



LONDON FIRE BRIGADE

Performance Report: Exception Focus – March*

Appendix 1

*Data to the end of January 2022

Performance at a Glance

HOME FIRE SAFETY VISITS

46,115

Up by 31.4% compared to last year

ONLINE HOME FIRE SAFETY CHECKS

4,439 (Apr – Jan)

Down by 40% compared to same period last year

BUILDING CONSULTATIONS

7,560 (Apr-Jan)

Up by 4.5% compared to same period last year

TRAINEE FIREFIGHTER INTAKE

23.9% ETHNIC MINORITIES

Down by 33.7% compared to last year

30.3% WOMEN

Up by 1% compared to last year

STAFF SICKNESS

7.70%

Down by 12% compared to last year

APPLIANCE ARRIVAL TIMES

1st 5:18 (mins)

Up by 2.5% compared to last year

2nd 6:43 (mins)

Up by 2.7% compared to last year

FIRES IN THE HOME

5,025

Down by 2.1% compared to last year

KEY

- Response
- Prevention & Protection
- Our People
- Resources



RIDDOR INCIDENTS

75

Up by 31% compared to last year

CO2 REDUCTION

59.1%

Up by 0.3% compared to last year

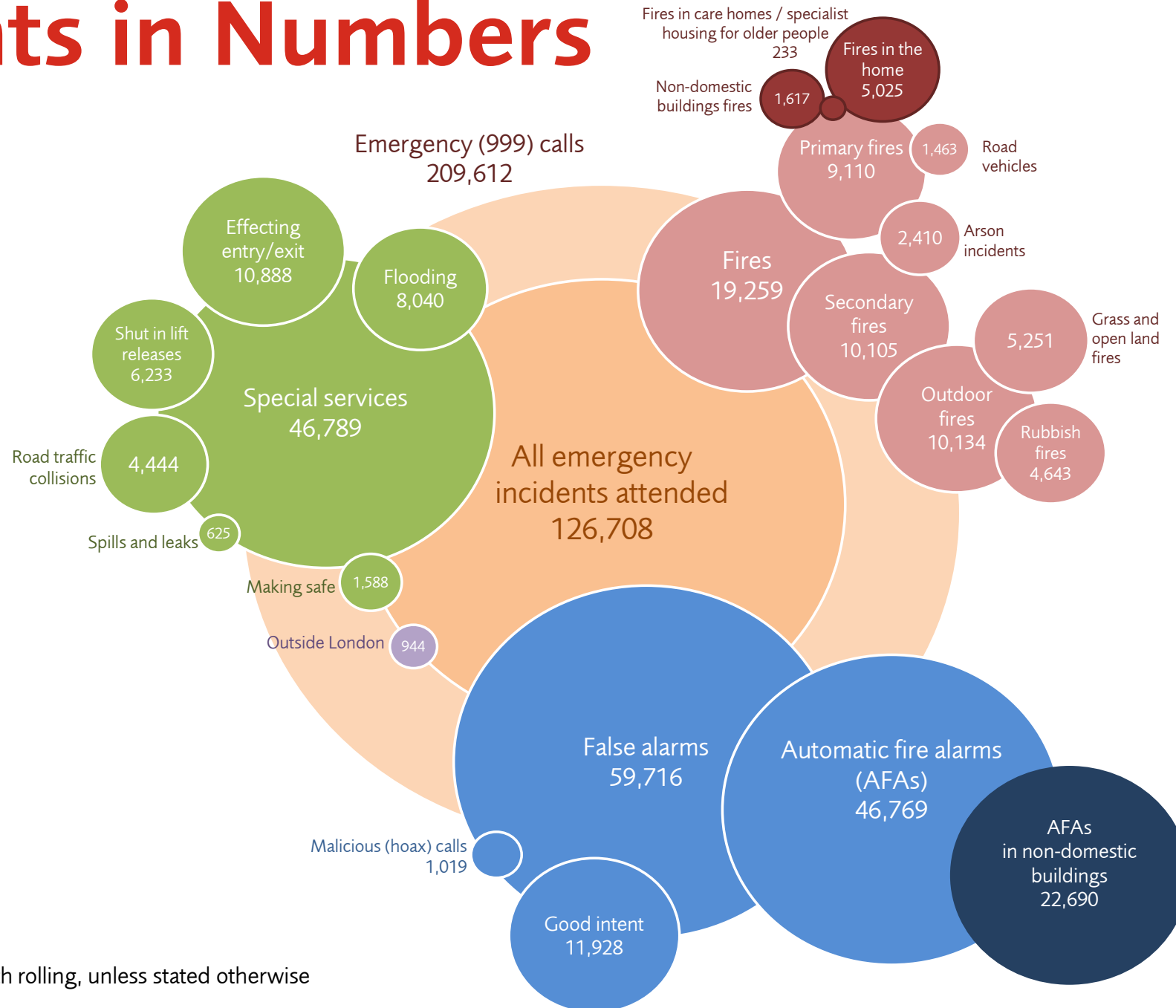
STATUTORY INFO REQUESTS handled on time

95.42%

Up by 32% compared to last year

Data is displayed as 12 month rolling, unless stated otherwise

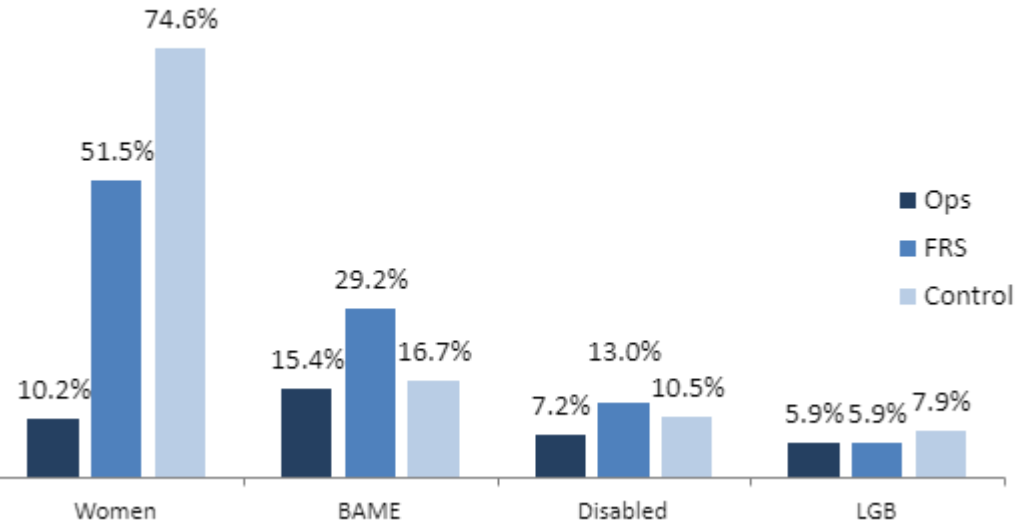
Incidents in Numbers



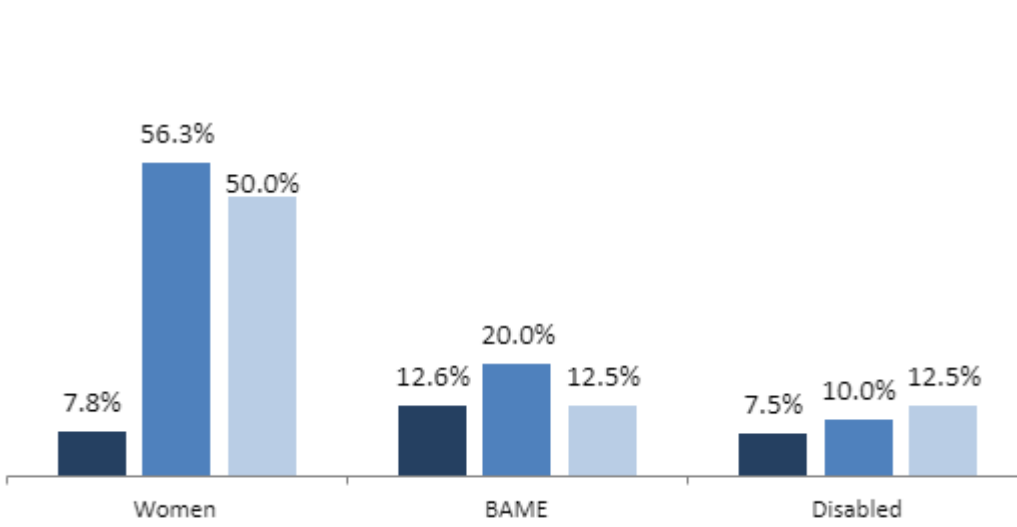
Data is displayed as 12 month rolling, unless stated otherwise

