



LONDON FIRE BRIGADE

Performance Report: Exception Focus – December*

Appendix 1

Performance at a Glance

HOME FIRE SAFETY VISITS

42,478

Up by 60% compared to last year

ONLINE HOME FIRE SAFETY CHECKS

2,941 (Mar-Oct)

Down by 18% compared to last year

BUILDING CONSULTATIONS

5,090 (Mar-Oct)

Up by 14% compared to last year

TRAINEE FIREFIGHTER INTAKE

24% ETHNIC MINORITIES

Down by 32% compared to last year

31% WOMEN

Up by 49% compared to last year

STAFF SICKNESS

7.95%

Up by 32% compared to last year

APPLIANCE ARRIVAL TIMES

1st 5:16 (mins)

Up by 2.3% compared to last year

2nd 6:42 (mins)

Up by 3.9% compared to last year

FIRES IN THE HOME

5,150

Up by 6.5% compared to last year

RIDDOR INCIDENTS

73

Up by 30% compared to last year

CO2 REDUCTION

59.1%

Up by 0.3% compared to last year

STATUTORY INFO REQUESTS

handled on time

92.69%

Down/up by 95% compared to last quarter

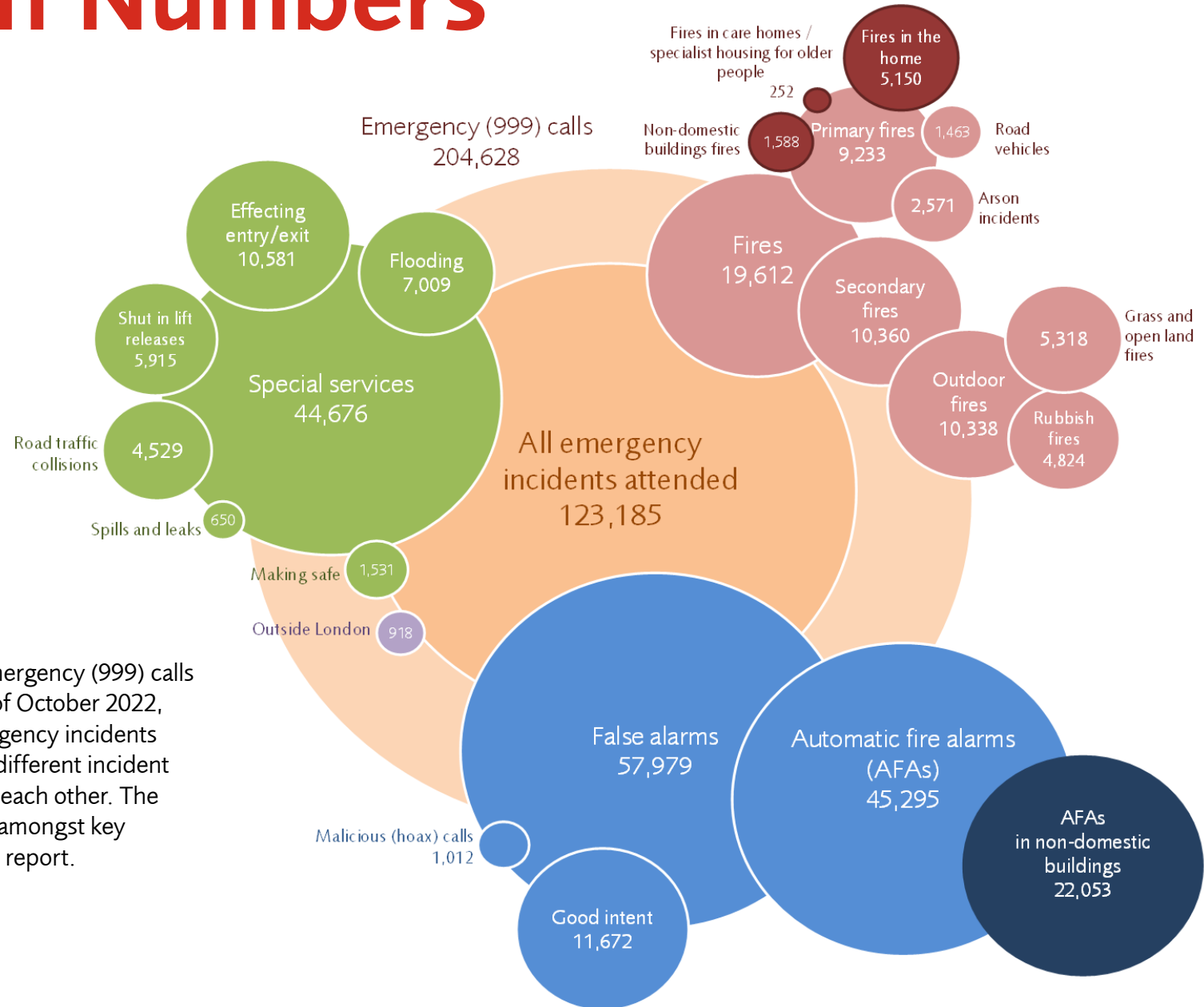


KEY

- Response
- Prevention & Protection
- Our People
- Resources

Data is displayed as 12 month rolling, unless stated otherwise

Incidents in Numbers



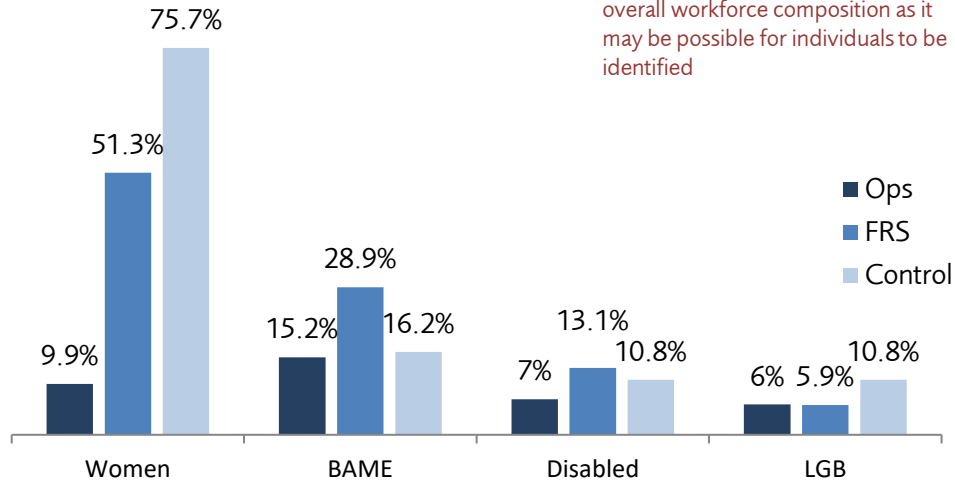
Emergency calls and incidents

The bubble chart above shows total emergency (999) calls received for the 12 months to the end of October 2022, together with the total number of emergency incidents attended by the Brigade, and how the different incident based performance indicators relate to each other. The incident types with a darker colour are amongst key performance indicators included in this report.

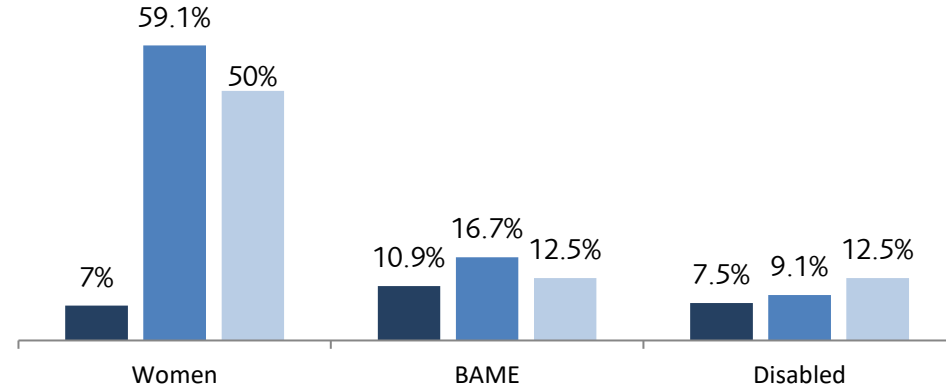
Workforce

Workforce composition*

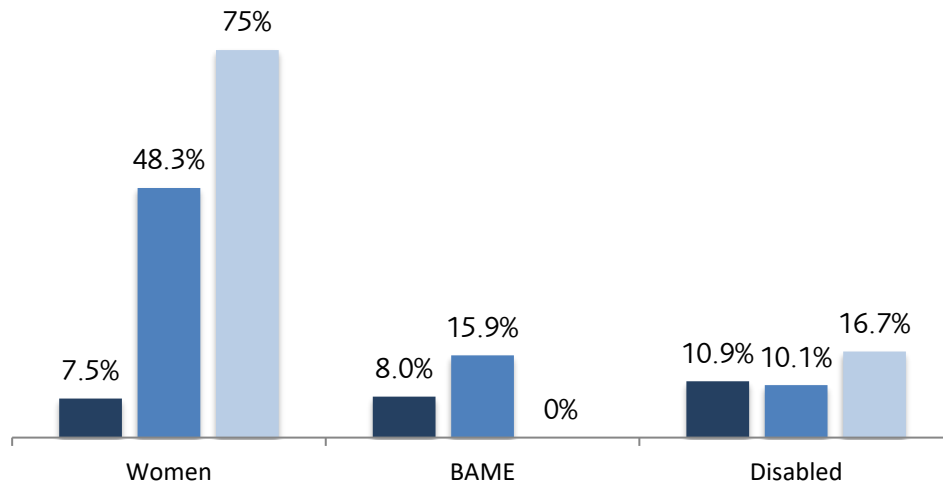
*due to the small numbers of LGBT staff, we only publish data for the overall workforce composition as it may be possible for individuals to be identified



