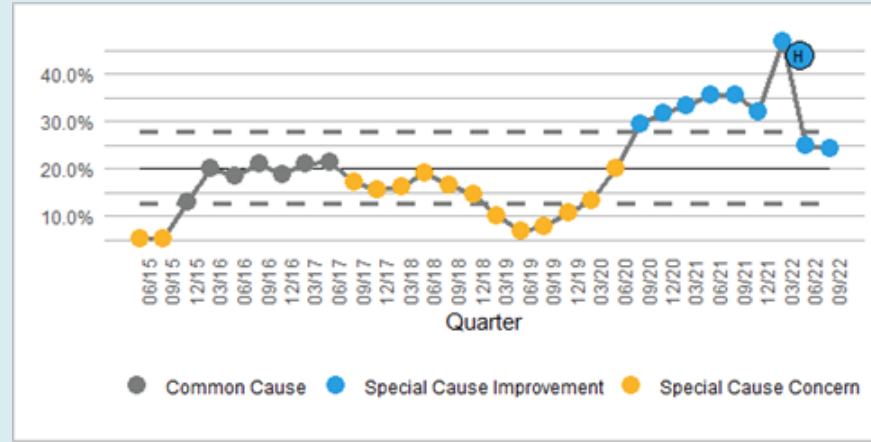
X

Exception: Target off track but positive shift

High-level commentary & current mitigating actions

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.

Trainee firefighter intake - % ethnic minorities - 12 month rolling



12 month rolling target 40% | Sep 2022: 24.2%

X

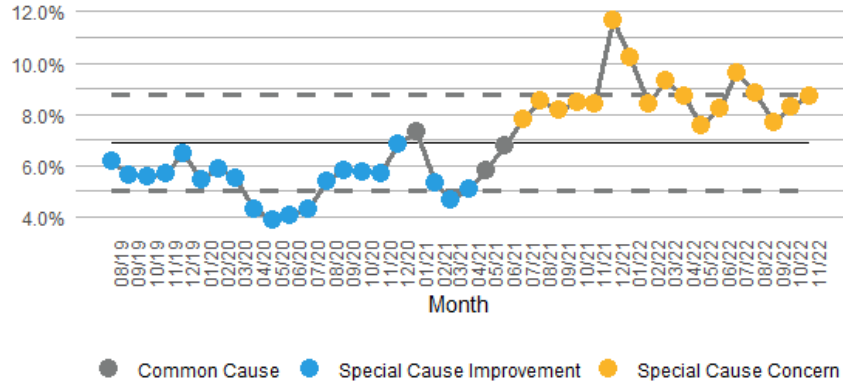
Exception: Target off track but positive shift

Mitigating actions planned over the next 3 months

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.

People

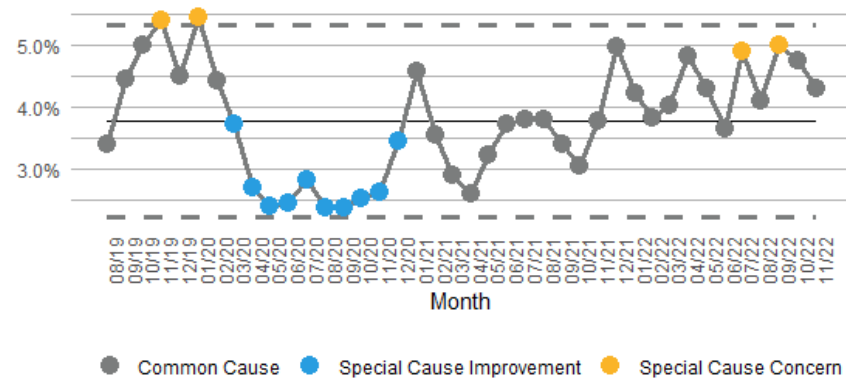
% working days lost to sickness Ops staff - monthly