Workforce

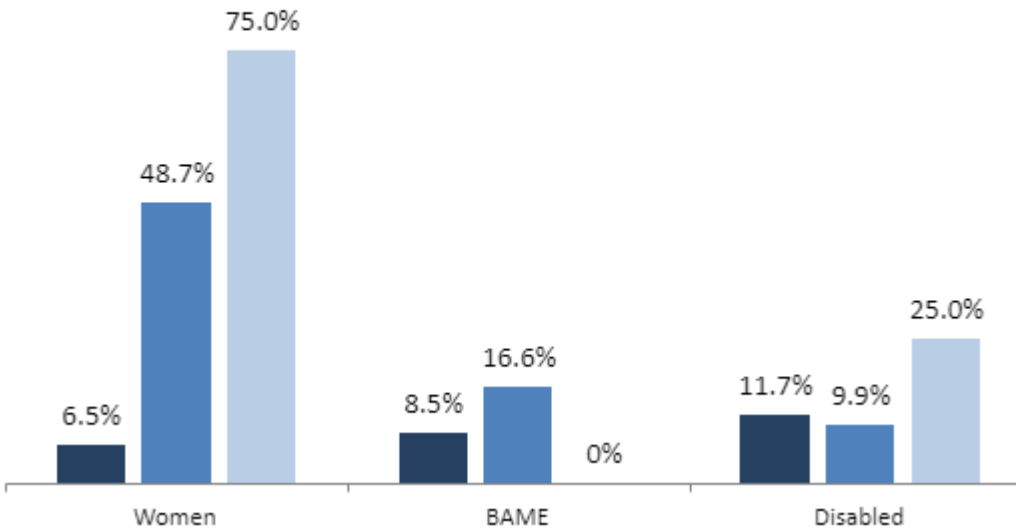
Workforce composition*



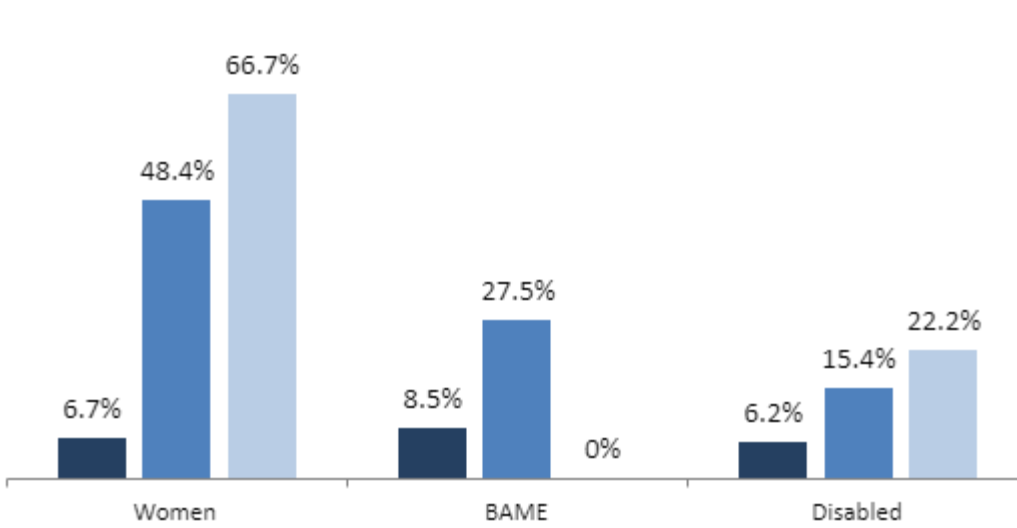
Workforce promotions



Workforce top earners

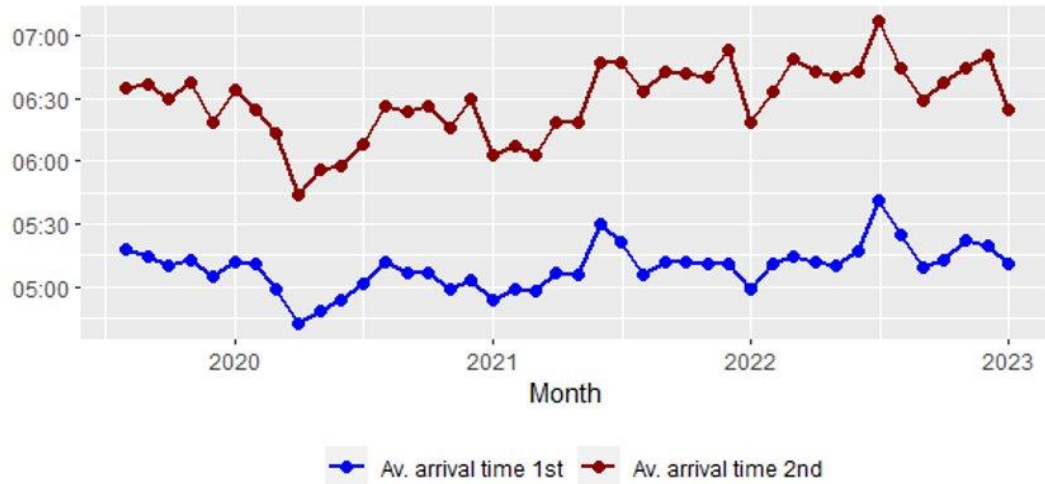


Workforce voluntary leavers



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 – January 2023

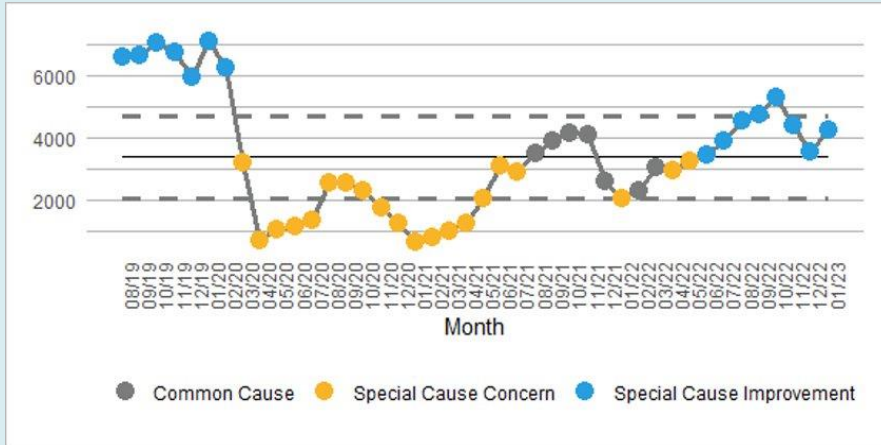
- All arrival times targets are being met
- Fire deaths, including accidental fire deaths in the home, continue to decrease
- Injuries from fire are also continuing to decrease
- We continue to exceed the target on addressing fire risks within 3 hours
- The proportion of FRS high earners who are BAME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

1st app - 12 month rolling target : 6:00 | Jan 2023: 5:18 ✓

2nd app - 12 month rolling target : 8:00 | Jan 2023: 6:43 ✓

Prevention: HFSVs

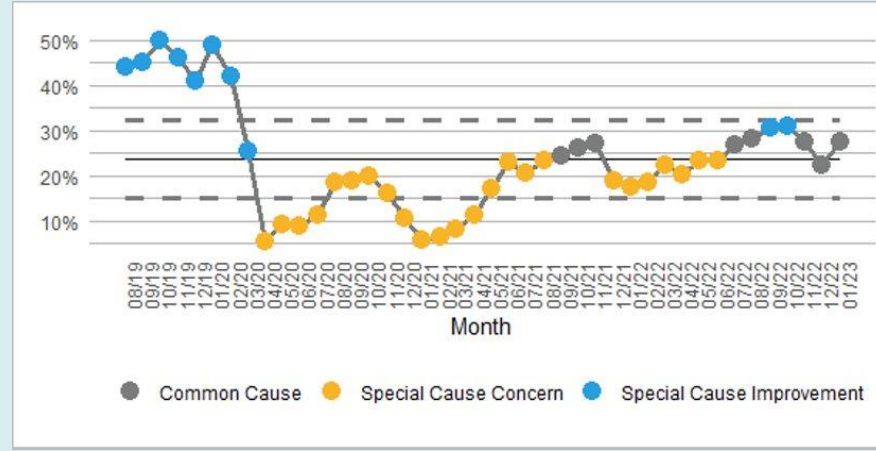
Number of HFSVs - monthly



12 month rolling target 76,000 | Jan 2023: 46,115



% P1 People HSFVs as proportion of overall target - monthly



Monthly target 75% | Jan 2023: 27.66%



Exception: Target off track but positive shift

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

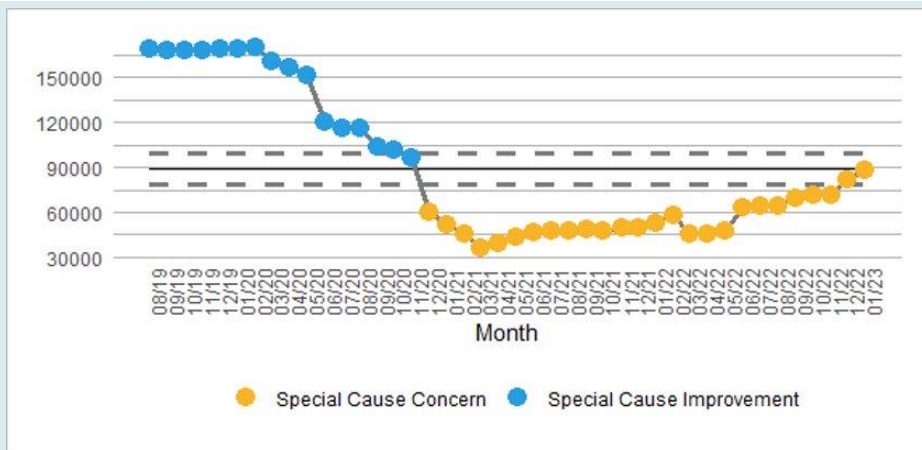
- The number of pumping appliances unavailable each day due to the current Average Vacancy Margin (AVM) and the subsequent increased operational commitment.
- Culture review visits have caused appliance availability to reduce.
- This target is under review due to the new approach to HFSVs and a qualitative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



12 month rolling target 100,000 | Jan 2023: 88,110 X

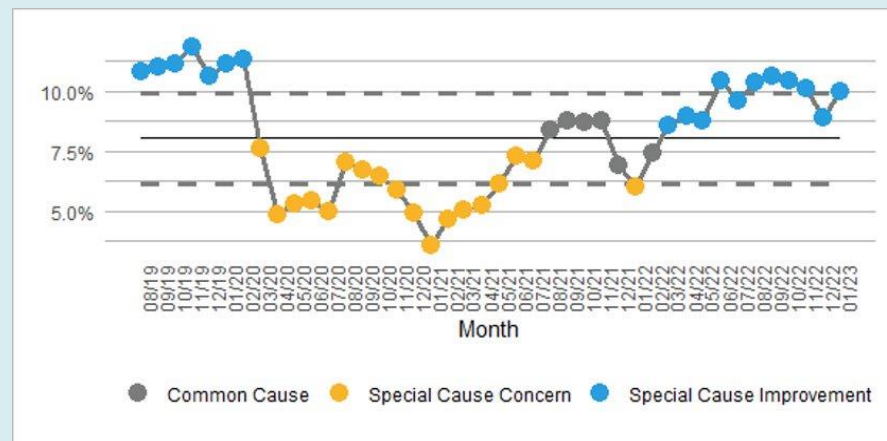
Exception: Target off track and negative shift

As previously reported, the upward trajectory continues as expected following the expansion of the Fire Cadets programme into further boroughs, with all units now currently operational.

Outside of the scope of this KPI, since April 2022, 18,581 young people have been engaged with under the Safety First provision into secondary schools. If included, the total engagement would be 106,691 young people (up to January 2023), surpassing the target of engaging with 100,000 young people annually.