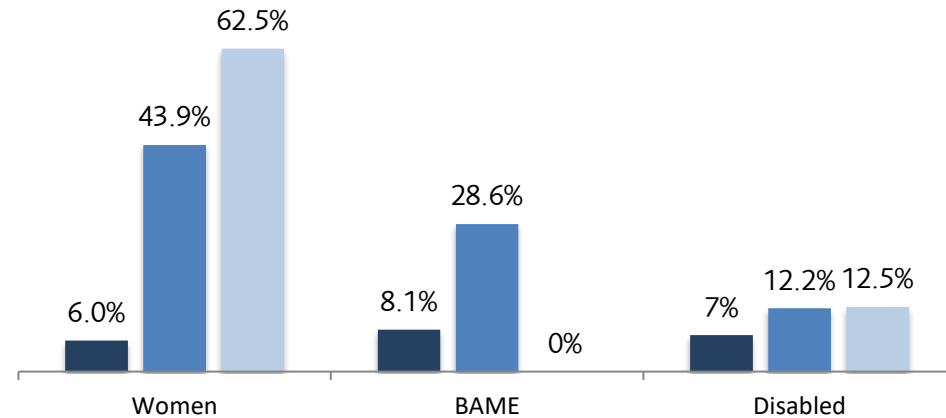
Workforce promotions



Workforce top earners



Workforce voluntary leavers



LFB Performance Headlines

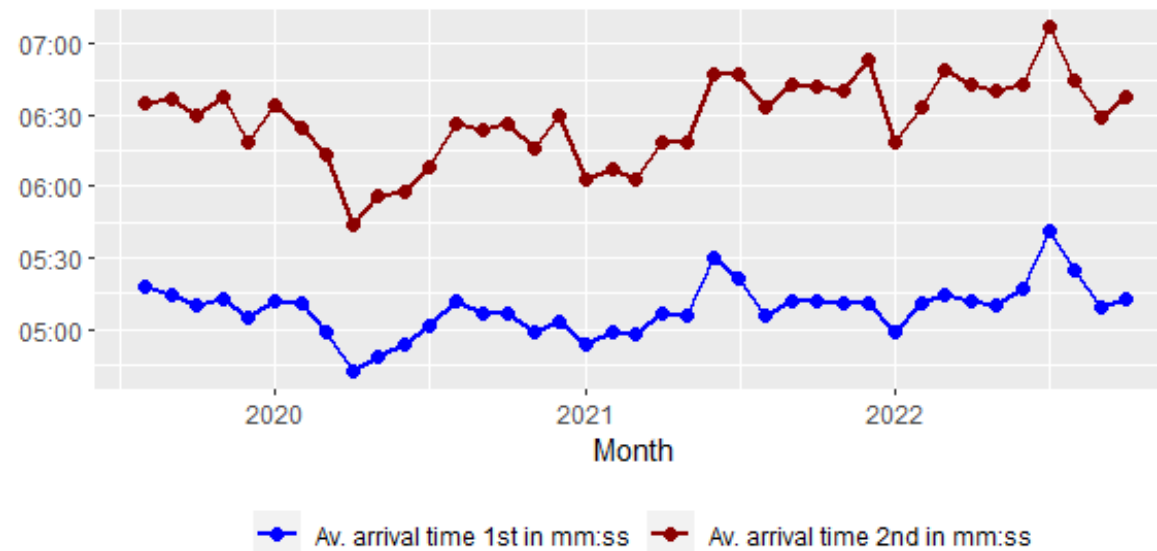
- Average arrival times remain within target

Grenfell
Recommendations
Completed

26/29

HMI
Recommendations
Completed

19/26



1st app - 12 month rolling target : 6:00 | Oct 2022: 5:16

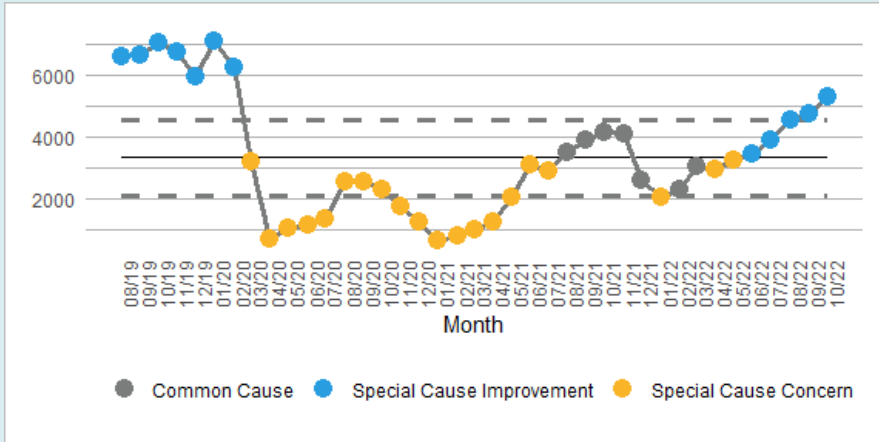


2nd app - 12 month rolling target : 8:00 | Oct 2022: 6:42



Prevention: HFSVs

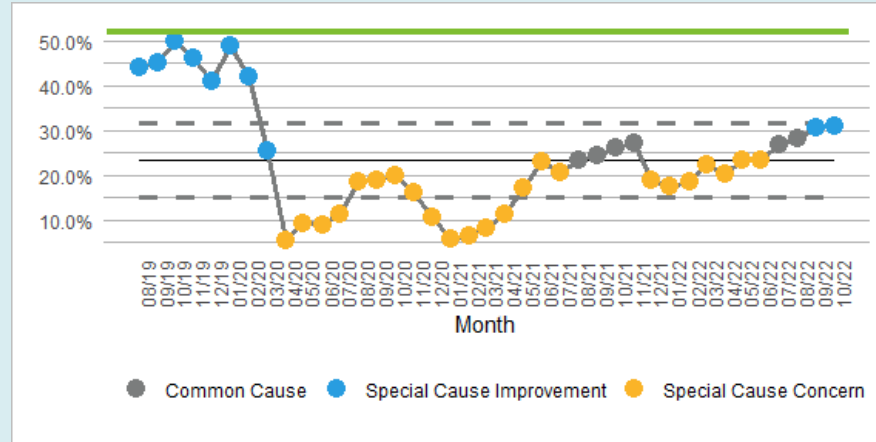
Number of HFSVs - monthly



12 month rolling target 76,000 | Oct 2022: 42,478



% P1 People HSFVs as proportion of overall target - monthly



Monthly target 75% | Oct 2022: 31.03%



Exception: Target off track but positive trend

There continues to be an increase in visits, but challenge remains regarding:

- The Number of Pumping Appliances unavailable each day due to the current Average Vacancy Margin (AVM) and the subsequent increased operational commitment.
- The increase in the numbers of visits required to fulfil our requirements regarding Operational Risk Database (ORD) entries.
- Pay talk visits has caused appliance availability to reduce.

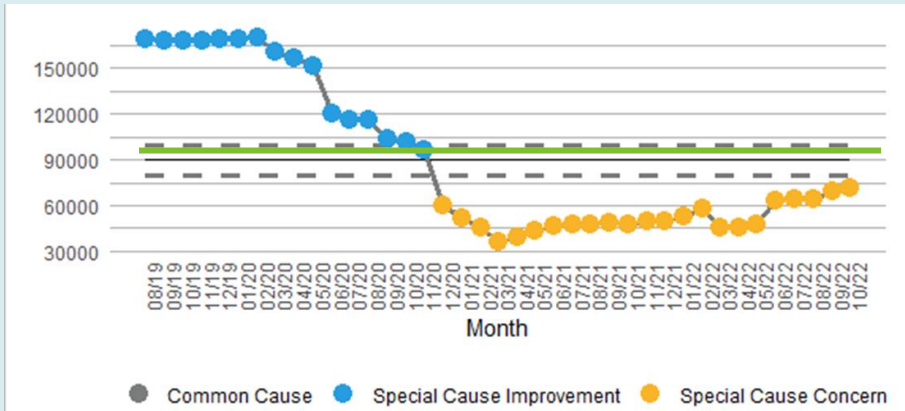
Prediction is that HFSVs will be impacted due to outcomes of the Culture Review effecting community confidence and appliance availability.

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 | Oct 2022: 71,156 X

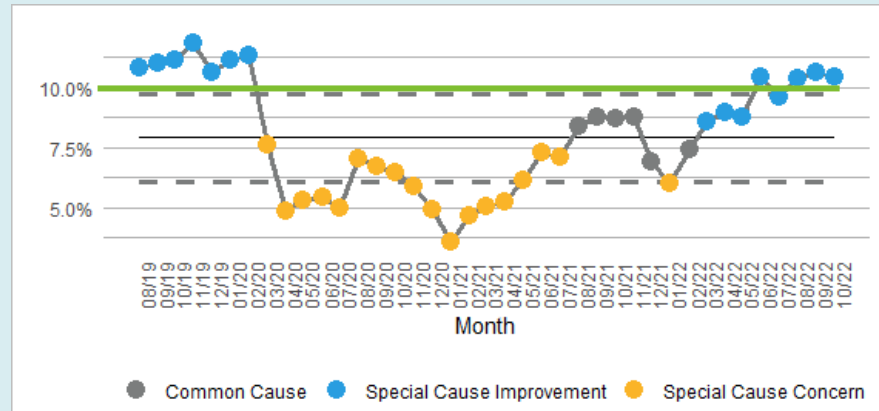
Exception: Target off track and negative shift

As previously reported, the upward trajectory continues as expected with the reintroduction of Junior Citizens delivery on station, schools' education now taking place predominantly in person, and Fire Cadets units transitioning back to borough-based delivery. It is anticipated that this trajectory will continue with the addition of 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, 15,831 young people have been engaged with under the Safety First provision into secondary schools. If this was included, the total engagement would be 86,987 young people (up to October 2022).

In order 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



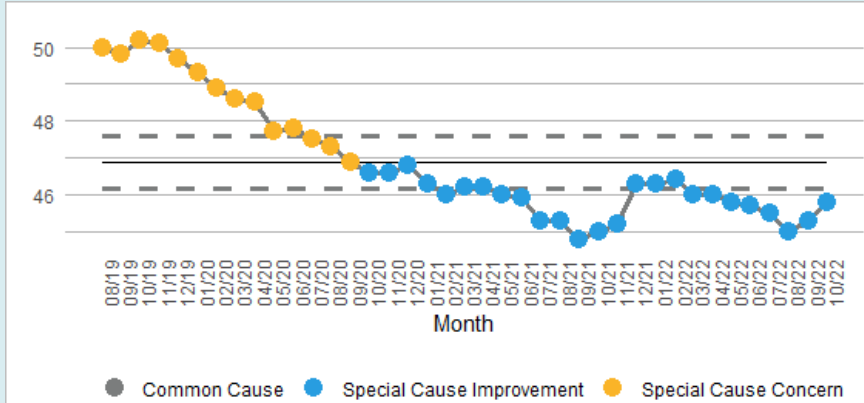
12 month rolling target 10% | Oct 2022: 8.92% X

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.