12 month rolling target 3.65% | Nov 2022: 8.94%

X

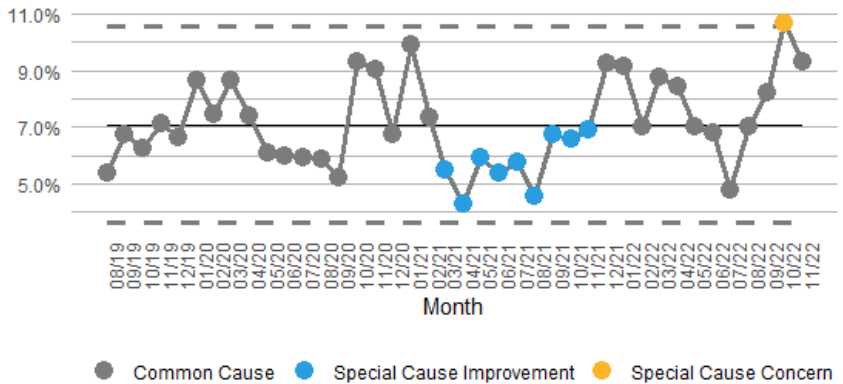
% working days lost to sickness FRS staff - monthly



12 month rolling target 2,500 | Nov 2022: 4.40%

X

% working days lost to sickness Control staff - monthly

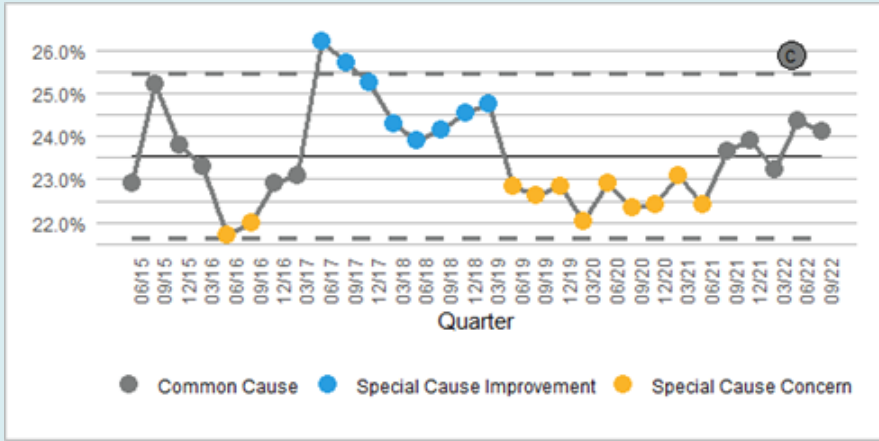


12 month rolling target 4.70% | Nov 2022: 8.04%

X

People

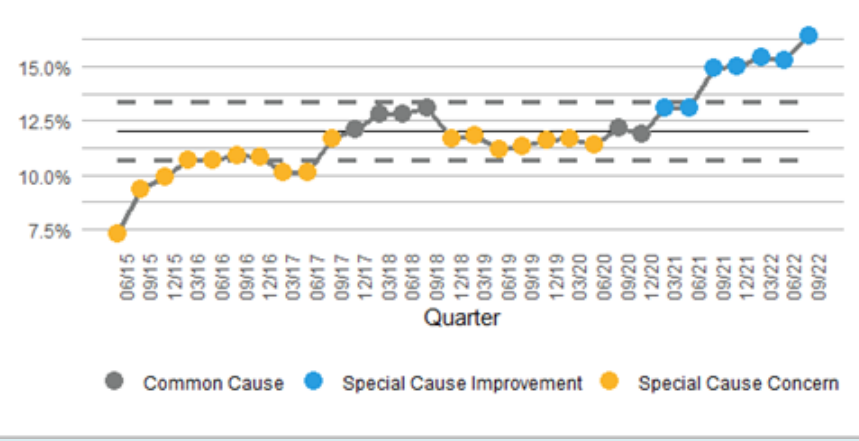
Gender diversity (men) Control staff - as at