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



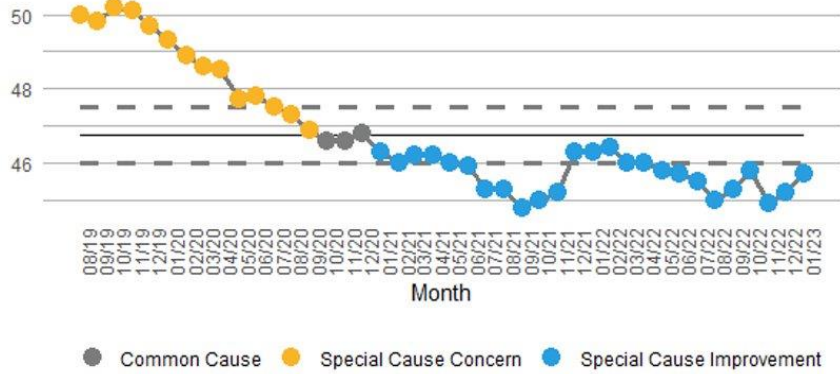
12 month rolling target 10% | Jan 2023: 9.56% X

Exception: Target off track but positive shift

This is slightly below 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

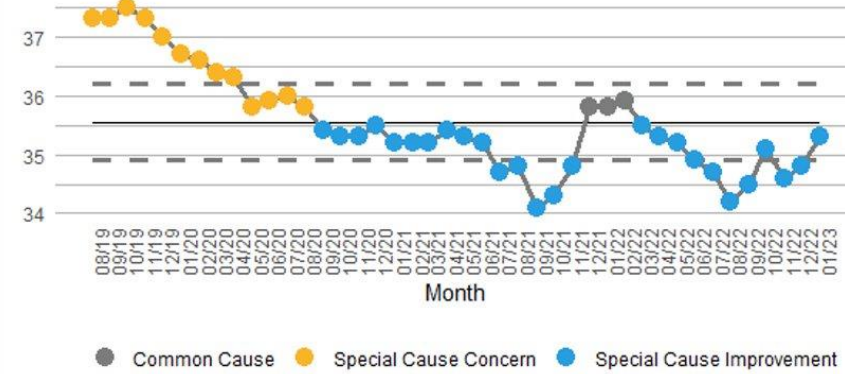
All fire deaths - 10 year average



10 year average target 50 | Jan 2023: 46



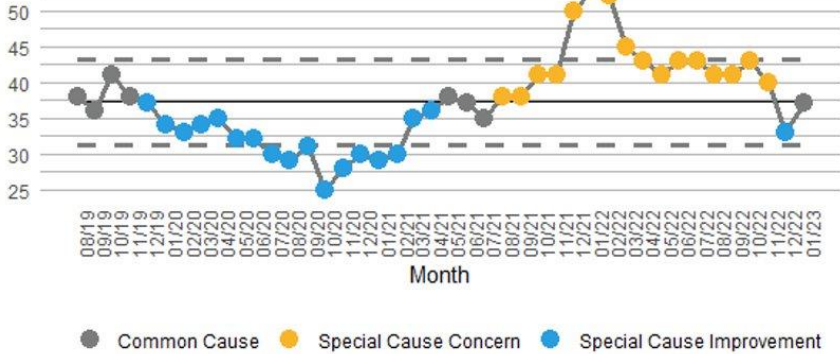
Accidental fire deaths in the home - 10 year rolling average



10 year rolling average target 35 | Jan 2023: 35



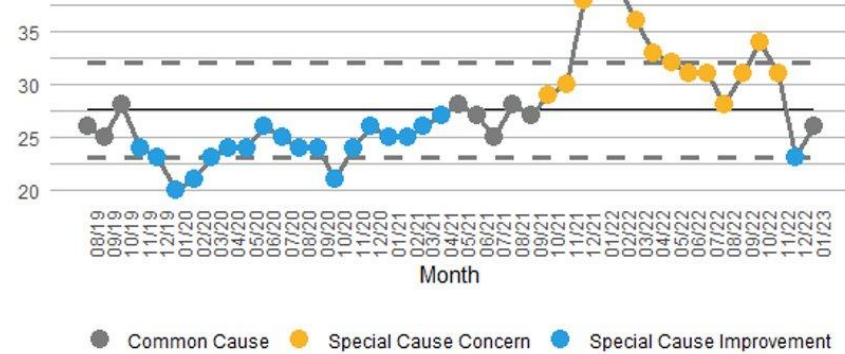
All fire deaths - 12 month rolling



target n/a | Jan 2023: 37

n/a

Accidental fire deaths in the home - 12 month rolling

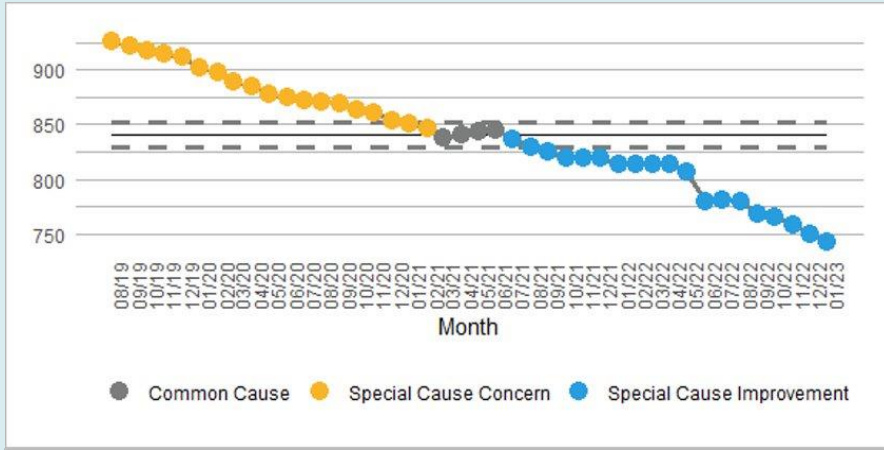


target n/a | Jan 2023: 26

n/a

Prevention

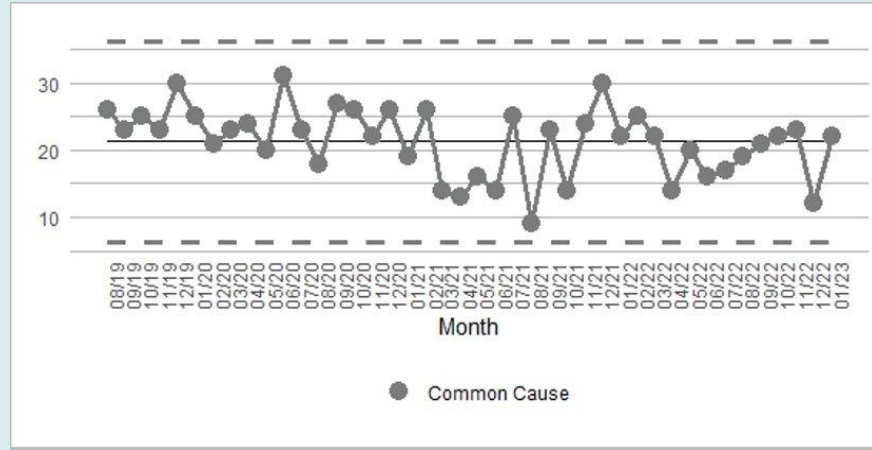
Injury from fire - 5 rolling year average



5 year rolling average target 1000 | Jan 2023: 743



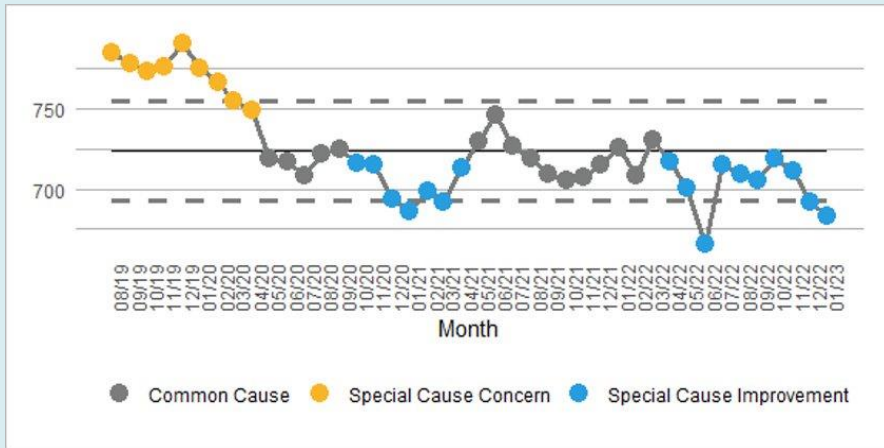
Fires in care homes - monthly



12 month rolling target: 400 | Jan 2023: 233



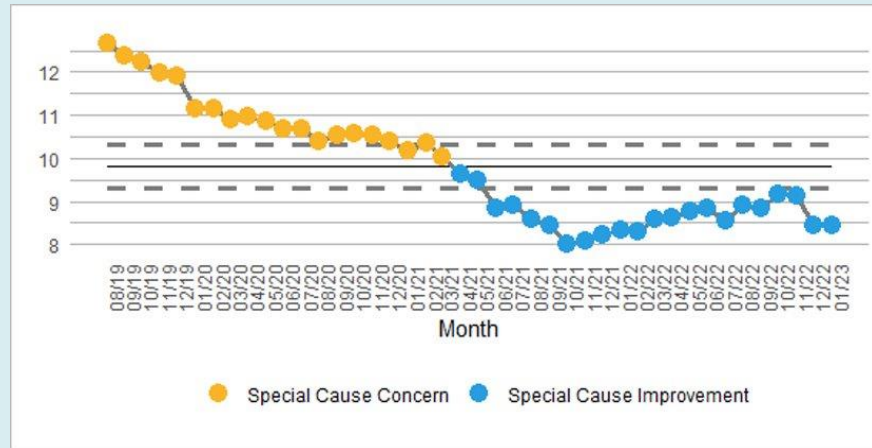
Injury from fire - 12 month rolling



target n/a | Jan 2023: 683

n/a

Fires in care homes - rate per 100 care homes*



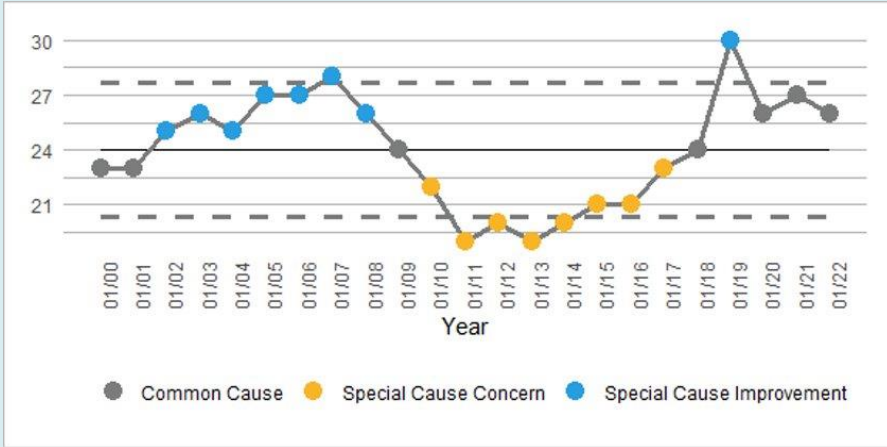
target n/a | Jan 2023: 8.46

n/a

*rate per 100 care home fires calculated based on 12 month rolling data

Prevention

Boroughs below the national average rate for primary fires - annual

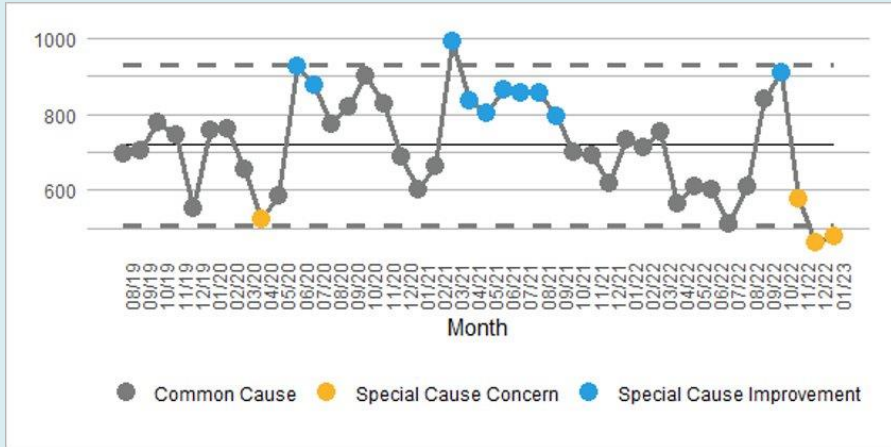


Annual target 25 | 2021/22: 26



Protection: Audits

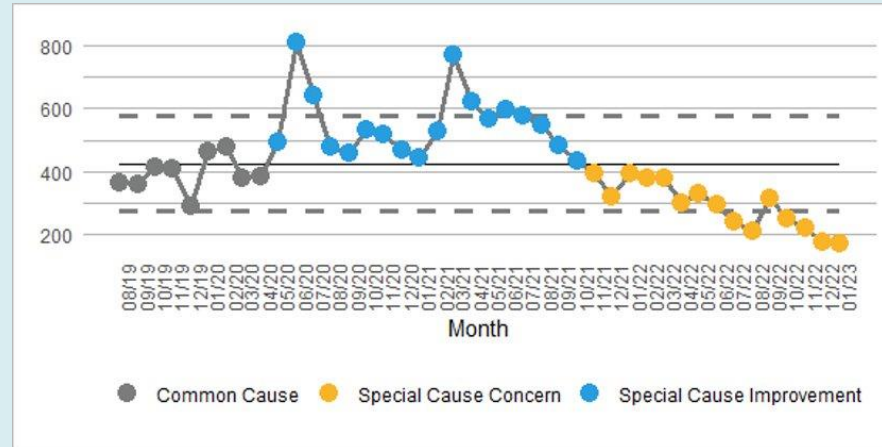
All fire safety audits/inspections - monthly