Prevention: Fatalities

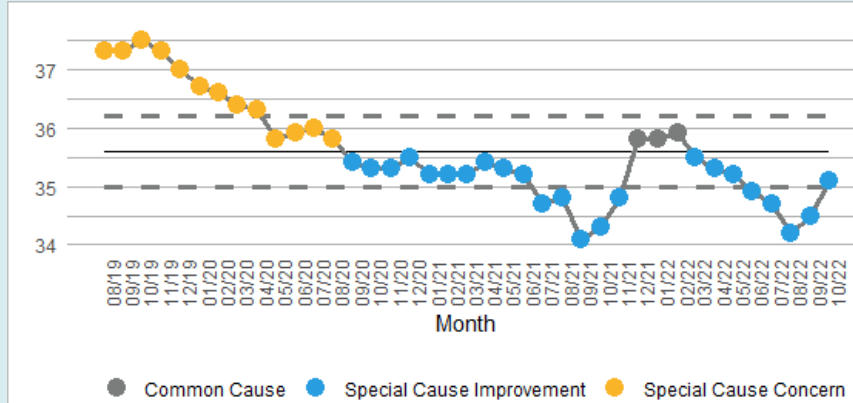
All fire deaths - 10 year average



10 year average target 50 | Oct 2022: 46



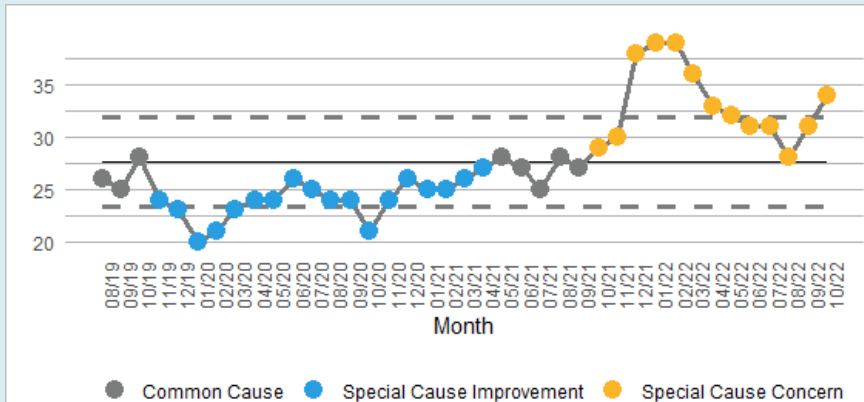
Accidental fire deaths in the home - 10 year rolling average



10 year rolling average target 35 | Oct 2022: 35



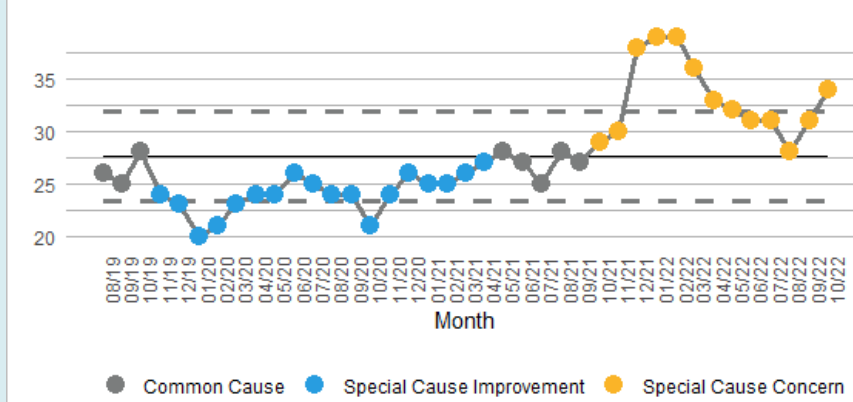
All fire deaths - 12 month rolling



target n/a | Oct 2022: 43

n/a

Accidental fire deaths in the home - 12 month rolling

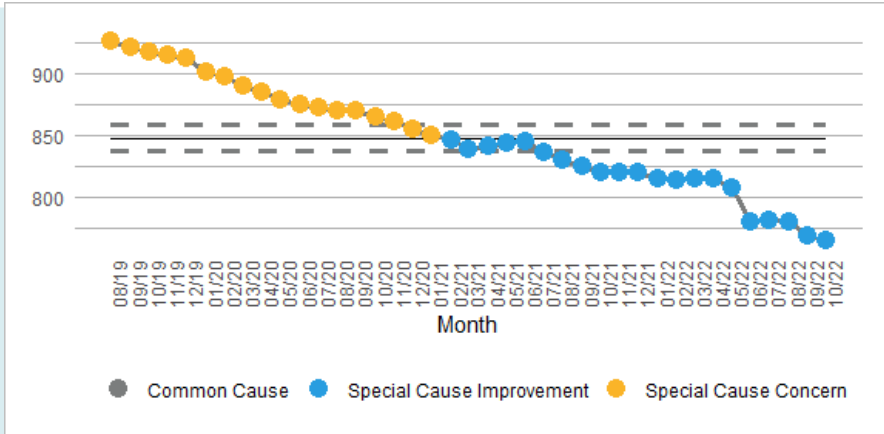


target n/a | Oct 2022: 34

n/a

Prevention: Injuries, Care Home Fires

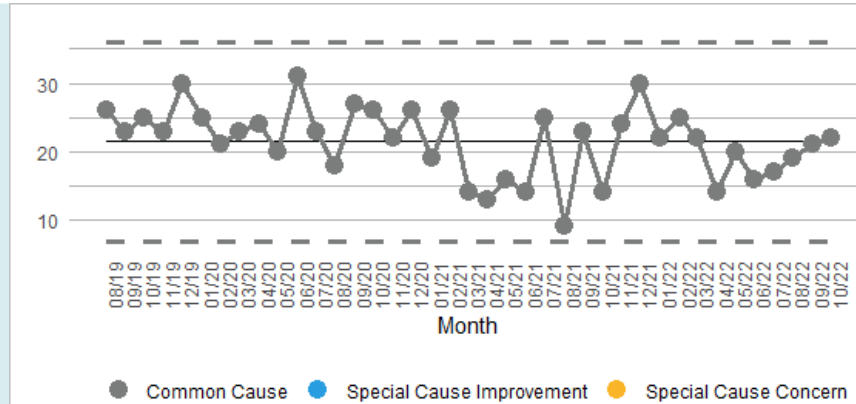
Injury from fire - 5 rolling year average