12 month rolling target 35% | Sep 2022: 24.1%



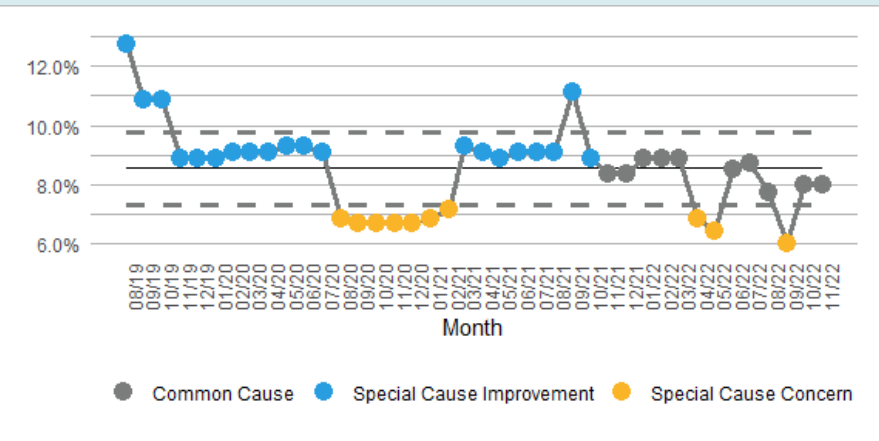
Ethnic diversity of FRS staff top earners - as at