Year end target 9,000 | Apr-Jan 2023: 6,503

X

Inspections/Audits in High-risk Premises - monthly



Monthly target 420 | Jan 2023: 172

X

Exception: Target off track and negative outlier

The audit numbers for September 2022 were inflated due to Operation London Bridge. There was a large on-site presence of Fire Safety Inspecting staff, carrying out audits. These jobs however were not processed until the coming months as there was a large outstanding amount of work to be written up. It was anticipated that October, November and into December would see a reduction of audit numbers, as the write up of audits was completed. The Christmas period needs to be factored into Decembers' totals.

While the relative audit numbers are low with a slight upward trend, there has been an increased number of joint audits ('shadow audit') e.g. where a Fire Safety Advisor accompanies and experienced officer as part of the development process. When the number of shadow audits are added, this would add 1638 to the total over the same time period.

The new Risk Based Inspection Program will be launched in April 23 and will see a shift to measuring interventions that will demonstrate a greater scope of how we keep Londoners safe (e.g. self service tools, community engagement, desktop audits, full audits etc.)

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.

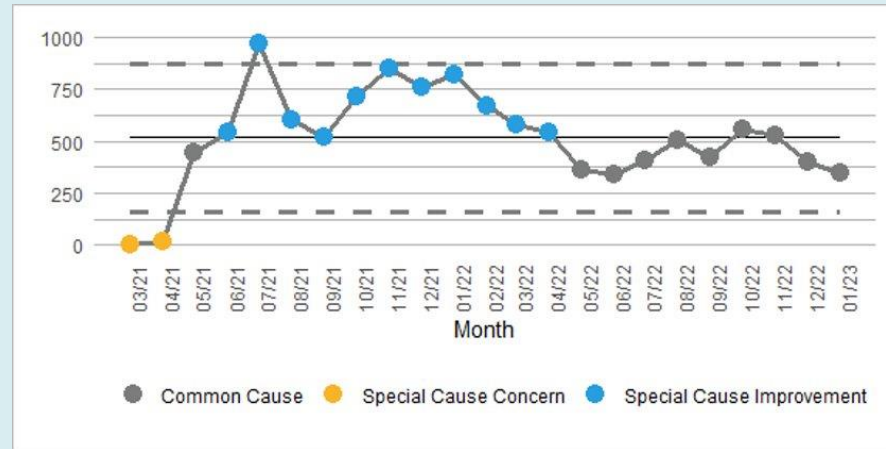
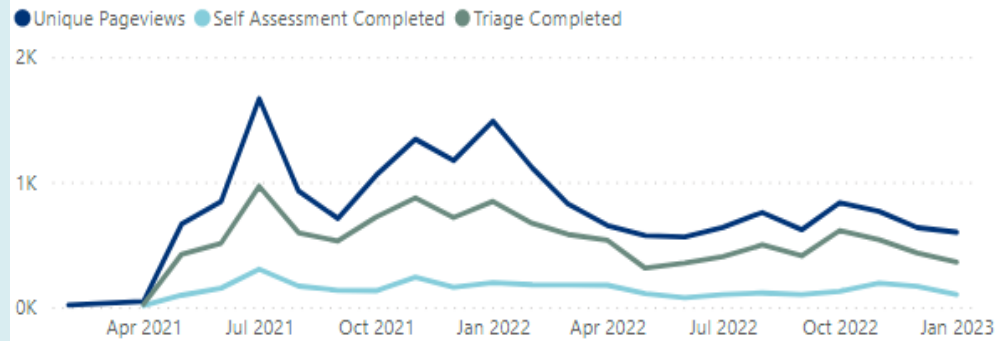
A forecast graph has been created to predict the levels of competent Fire Safety Inspecting Officers we will have over the coming months & years.

The Project & Assurance team within Fire Safety Delivery are working on the PDRs of Inspecting Officers who are on stage 3 Development, to get them fully developed and signed off as competent. Fire Safety Advisors are also being given the training and development to carry out higher risk audits within residential premises. The number of high-risk audits will rise when the Fire Safety Advisor audits shift from predominantly simple premises to higher risk premises

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-Jan 2023: 4,439

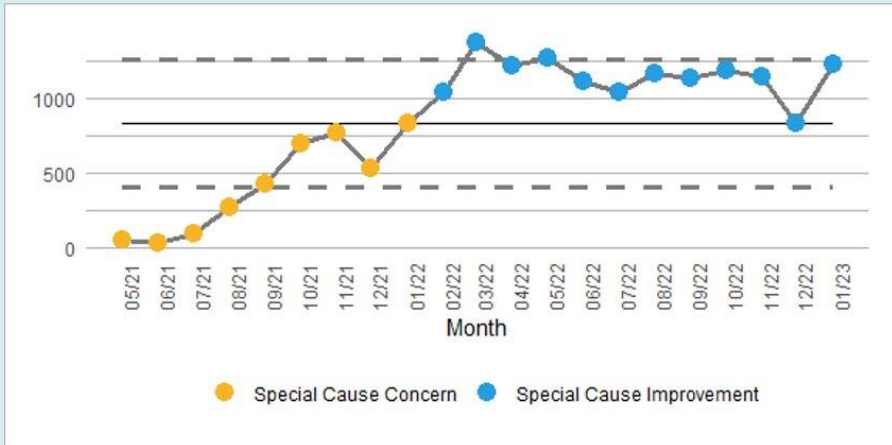
X

Exception: Target off track

With the launch of the new HFSV strategy scheduled for April 3, work is underway to further promote the Home Fire Safety Checker as the primary means of booking a Home Fire Safety Visit, with literature being amended, videos being produced and a change in language to promote the online tool as the first point of contact for home safety interventions.

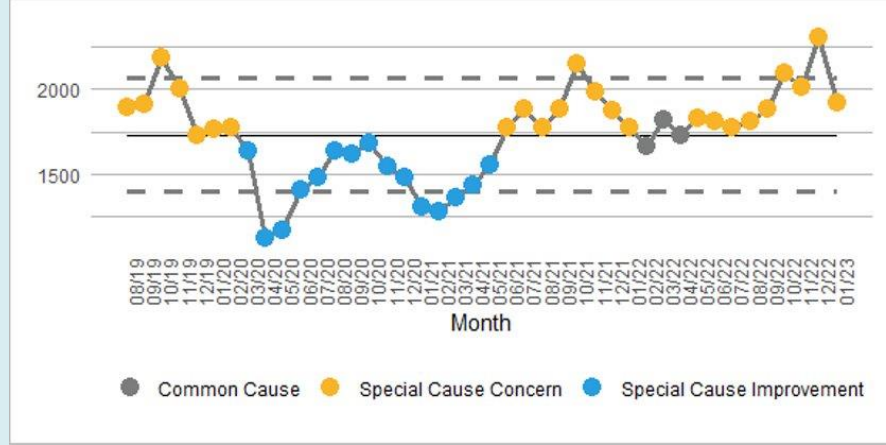
Protection: FSC and AFA

Number of fire safety checks - monthly



Year end target 20,000 | Apr-Jan 2023: 11,413

X



12 month rolling target 20,000 | Jan 2023: 22,690

X

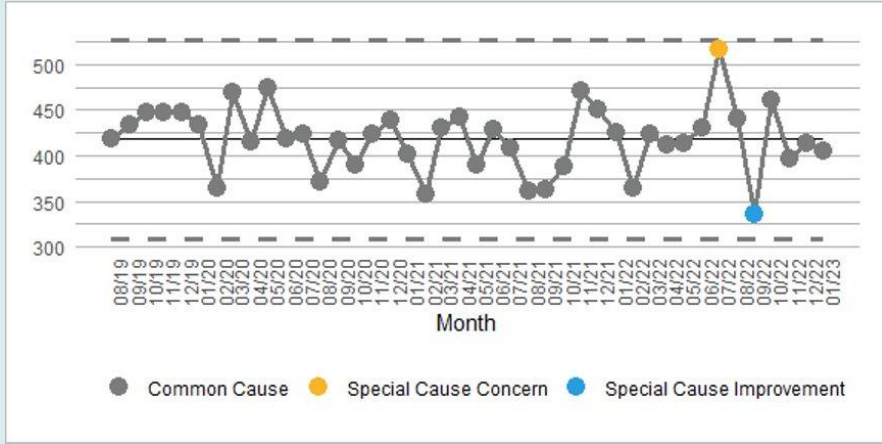
Exception: Target off track but positive shift

Fire Safety Checks (FSC's) saw a spike to return to previously recorded operating levels in January 2023 with 1227 visits carried out in January. Work is ongoing to embed FSC's with Fire Stations with further resources such as the leaflets and further input. Prevention and Protection are working with Skills for Justice to design a Level 2 Fire Safety Check qualification which will be delivered to frontline staff