5 year rolling average target 1000 | Oct 2022: 765



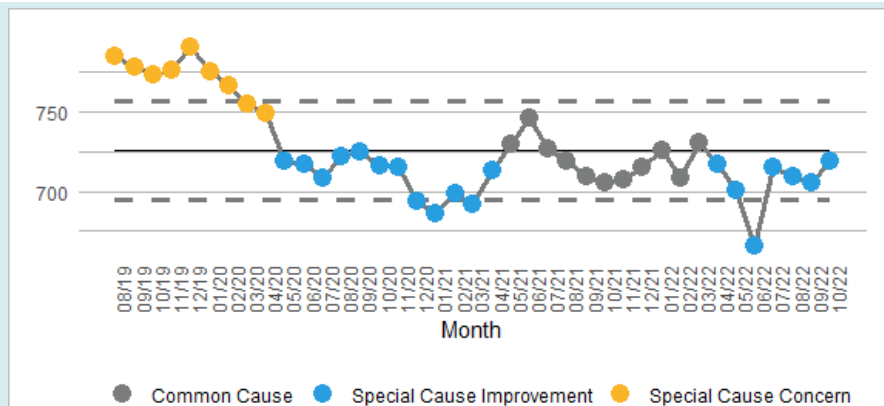
Fires in care homes - monthly



12 month rolling target: 400 | Oct 2022: 252



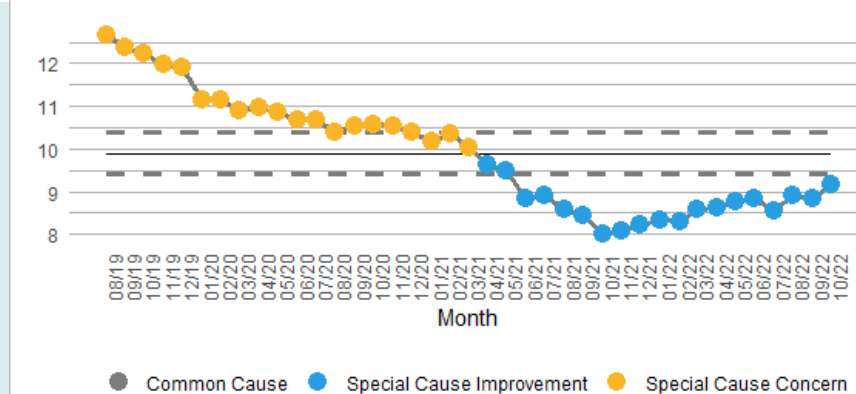
Injury from fire - 12 month rolling



target n/a | Oct 2022: 719

n/a

Fires in care homes - rate per 100 care homes*

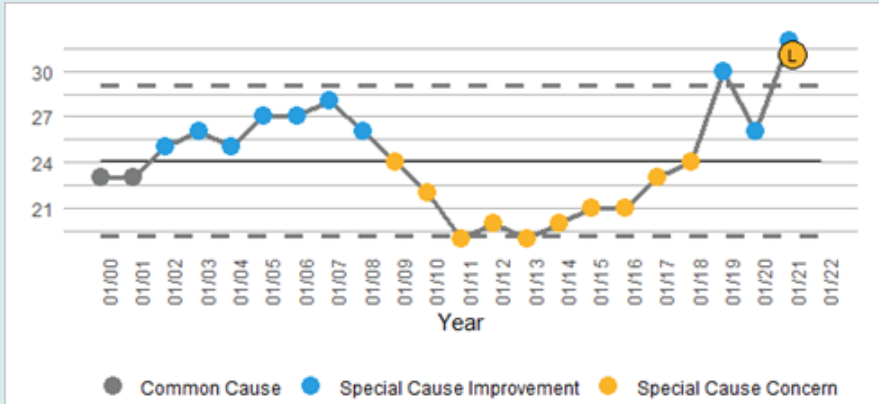


target n/a | Oct 2022: 9.15

n/a

Prevention: National Comparison

Boroughs below the national average rate for primary fires - annual

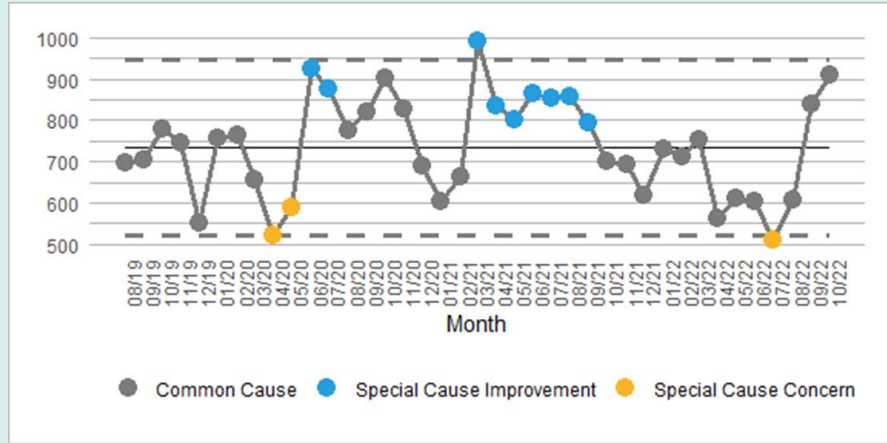


Annual target 33% | 2021/22: 20%

X

Protection: Audits

All fire safety audits/inspections - monthly



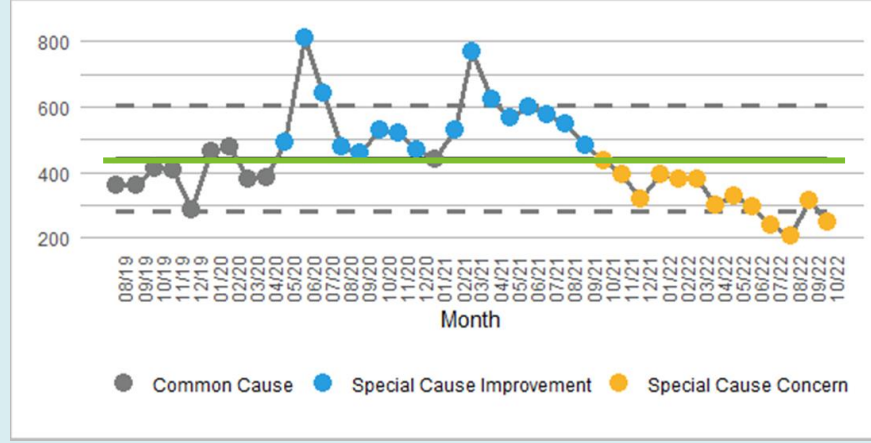
Year end target 9,000 | Apr-Oct 2022: 4,787 X

Exception: Target off track

The spike shown in October includes the processing of audits that were undertaken during Operation London Bridge; therefore, it is likely that we will see a significant reduction in November. During this period, 668 audits were completed, but the follow-up paperwork still needed to be completed in the following weeks, therefore impacting in audit numbers during this post-Op London Bridge period. There are currently 304 audits within the vetting area, which will be cleared and added to the figures in due course.

Delivery teams continue to have high levels of staff on development. Ahead of the roll out of the Risk Based Inspection Program (RBIP) next year, training and development of staff is key and the balance between CPD/development and audits is required in order to implement support workforce planning.

Inspections/Audits in High-risk Premises - monthly



Monthly target 420 | Oct 2022: 249 X

Exception: Target off track & negative shift

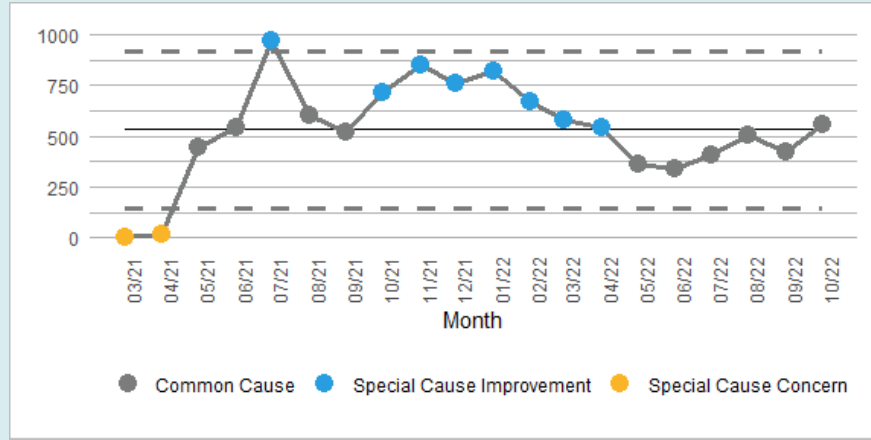
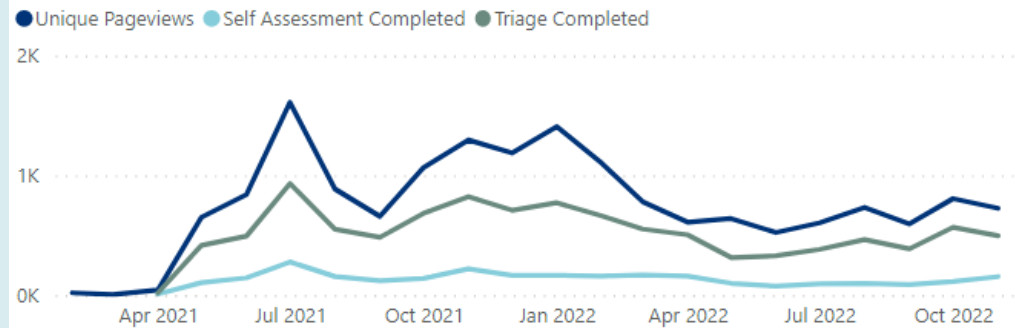
Completion of the required qualification and competency records indicate that 20.49% of our Inspecting Officers can complete High Risk Audits, the knock-on effect of which is reflected in this KPI.

There is a strategy to review the PDR requirement for Inspection Staff, together with a focus to develop those nearing the required standard through the introduction of Development Officers. Additionally, further (new) training to support fire safety advisors as agreed at the last ODDB will be implemented in the coming year. This will also aid the implementation and effectiveness of the RBIP and any new work via the Building Safety Regulator (BSR).

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-Oct 2022: 2,941

X

Exception: Target off track

The Policy and Strategy team within Prevention and Protection continue to work closely with Digital Communications and the Press team to promote the Home Fire Safety Checker (HFSC).

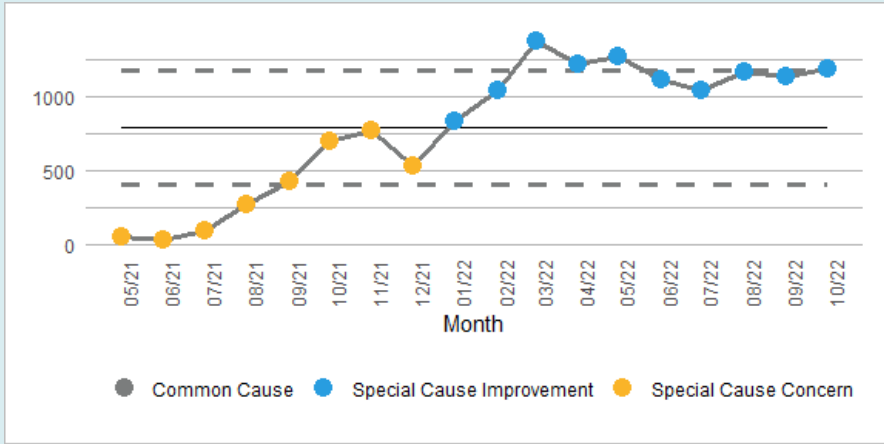
The HFSV strategy mentioned in the previous report, was agreed by governance and the HFSC is planned to see a large uptick in users next financial year, as it will become the primary method of booking either an in-person HFSV as well as directing people through the checker if they are lower risk.

Local and national advertising is continuing to take place for the checker, with plans to include ads in e-magazines and local newspapers at the borough level throughout the Christmas period.

Ongoing communications around the cost of living crisis will continue to promote the checker.

Protection: FS checks, AFAs

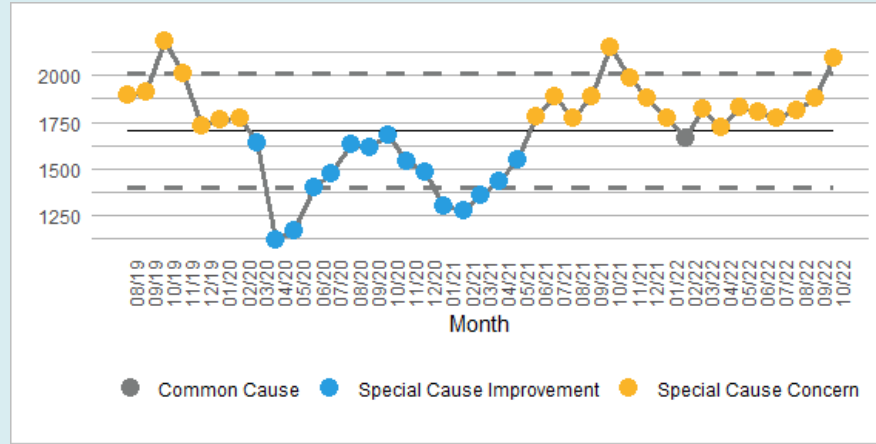
Number of fire safety checks - monthly



Year end target 20,000 | Apr-Oct 2022: 8,179

X

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



12 month rolling target 20,000 | Oct 2022: 22,053

X

Exception: Target off track but positive shift

Fire Safety Check numbers are continuing to go up as station based staff get more comfortable with the visits. There is continued support and training being implemented via face to face input, together with the proposed use of government grant funding to provide new temporary roles to support the further embedding and further CPD packages to progress of these checks.