12 month rolling target 16% | Sep 2022: 16.43%



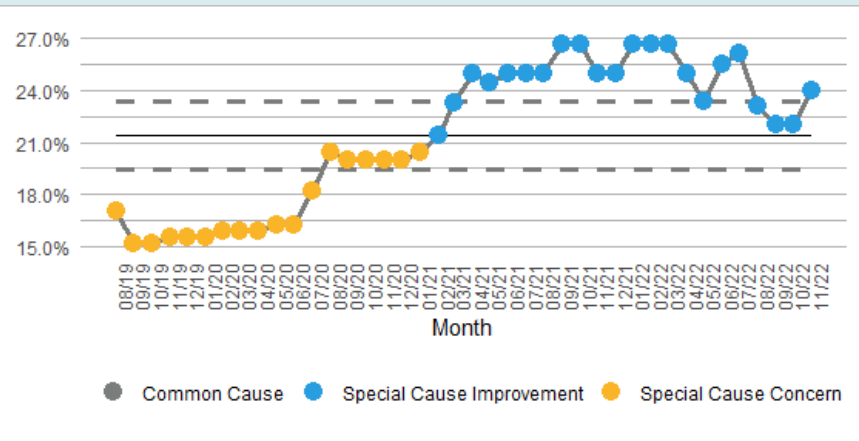
% TMG who are ethnic minorities - as at



Target n/a | Nov 2022: 8%

n/a

% TMG who are Women - as at



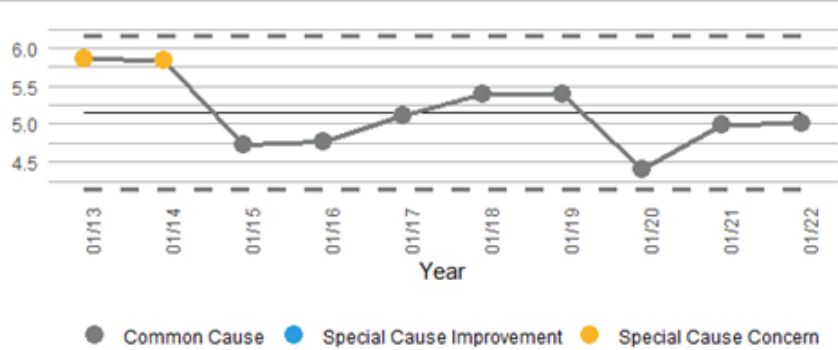
Target n/a | Nov 2022: 24%

n/a

People

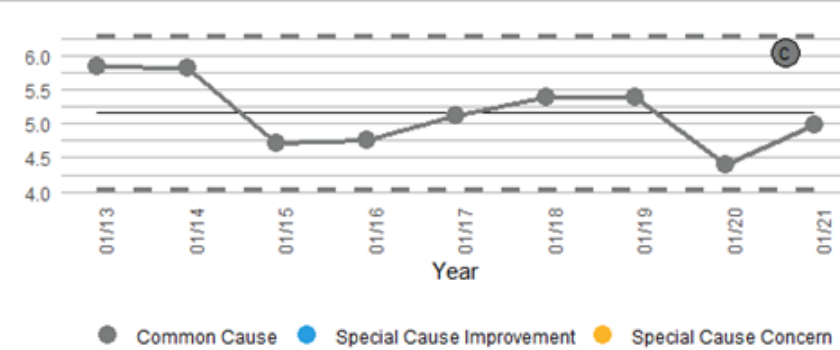
Pay ratio between highest & median salary - annual

Gender pay gap %, all staff - annual



Some trial limits created by groups of fewer than 12 points exist. These will become more reliable as more data is added.

Annual target 6.0 | 2021/22: 5.00



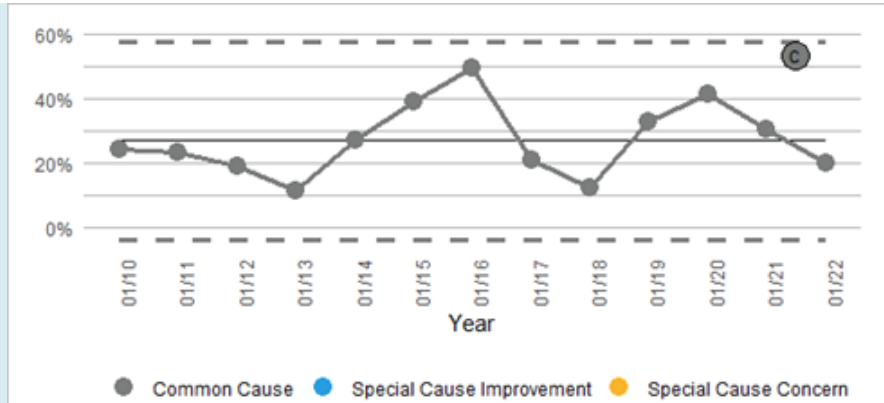
Some trial limits created by groups of fewer than 12 points exist. These will become more reliable as more data is added.