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

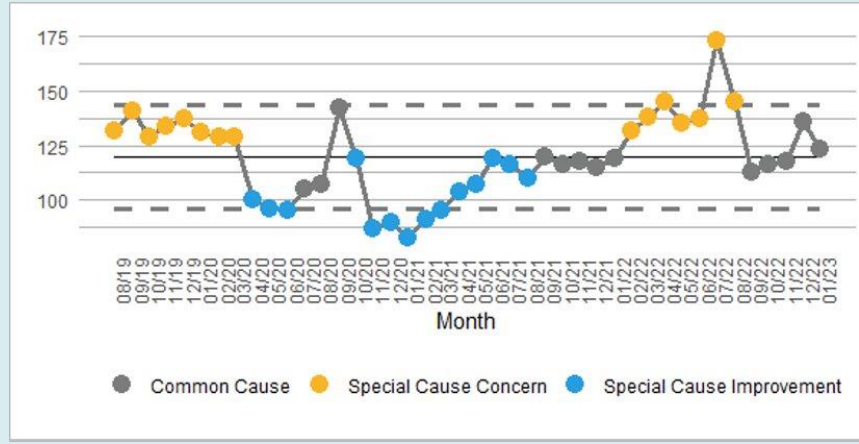
Fires in the home - monthly



12 month rolling target 6,000 | Jan 2023: 5,025



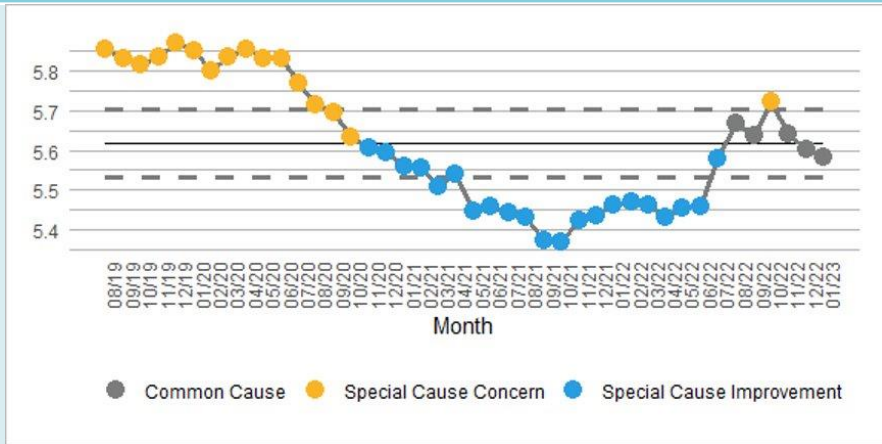
Fires in other buildings (RRO) - monthly



12 month rolling target 2,500 | Jan 2023: 1,617



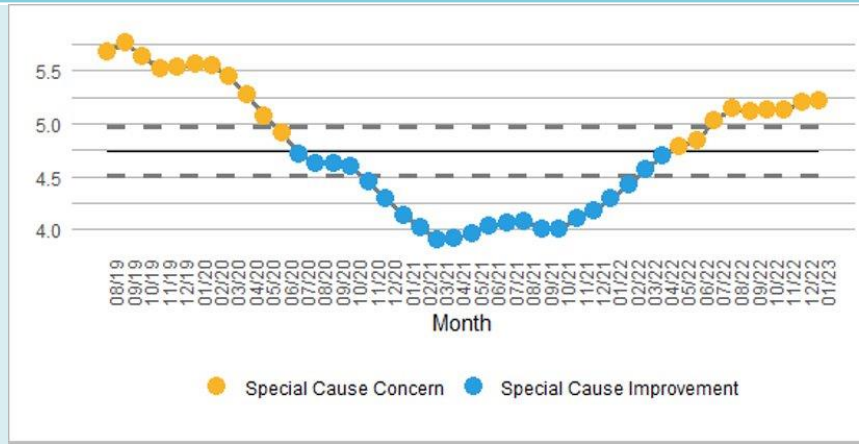
Fires in the home – rare per 10,000 population



Target n/a | Jan 2023: 5.58

n/a

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



Target n/a | Jan 2023: 5.22

n/a

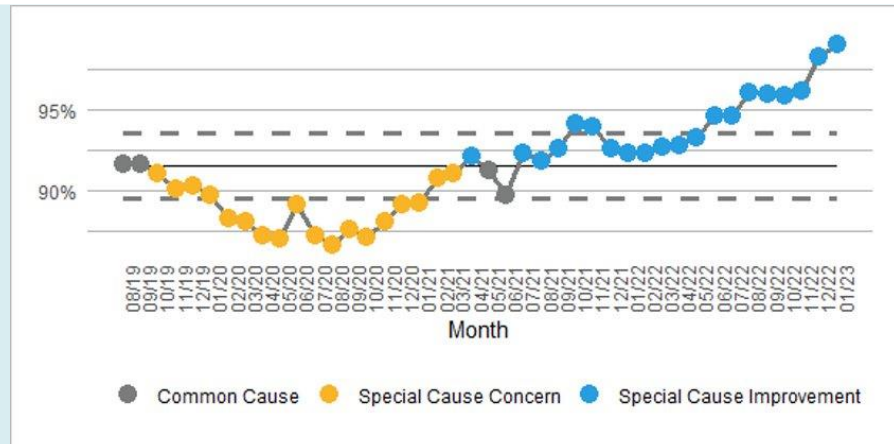
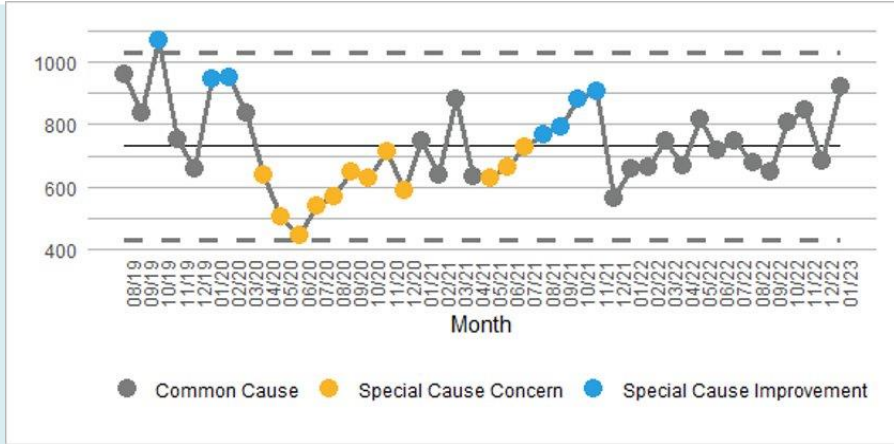
*rate per 10,000 population is calculated based on 12 month rolling data

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

Protection

Number of building consultations - monthly

Alleged Fire Risks addressed within 3 hrs – 12 month



Target n/a | Apr-Jan 2023: 7,560

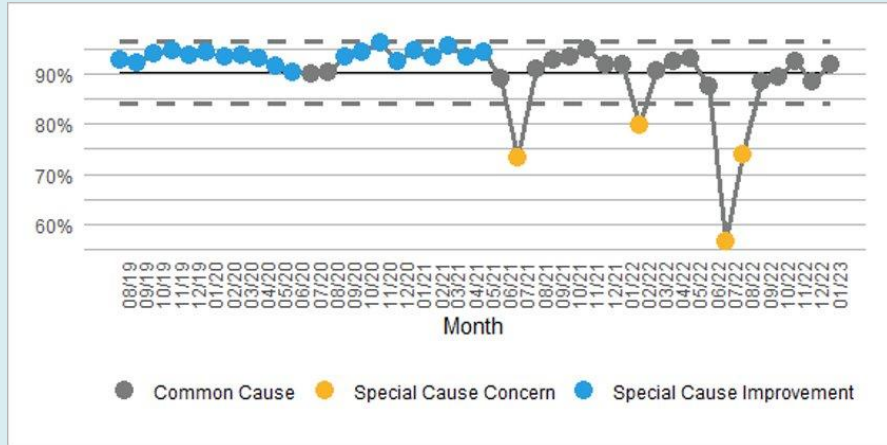
n/a

12 month rolling target 90% | Jan 2023: 99.10%



Response: Call handling

999 calls answered within 7 seconds - monthly



12 month rolling target 92% | Jan 2023: 84.05%

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.

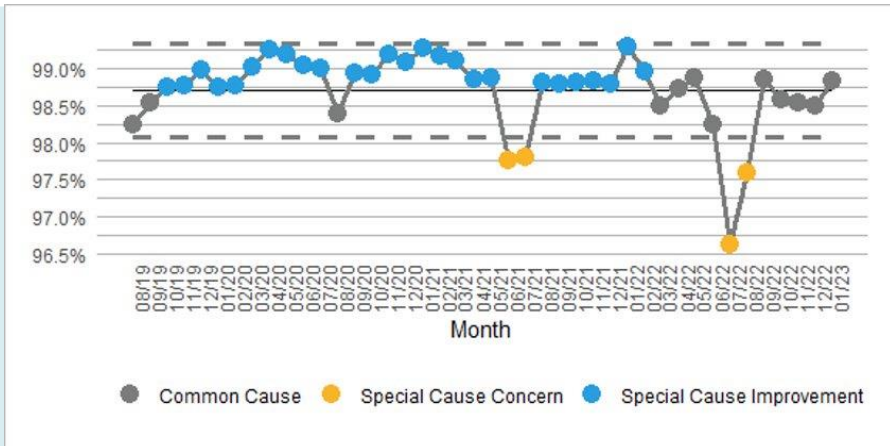
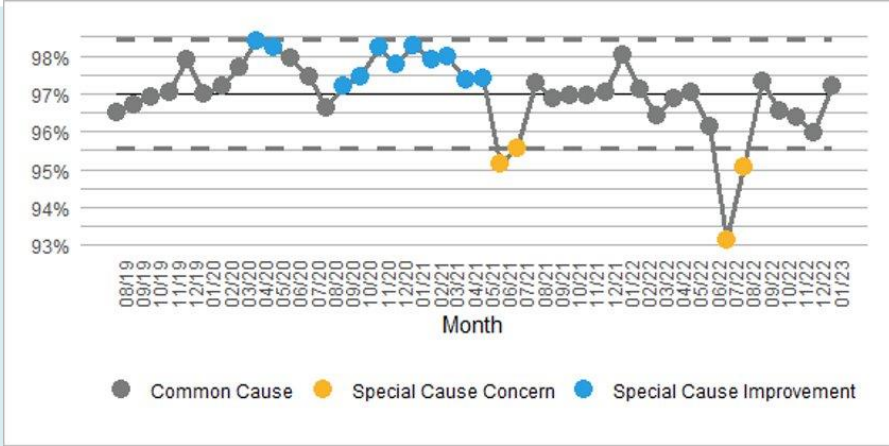
There was a small dip in performance in December 2022, this coincided with an increase in the call volume, over 3,000 more compared to the same period last year (December 2021). Looking back at the other dips in performance, we do see an increase in the volume of calls, most notably in July 2022 when we received over 23,000 calls, the higher monthly total in 12 years, However our staffing levels are fixed throughout the year, meaning that any increase in call volume has an impact on our ability to meet this target.