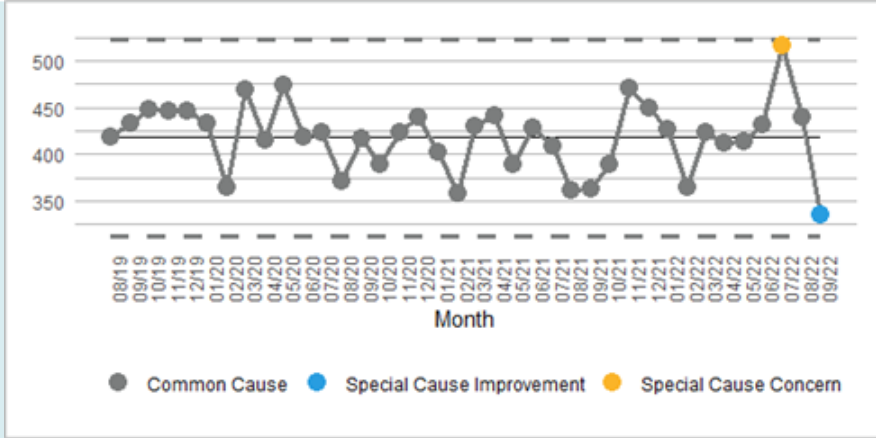
To date 15,300 fire safety checks have been undertaken by crews since the start of the project. From 1st April-31st October 8178 fire safety checks have been undertaken across the brigade.

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. 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

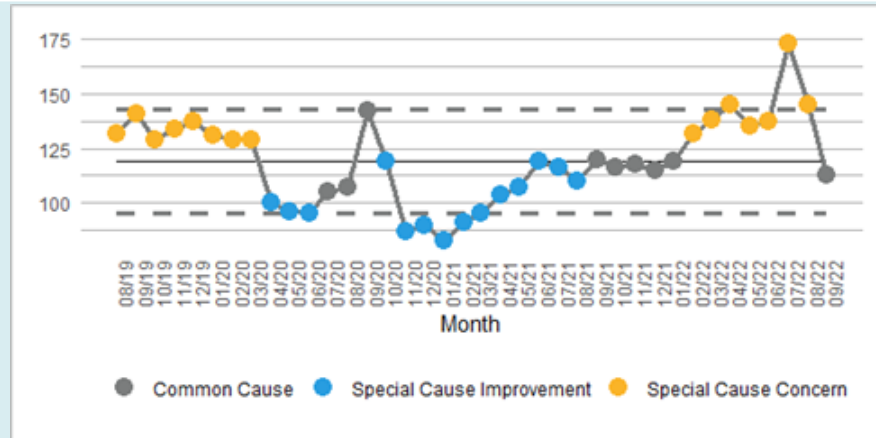
Fires in the home - monthly



12 month rolling target 6,000 | Oct 2022: 5,150



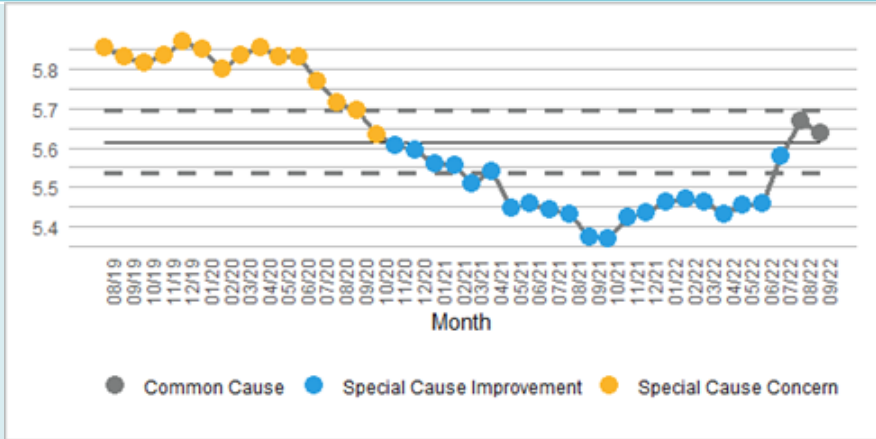
Fires in other buildings (RRO) - monthly



12 month rolling target 2,500 | Oct 2022: 1,588



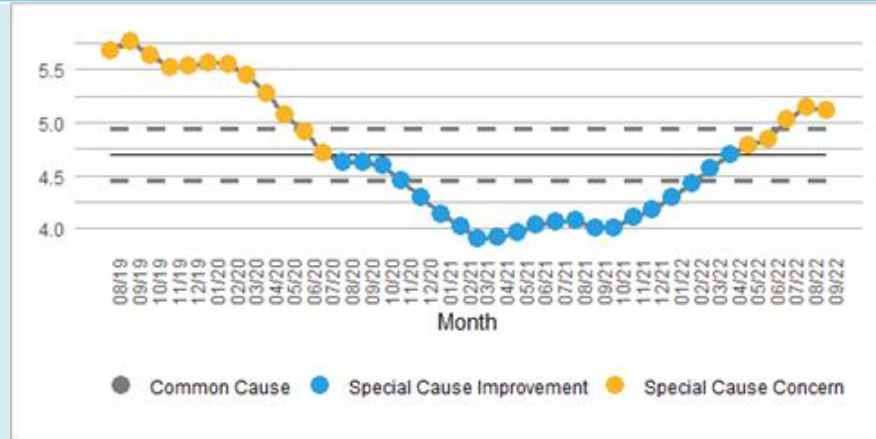
Fires in the home – rare per 10,000 population



Target n/a | Oct 2022: 5.72

n/a

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



Target n/a | Oct 2022: 5.13

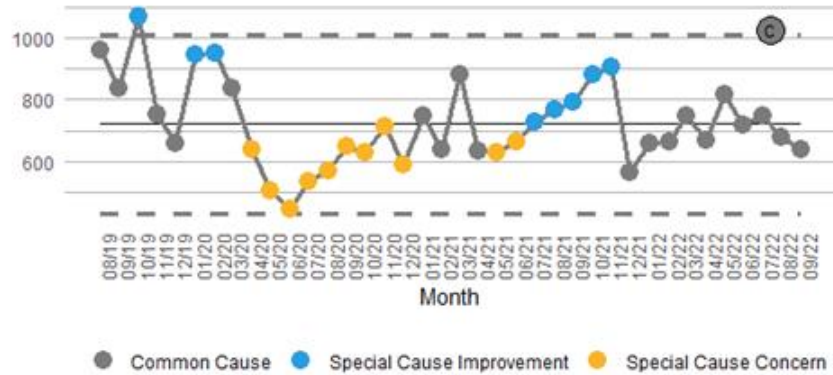
n/a

*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: Consultations, Fire Risks

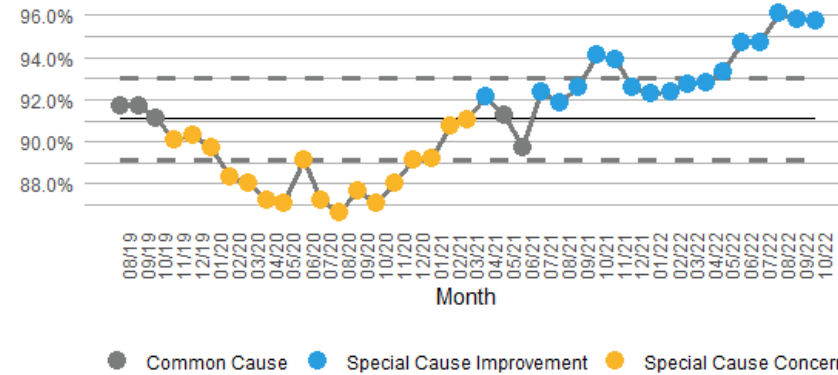
Number of building consultations - monthly



Target n/a | Apr-Oct 2022: 5,090

n/a

Alleged Fire Risks addressed within 3 hrs - monthly



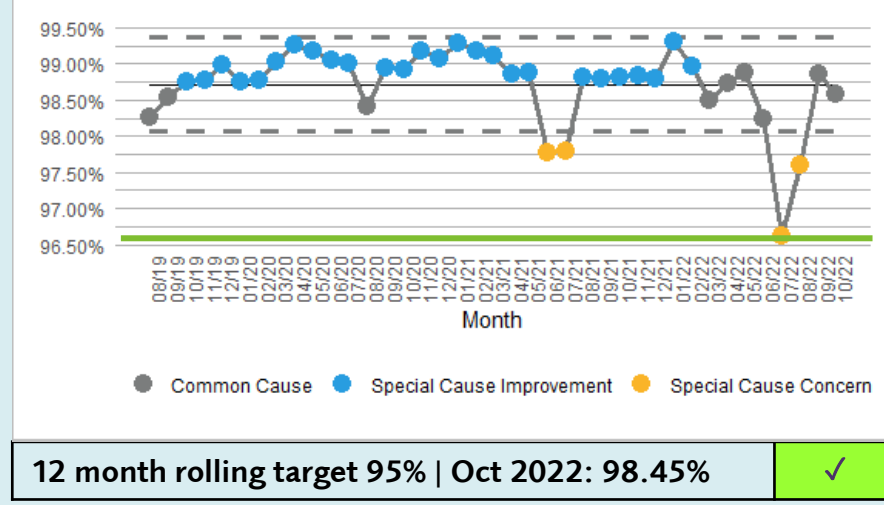
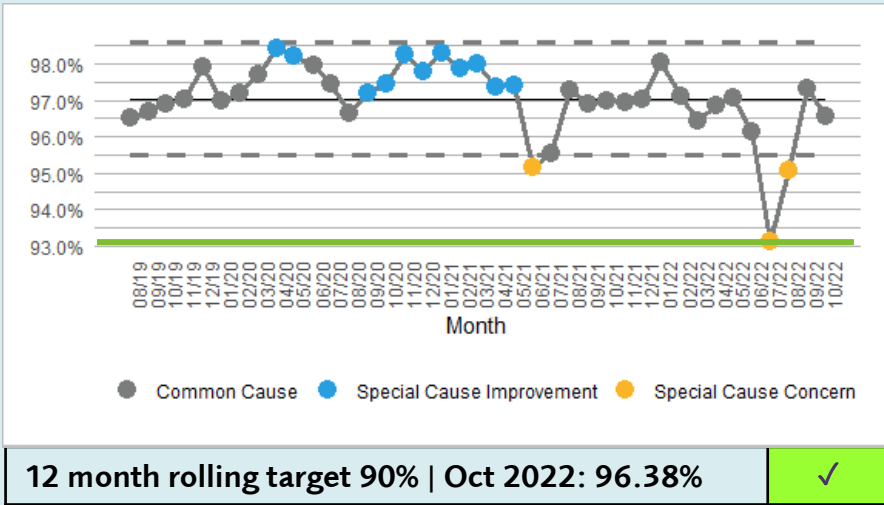
12 month rolling target 90% | Oct 2022: 95.74%