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



Resources

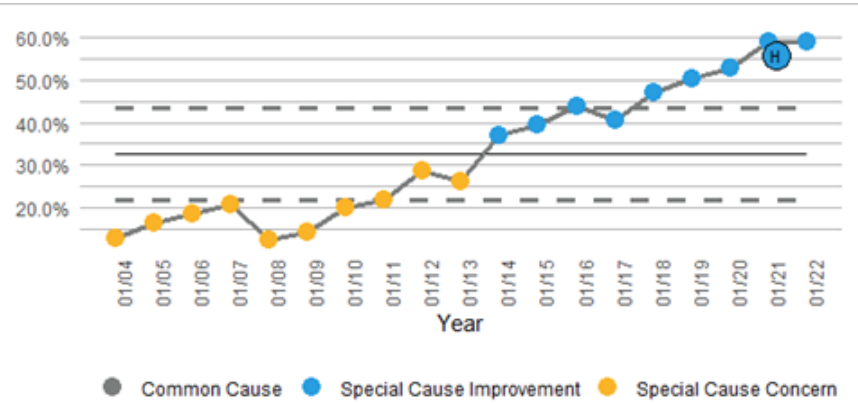
Spend with SMEs - annual



Annual target 33% | 2021/22: 20%

X

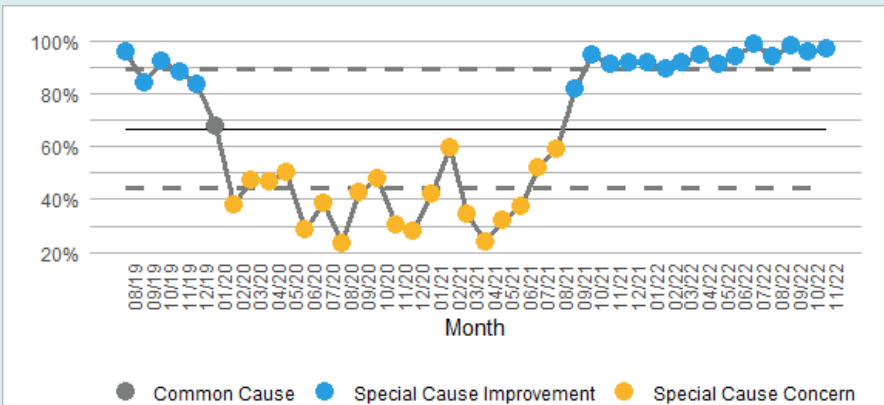
CO2 reduction since 1990 - annual



Annual target 59.1% | 2021/22: 60%

X

Statutory Info Requests Handled on Time - monthly



12 month rolling target 95% | Nov 2022: 92.98%

X



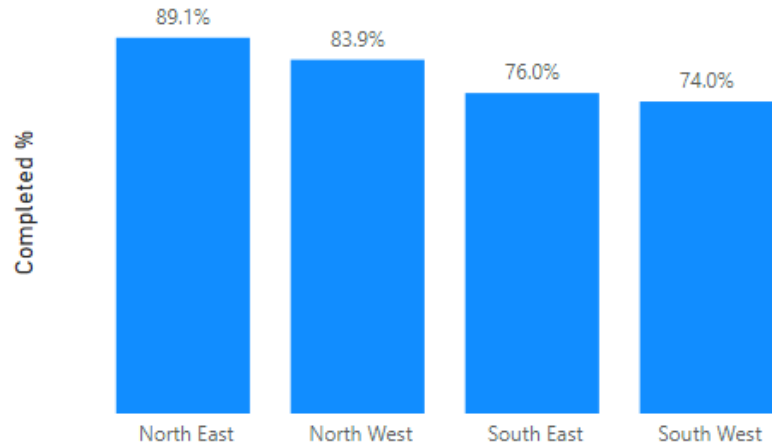
LONDON FIRE BRIGADE

Directorate Level Performance

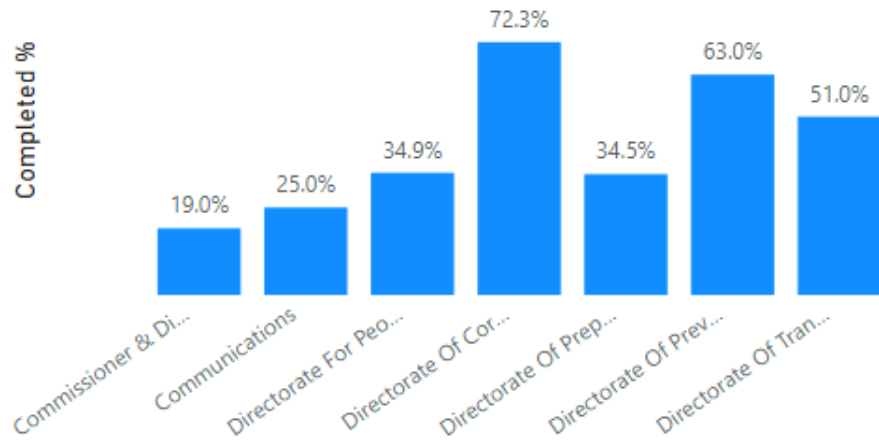
Appendix 2

Cyber Security & Data Protection Training

Cyber Security Training – Station Staff



Cyber Security Training – Office Staff



Data Protection Training – Office Staff