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

First Appliance Arrival - % within 12 min - monthly



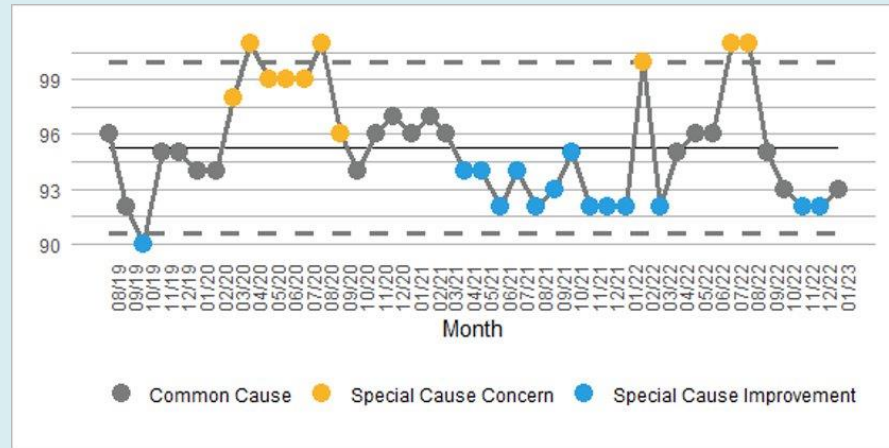
12 month rolling target 90% | Jan 2023: 96.20%



12 month rolling target 95% | Jan 2023: 98.36%



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

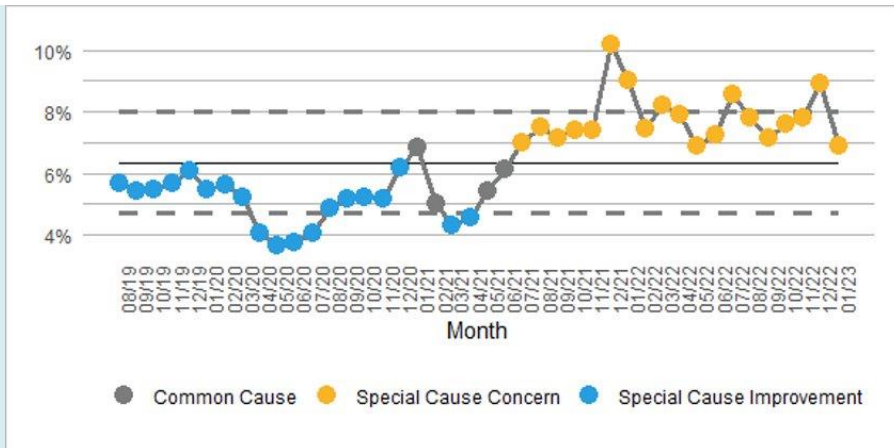


12 month rolling target 100 | Jan 2023: 96



People: Sickness

% Working Day Lost to Sickness - All Staff - monthly



Monthly target 5.75% | Jan 2023: 7.7%

X

Exception: Target off track & negative shift

High-level commentary & current mitigating actions

Ongoing internal and external factors continue to have a significant impact on sickness absence rates; the Culture Review report has left many staff feeling shocked and saddened and the cost-of-living crisis has affected the workforce as a whole. Actions including the establishment of an External Complaints Service, open discussions for staff via the Leading Cultural Conversations initiative, the agreements regarding pay increases, and the lifting of the threat of industrial action are seen as positive interventions designed to improve staff wellbeing.

Mitigating actions

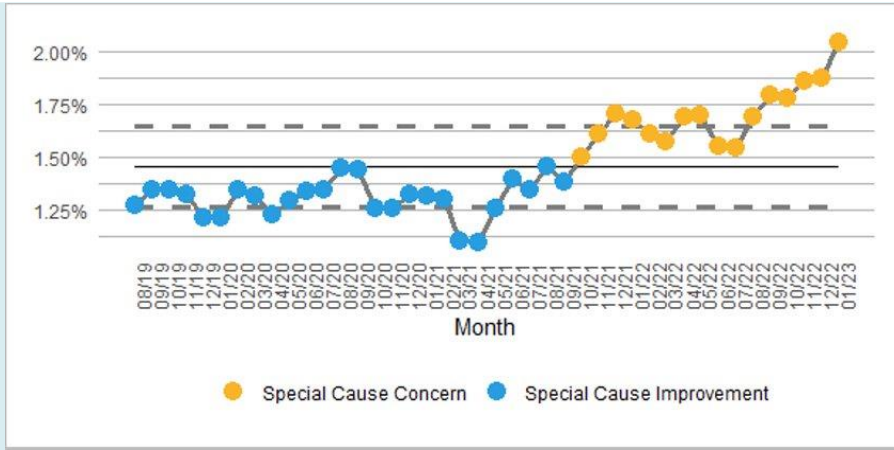
Launch of the Supporting Your Health and Wellbeing Policy with associated mandatory training in April 2023. Revised capability/ sickness management processes published December 2022.

The process of letting a new occupational health contract with a focus on preventative wellbeing interventions is due to report in early March 2023 and measures will then be put in place to introduce a modernised occupational health service from March 2024.

Officers continue to work with the National Fire Chiefs Council and await the publication of the State of Health and Wellbeing report of the UK fire service that will be used as a basis upon which to further develop existing and new wellbeing interventions for LFB staff.

People: Sickness

% Working Day Lost to SAD - All Staff - monthly



Jan 2023: 2.04% N/A

Exception: Target off track & negative shift

High-level commentary & current mitigating actions

The Culture Review findings continue to affect staff. The interventions to support the workforce, inclusive of the External Complaints Service, signposting to support services, and ongoing discussions about how the organisation needs to evolve, have assisted in allowing staff to come to terms with what the review findings will mean for the organisation as a whole and for them as individuals.

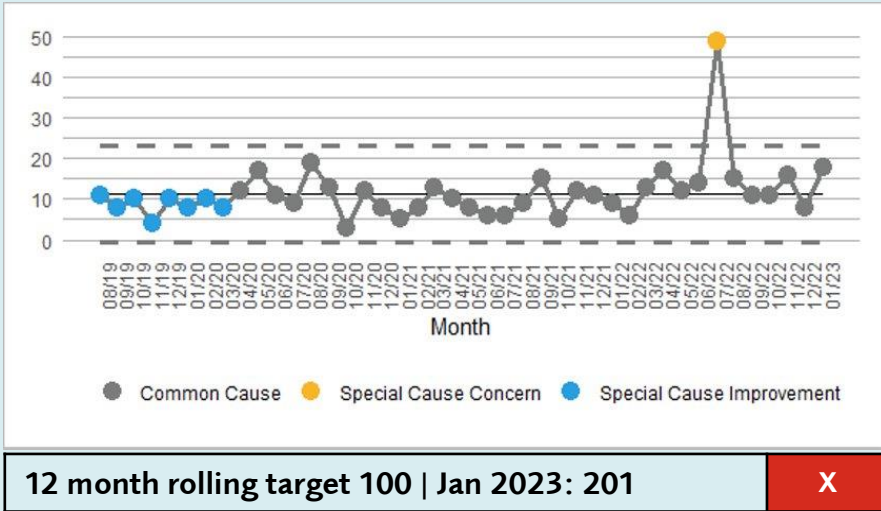
This "coming to terms" with the necessary change, coupled with increased work pressures and staff still feeling vulnerable given the presented evidence in the Culture Review cannot be underestimated. Data from LFBs Counselling and Trauma Service and the Wellbeing Team identifying the anxieties that people present with, alongside the continuing impact of life pressures caused by the national cost of living crisis, have significantly impacted the wellbeing of the workforce.

To ensure staff are aware of the support in place, officers continue to signpost and promote wellbeing service provisions, including

- The Recognising and Managing Stress Anxiety and Depression face to face course that has seen over 750 staff attend and continues to receive positive feedback
- The training of more staff as volunteers to be Mental Health First Aiders with over 140 staff now trained
- The ongoing roll out of the LFB Wellbeing Dog initiative aimed at delivering wellbeing messaging in an informal and more unique way
- Working with the Fire Fighters Charity and the LFB Welfare Fund to establish and make better use of their resources to support the wellbeing of staff throughout the organisation
- Continuing to work with Area/departmental Teams to develop wellbeing initiatives that target specific needs within local settings

People: Health & Safety

No. Injuries from Operational Incidents - monthly



Planned actions:

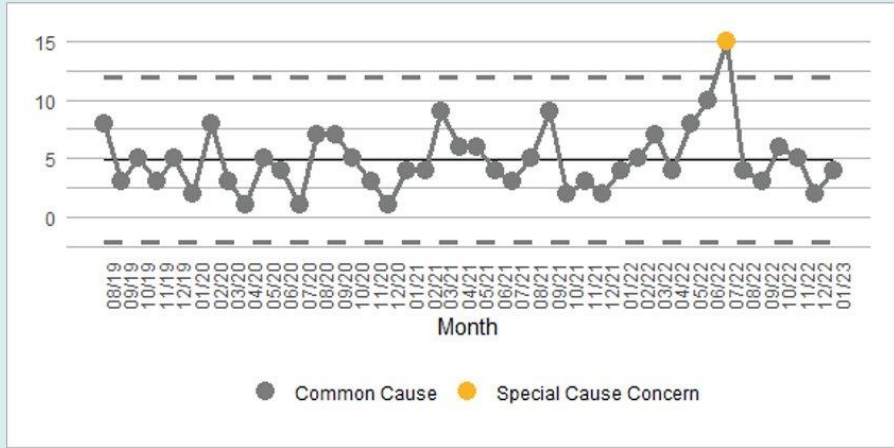
Trends in injury data are monitored to identify targets for intervention to reduce injuries. In response to the heat-related injuries of July and lessons regarding management of injured firefighters on the incident ground the November 2022 issue of Operational News contained information and instruction 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. A review of the implementation of operational risk assessment will be completed in Q1 2023/24. A review of the grass fires in July and August may lead to operational improvements and the reduction of injuries at such incidents in the future.

Exception: Target off track

The target for injuries from operational incidents is not being met (201 versus a target of 100). The extreme heat conditions seen throughout July and August, and increased number of incidents in the period when compared to last year, resulted in increased injuries to staff, including heat-related injury/illness and falls on uneven ground while firefighting outdoors. 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. The increased focus on safety on the incident ground may have resulted in an increase in the reporting of injuries.

People: RIDDOR

RIDDOR - monthly



12 month rolling target 62 | Jan 2023: 75

X

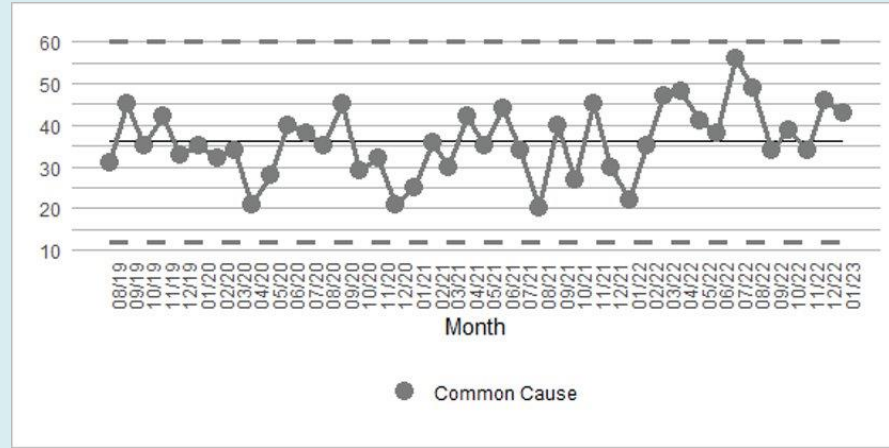
Exception: Target off track

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, and large number of operational incidents, seen throughout July and August resulted in increases in injuries to staff, including heat-related injury/illness and slips/trips on uneven ground. 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. The majority of RIDDOR reportable injuries occur during operational incidents. 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.