Response: Arrival times

First Appliance Arrival - % within 10 min - monthly

First Appliance Arrival - % within 12 min - monthly



Exception: Recent negative outlier

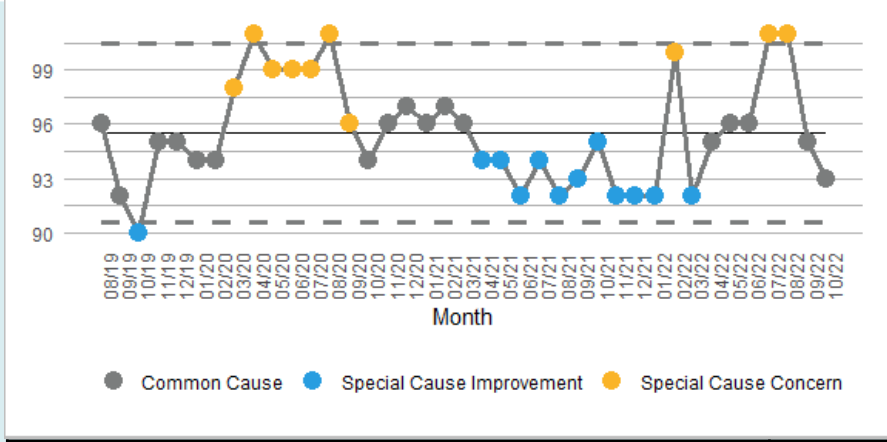
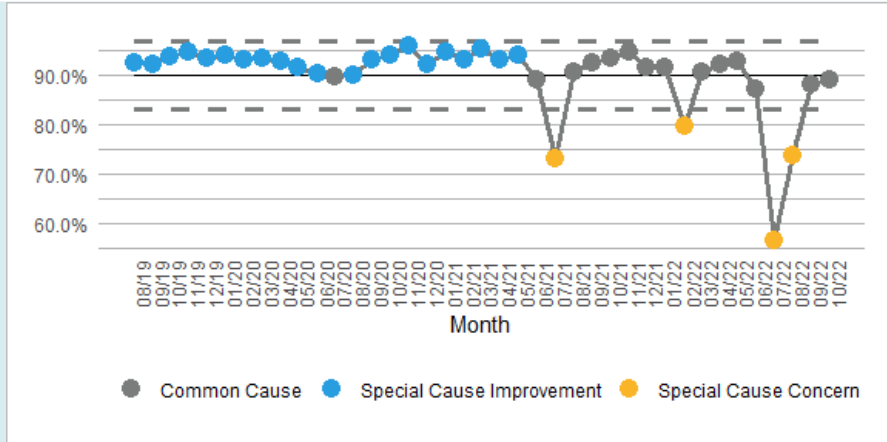
Exception: Recent negative outlier

The Brigade has a performance standard that a first fire engine should arrive at an emergency incident within 10 minutes on at least 90% of occasions and within 12 minutes on at least 95% of occasions. Both the 10 minute standard and 12 minute standard are being met, although they have both seen a dip during the summer months due to the increase in draw on operational resources caused by the heatwave.

Response

999 calls answered within 7 seconds - monthly

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



12 month rolling target 92% | Oct 2022: 84.36%

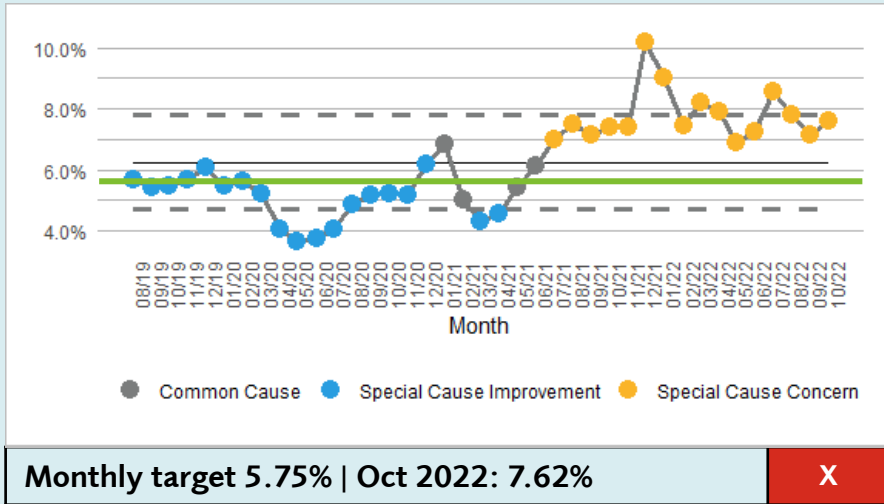
X

12 month rolling target 100 | Oct 2022: 96

✓

People: Sickness

% Working Day Lost to Sickness - All Staff - monthly



Exception: Target off track & negative shift

High-level commentary & current mitigating actions

It is a recognised 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

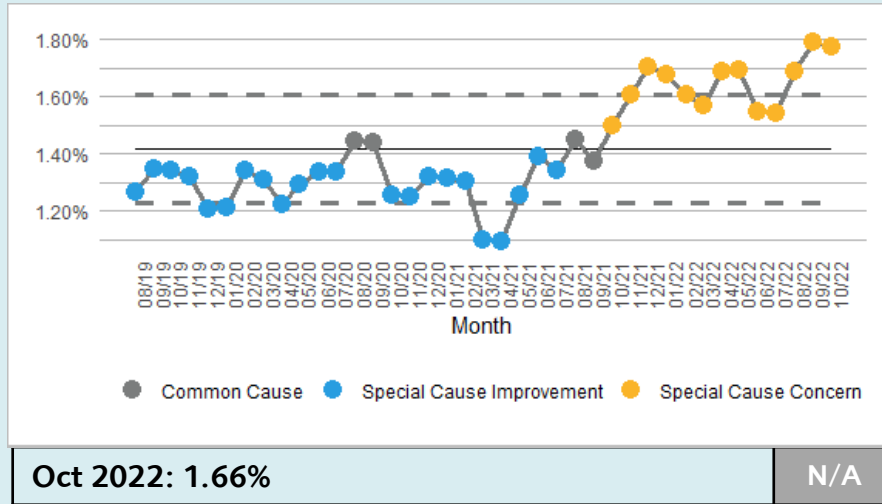
Launch of the Supporting Your Health and Wellbeing Policy with associated mandatory training in April 2023. Revised capability/ sickness management processes to be published in this month (December 2022)

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 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.

Development of the Workplace Adjustment Passport supporting and recording conversations regarding Reasonable Adjustment as required under the Equality Act 2010 and workplace adjustments. To be launched in April 2023.

People: Sickness

% Working Day Lost to SAD - All Staff - monthly



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 ever 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 support available to 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 LFBs Wellbeing Strategy will also serve to provide more support to staff experiencing SAD.

Exception: Target off track & negative shift

High-level commentary & current mitigating actions

It is anticipated that the publication of the Culture Review may impact negatively on staff feeling stressed, anxious or depressed. Therefore as part of the response to the Culture Review, People Services took a range of actions to support staff and managers to cope with such impacts:

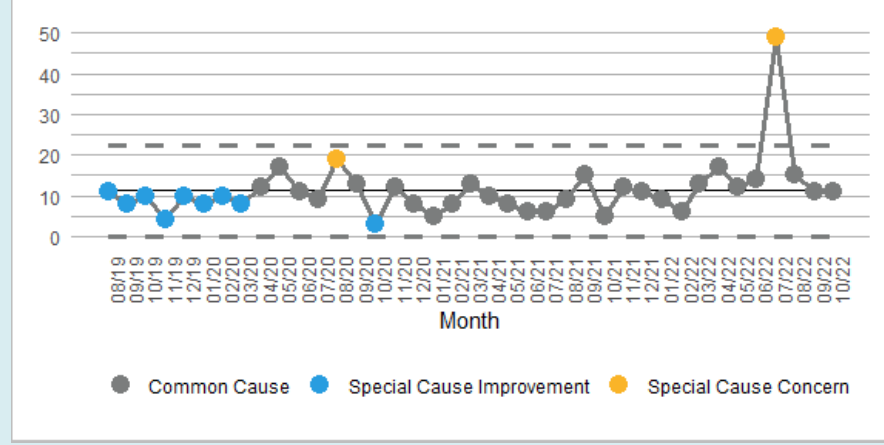
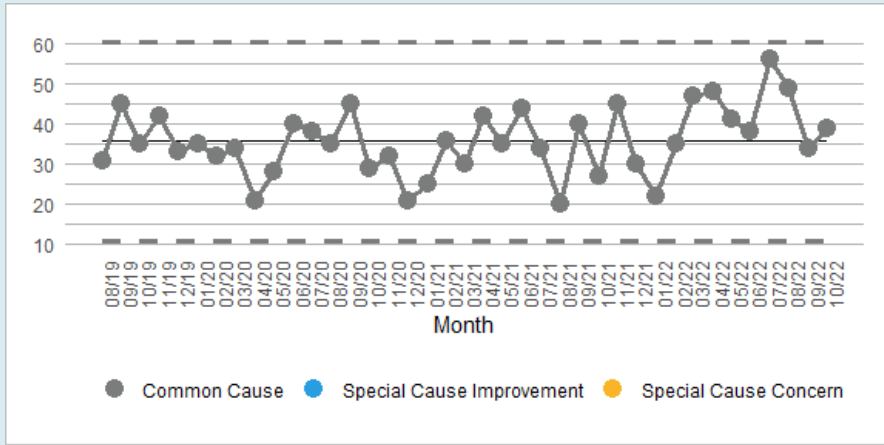
- An independent complaints and advice service for staff experiencing bullying and harassment. This service includes advice to managers on how to manage difficult cases, which should improve confidence and the quality of action taken.
- Senior leaders from across the organisation are meeting with all 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.
- Online resources for staff and managers, with signposting via posters at stations, in the above conversations and at all staff briefings to the support available.

The People Partners will work with their senior leaders to maintain a focus on sickness prevention and reduction across all categories.

People: Health & Safety

RTCs involving Brigade vehicles - monthly

No. Injuries from Operational Incidents - monthly



12 month rolling target 390 | Oct 2022: 484

X

12 month rolling target 100 | Oct 2022: 186

X

Exception: Target off track

Commentary and actions:

The target for Road Traffic Collisions (RTCs) involving Brigade is not being met (484 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 next article will be published in November 2022). Officers are also working to produce a video/animation to support key messaging to reduce RTCs while responding to emergencies.

Exception: Target off track

Commentary and actions:

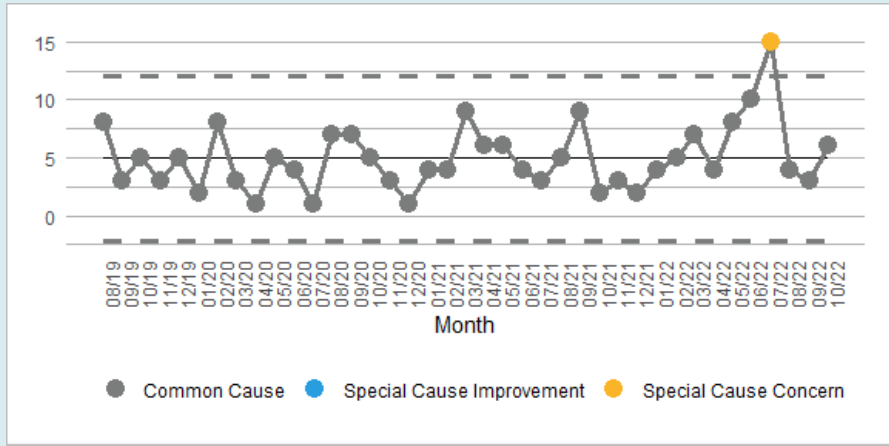
The target for injuries from operational incidents is not being met (184 versus a target of 100). The extreme heat conditions seen throughout July and August resulted in increases in injuries to staff, particularly heat-related injury/illness. Officers have introduced the Operational Safety Management 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 will contain 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: Health & Safety, EDI

RIDDOR - monthly



12 month rolling target 62 | Oct 2022: 73

X

Exception: Target off track

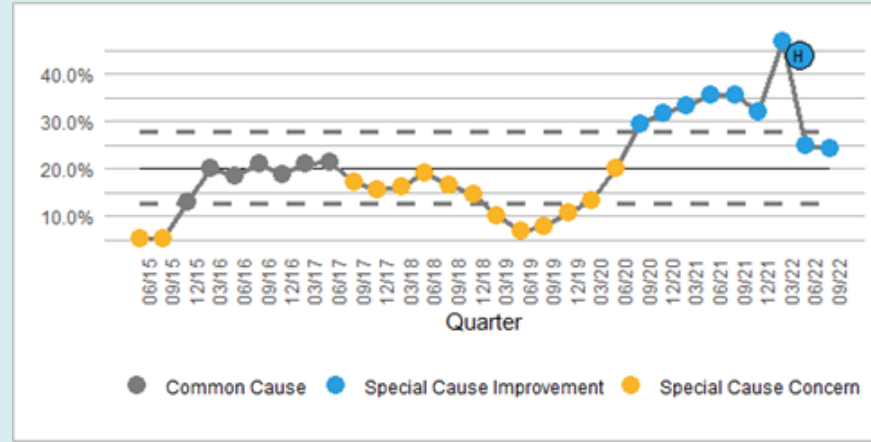
Commentary and actions:

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 (73 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.

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

High-level commentary & current mitigating actions

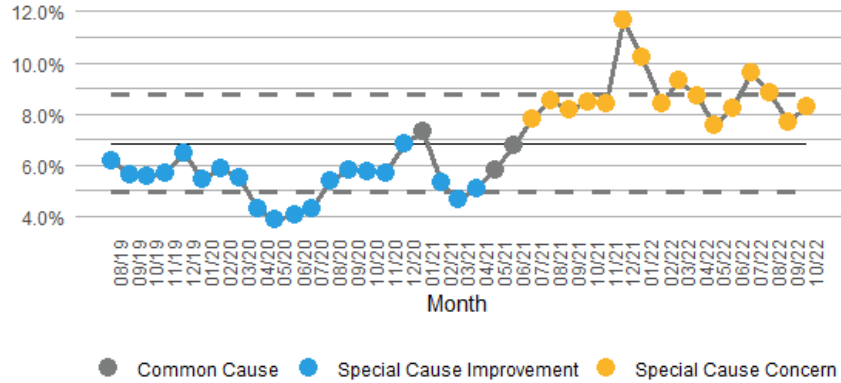
The attraction work carried out by the Outreach Team takes between 3 - 8 months to result in new trainee firefighters, therefore whilst the figures above are improving, they continue to reflect the impact of the Covid-19 pandemic and the pausing of firefighter recruitment in 2021. Now that the Outreach 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.

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 retention as the Culture Review will impact under-represented groups in the recruitment pipeline with their decision to join. 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

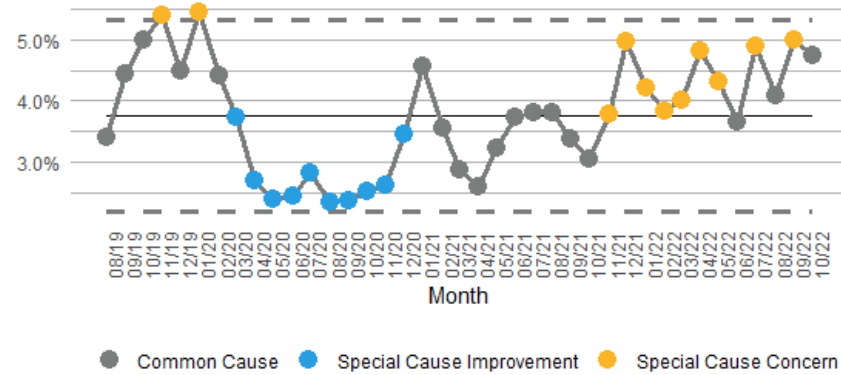
% working days lost to sickness Ops staff - monthly



12 month rolling target 3.65% | Oct 2022: 8.91%



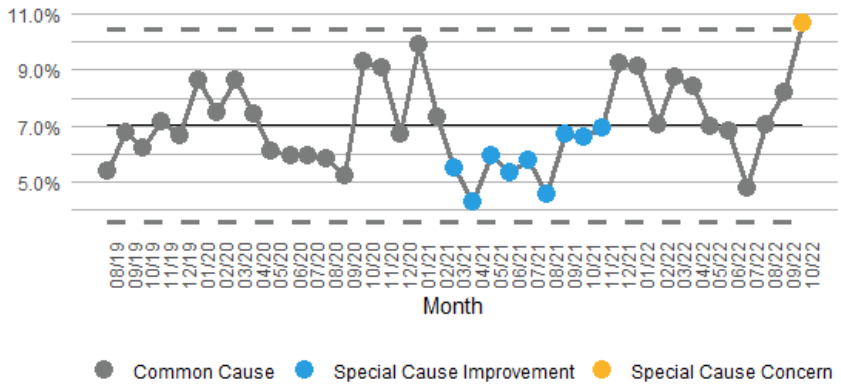
% working days lost to sickness FRS staff - monthly



12 month rolling target 2,500 | Oct 2022: 4.36%



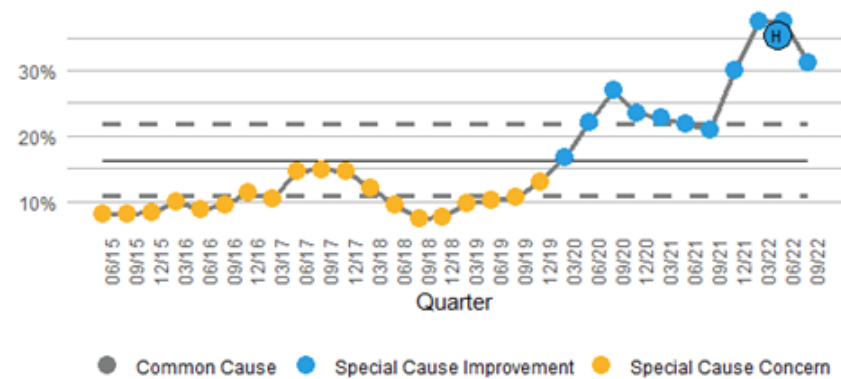
% working days lost to sickness Control staff - monthly