RTCs involving Brigade vehicles - monthly



12 month rolling target 390 | Jan 2023: 513

X

Exception: Target off track

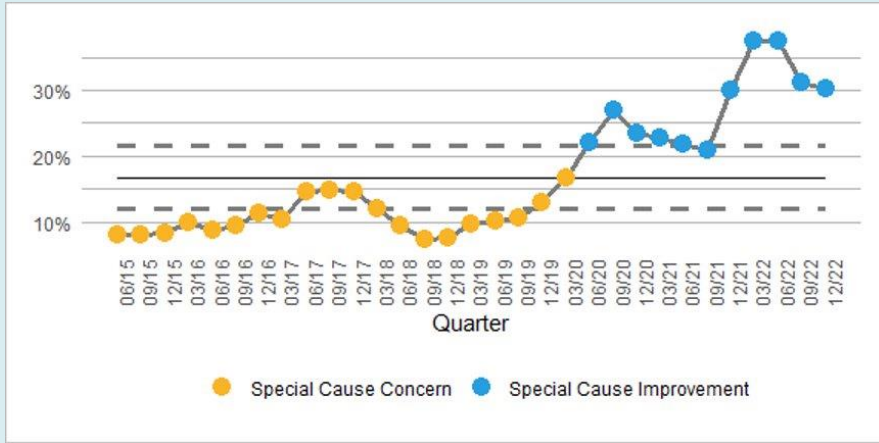
The target for Road Traffic Collisions (RTCs) involving Brigade is not being met (513 versus a target of 390). The Emergency Response Driver refresher training programme is now established, with all appliance drivers completing the Emergency Response Driving Revalidation (Appliance) course. This training 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 and a further article is scheduled for the next issue of Operational News). A review of driving policy will be completed to ensure consistency in messaging to staff on risk critical driving behaviours, such as crossing red traffic lights or junctions while on emergency response.

People: Diversity

Trainee firefighter intake - % women - 12 month rolling



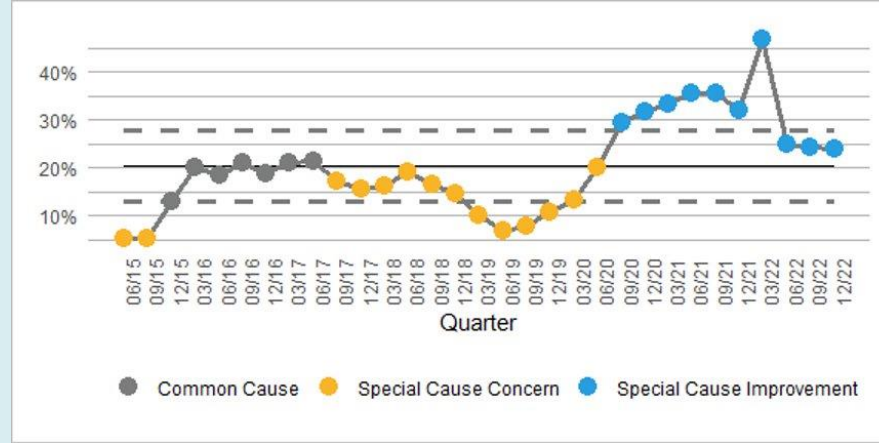
12 month rolling target 35% | Dec 2022: 23.9%

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%

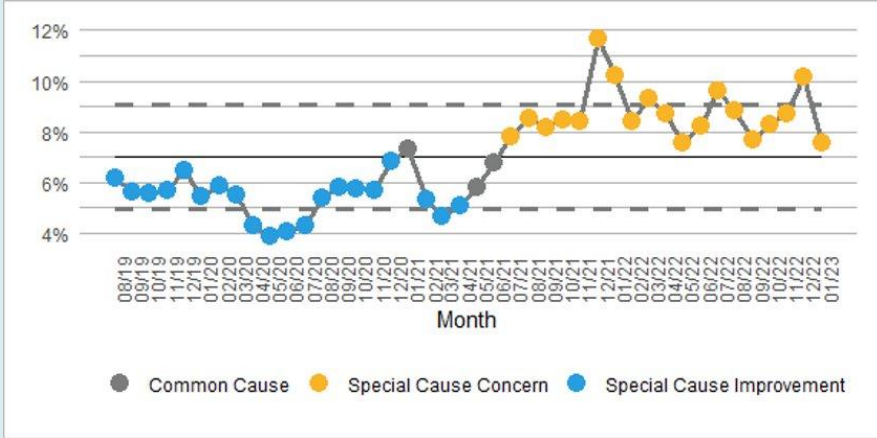
X

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

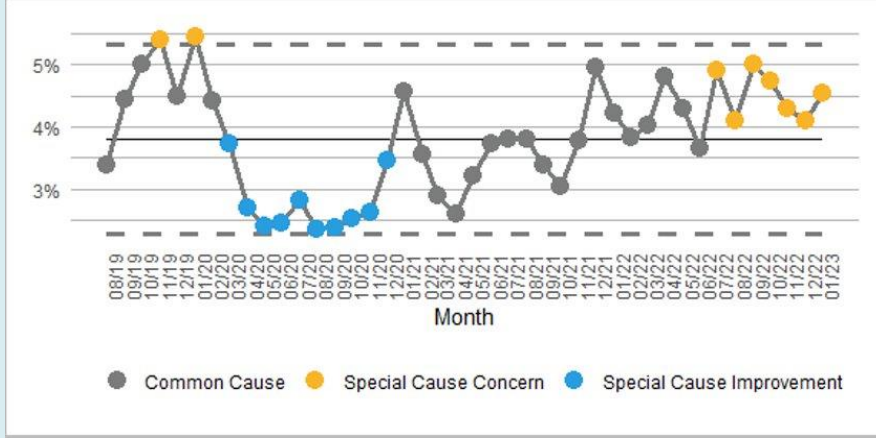
% working days lost to sickness Ops staff - monthly



12 month rolling target 3.65% | Jan 2023: 8.58%



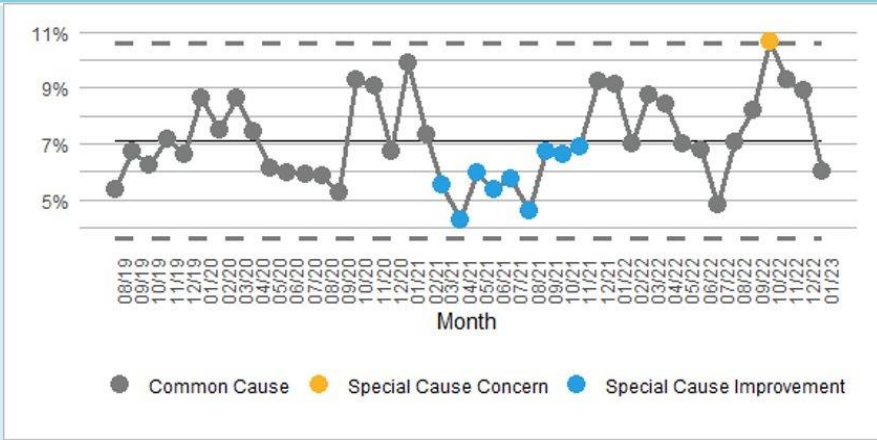
% working days lost to sickness FRS staff - monthly



12 month rolling target 2,500 | Jan 2023: 4.35%



% working days lost to sickness Control staff - monthly

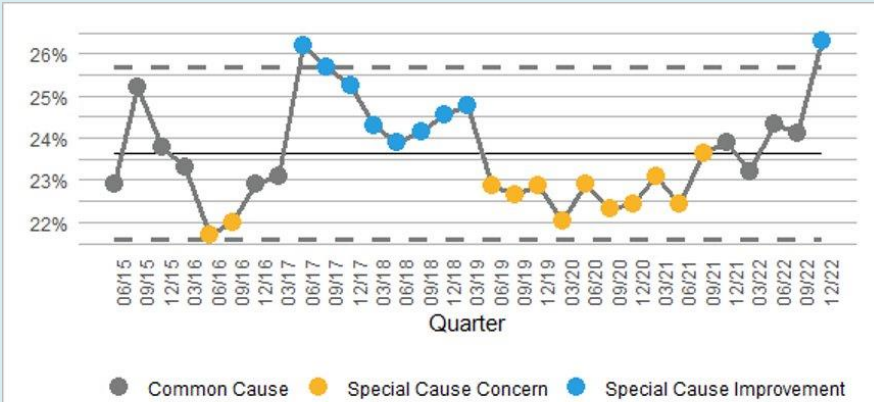


12 month rolling target 4.70% | Jan 2023: 7.74%



People

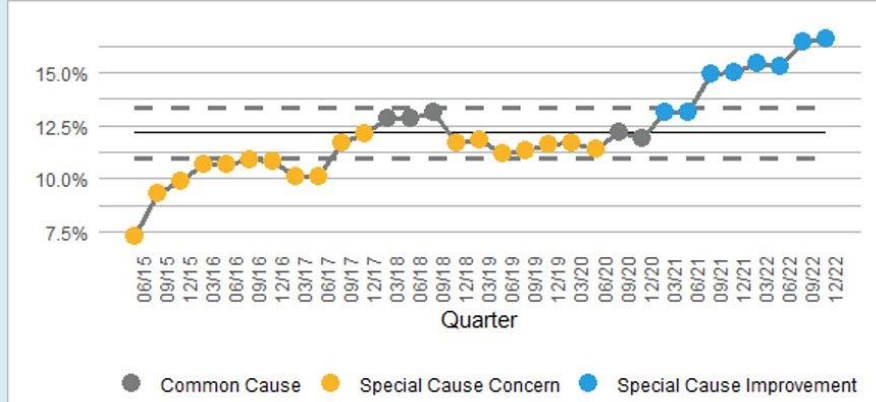
Gender diversity (men) Control staff - as at



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



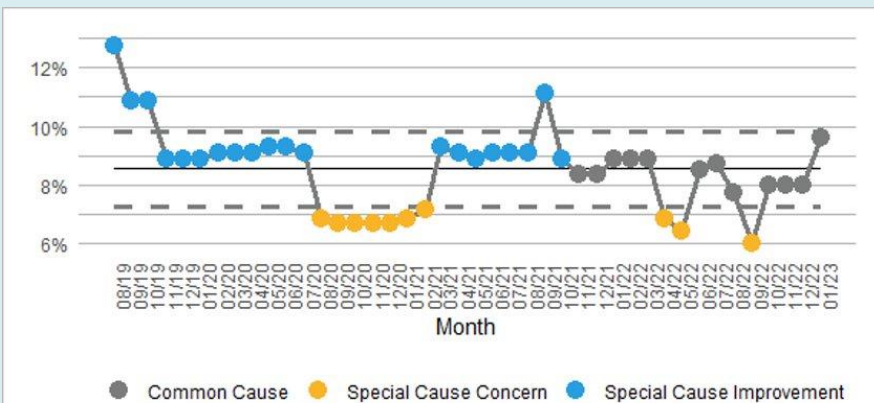
Ethnic diversity of FRS staff top earners - as at



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



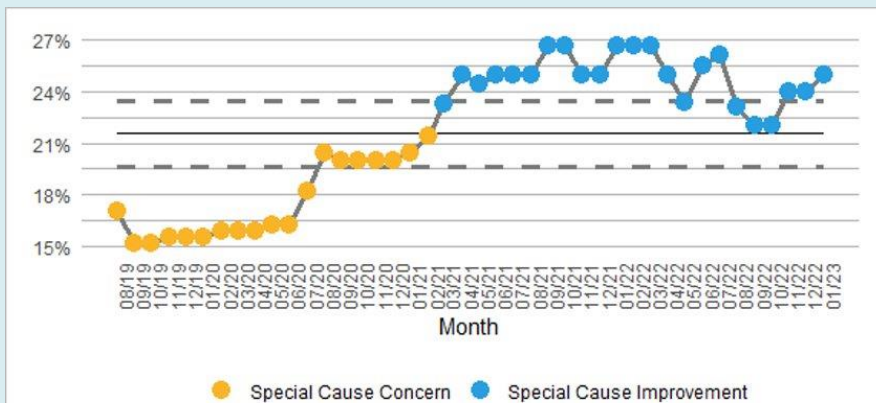
% TMG who are ethnic minorities - as at



Target n/a | Jan 2023: 9.62%

n/a

% TMG who are Women - as at

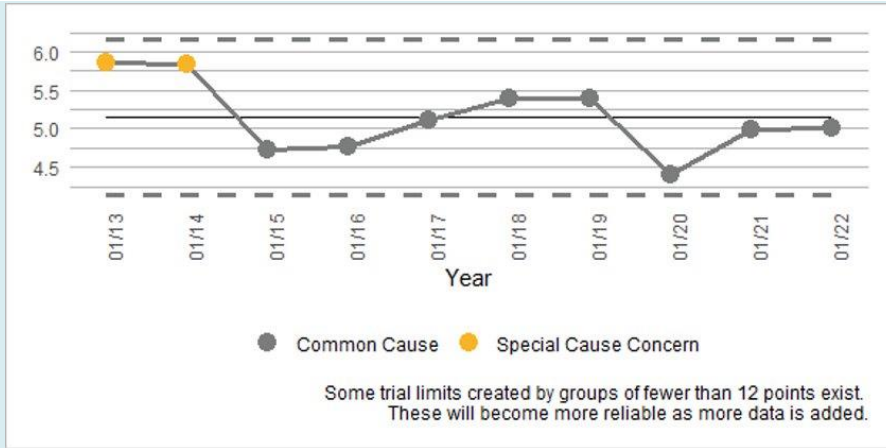


Target n/a | Jan 2023: 25%

n/a

People

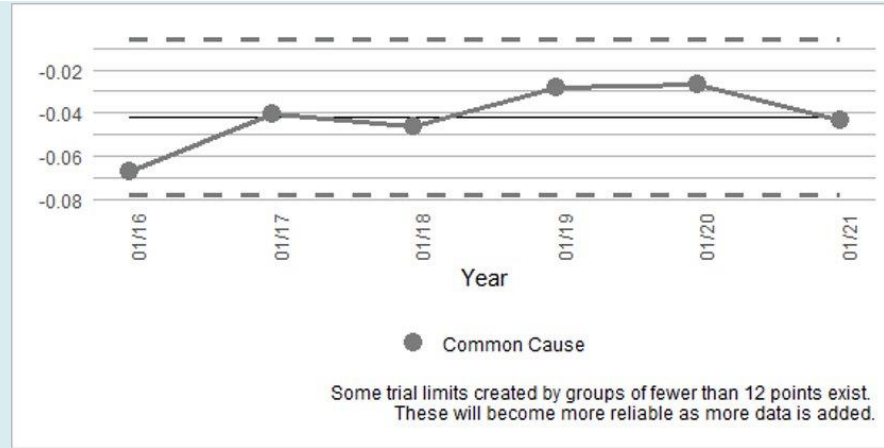
Pay ratio between highest & median salary - annual



Annual target 6.0 | 2021/22: 5.00



Gender pay gap %, all staff - annual

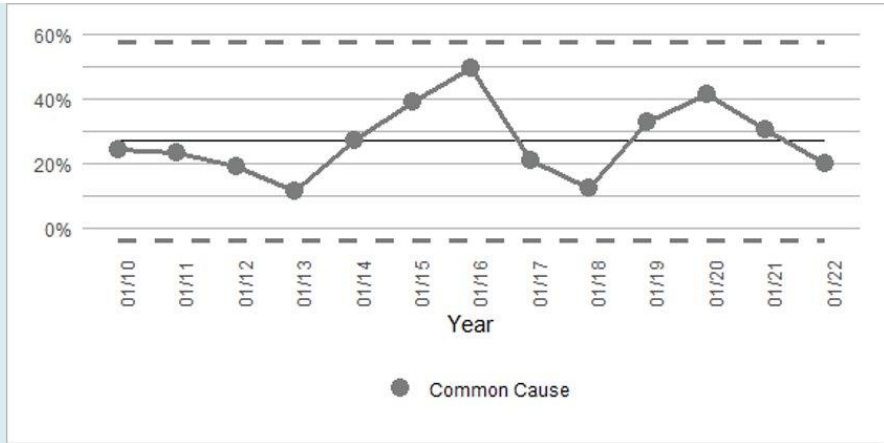


Annual target +/-3% | 2020/21: -4.36%



Resources

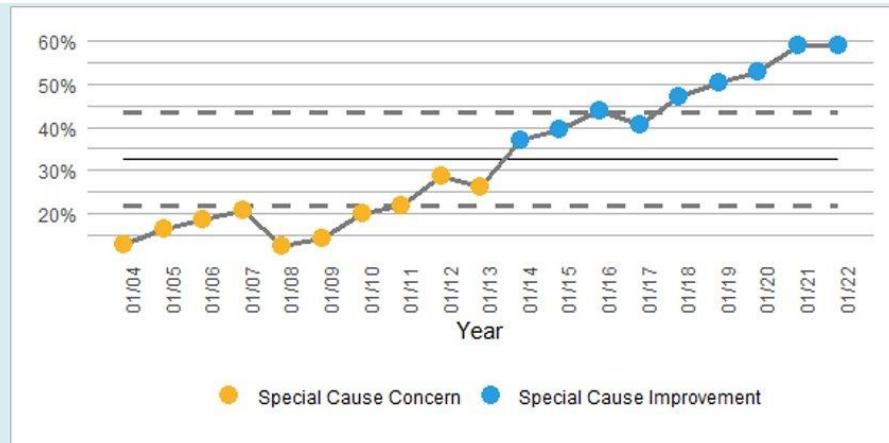
Spend with SMEs - annual



Annual target 33% | 2021/22: 20%



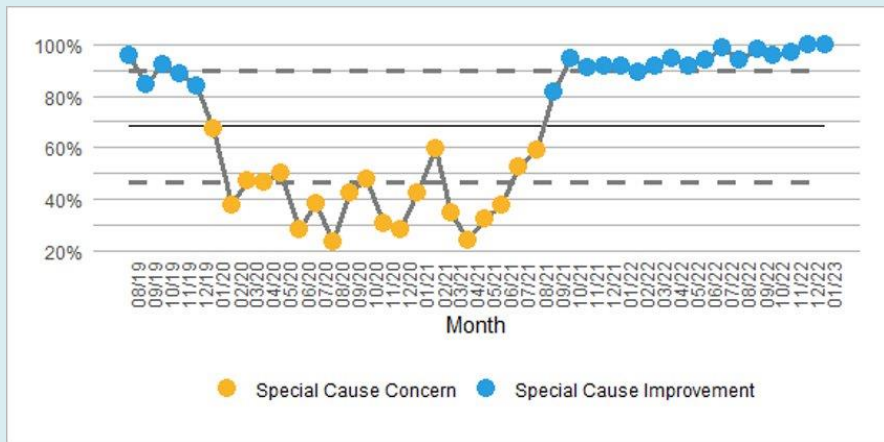
CO2 reduction since 1990 - annual



Annual target 59.1% | 2021/22: 60%



Statutory Info Requests Handled on Time - monthly



12 month rolling target 95% | Jan 2023: 95.41%





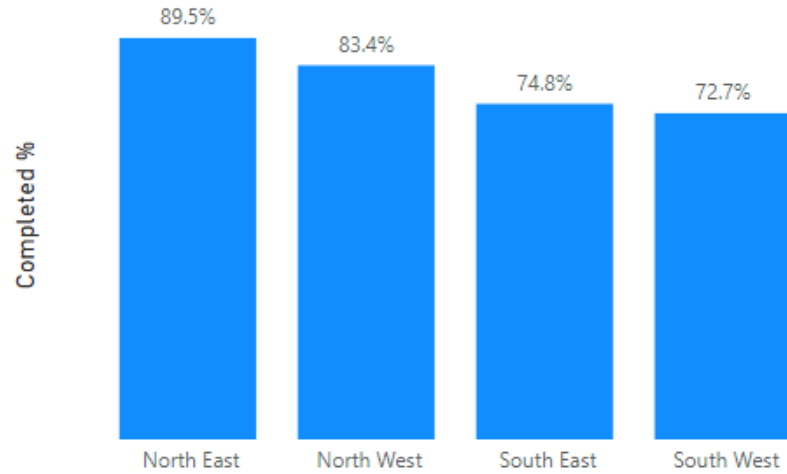
LONDON FIRE BRIGADE

Directorate Level Performance

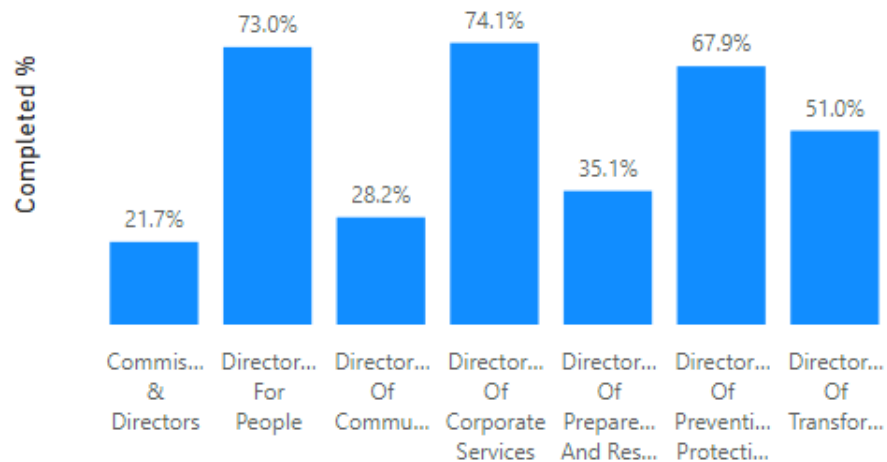
Appendix 2

Cyber Security & Data Protection Training

Cyber Security Training – Station Staff



Cyber Security Training – Office Staff



Data Protection Training – Office Staff