12 month rolling target 4.70% | Oct 2022: 7.84%



Trainee firefighter intake - % women - 12 month rolling

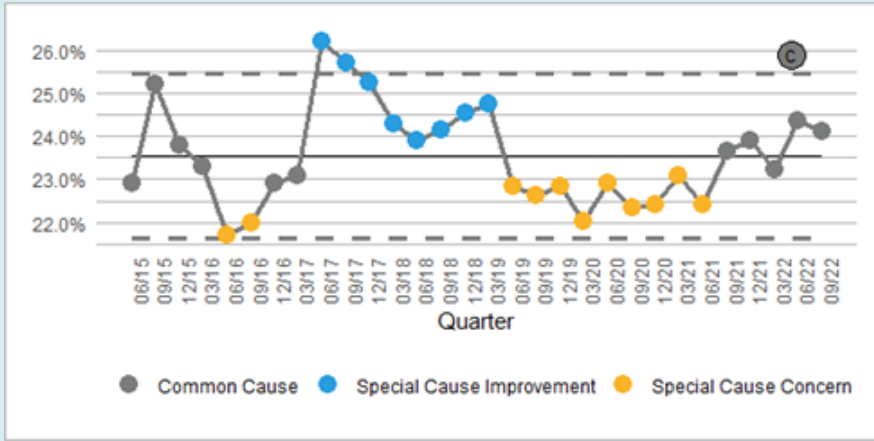


12 month rolling target 35% | Sep 2022: 31.1%



People

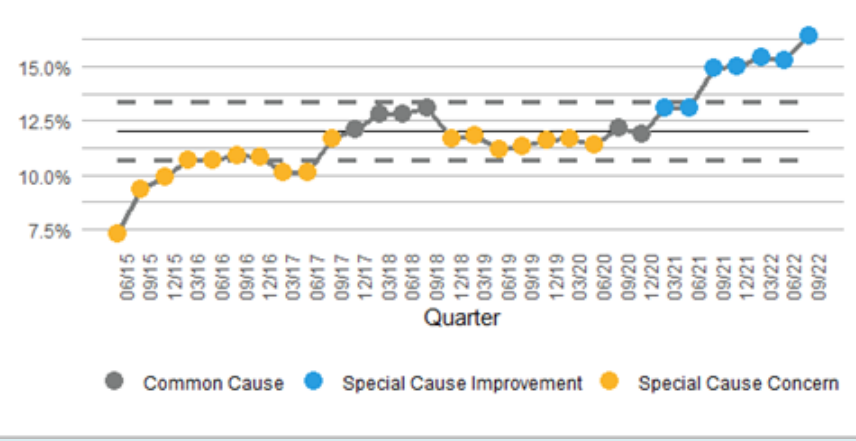
Gender diversity (men) Control staff - as at



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



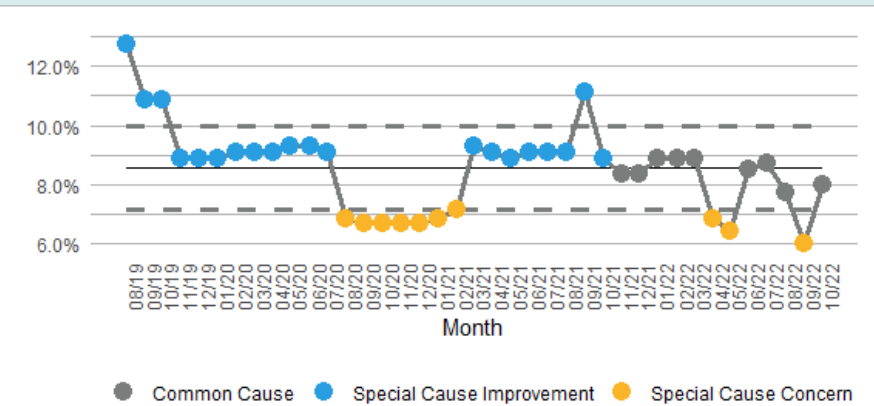
Ethnic diversity of FRS staff top earners - as at



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



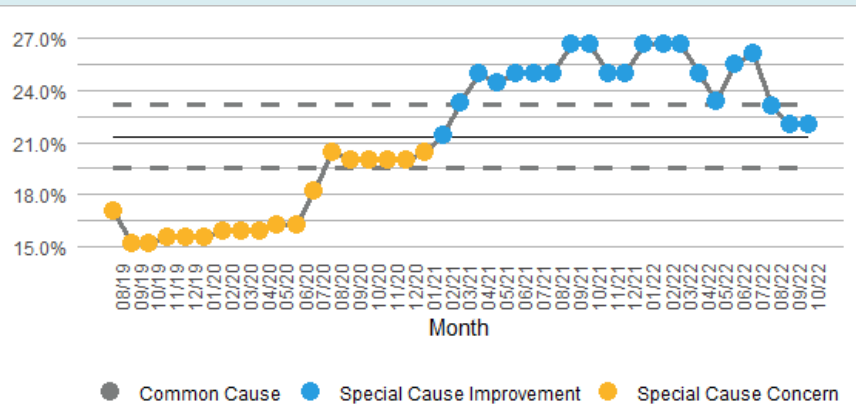
% TMG who are ethnic minorities - as at



Target n/a | Sep 2022: 6%

n/a

% TMG who are Women - as at

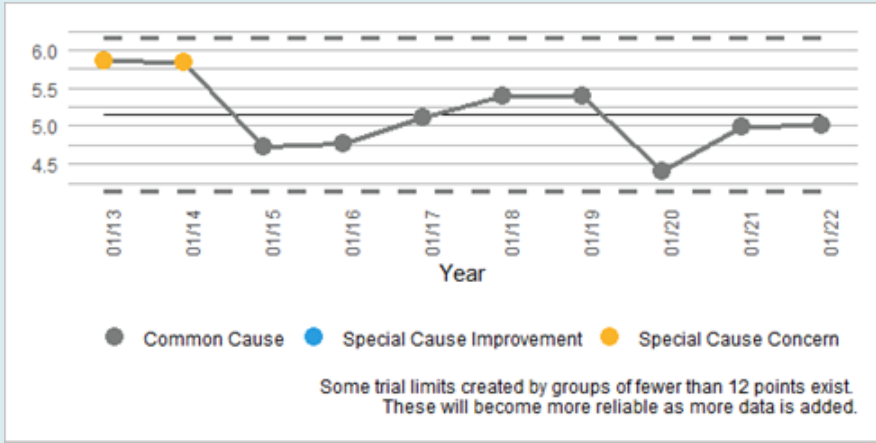


Target n/a | Sep 2022: 22%

n/a

People

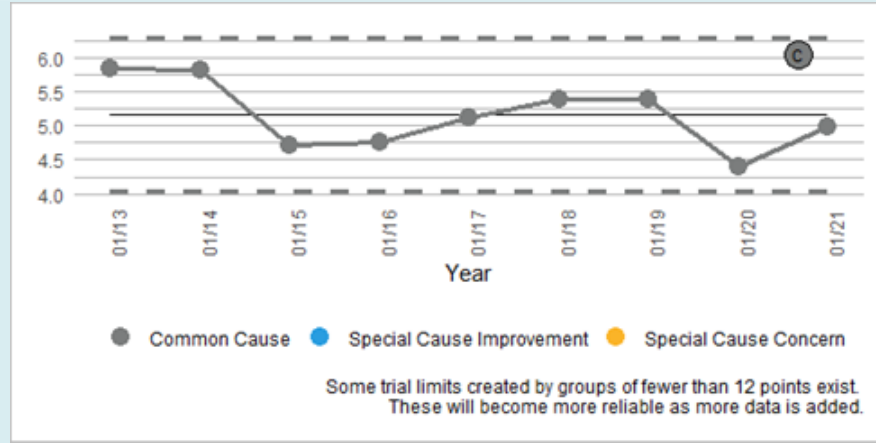
Pay ratio between highest & median salary - annual



Annual target 6.0 | 2021/22: 5.00



Gender pay gap %, all staff - annual

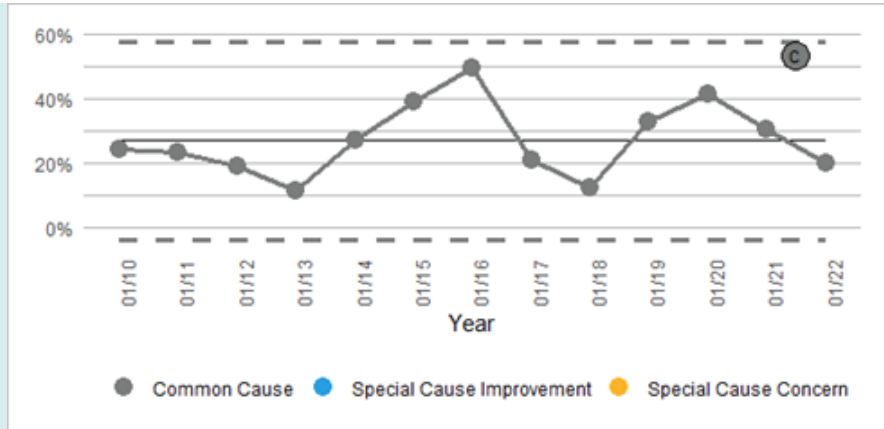


Annual target +/-3% | 2020/21: -4.36%



Resources

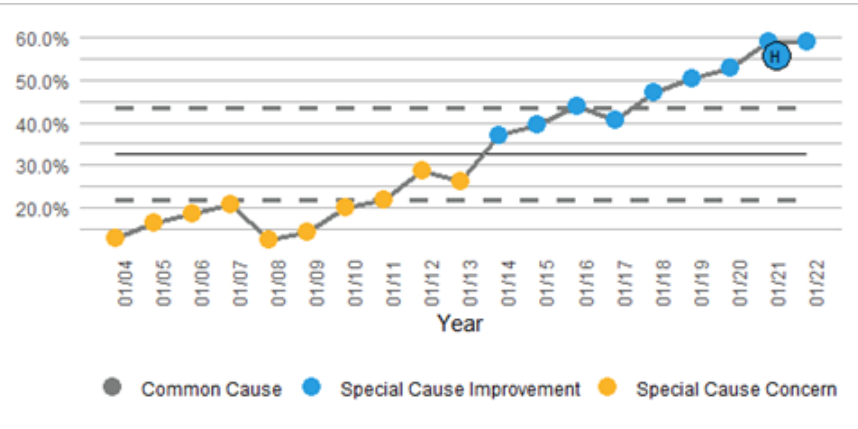
Spend with SMEs - annual



Annual target 33% | 2021/22: 20%

X

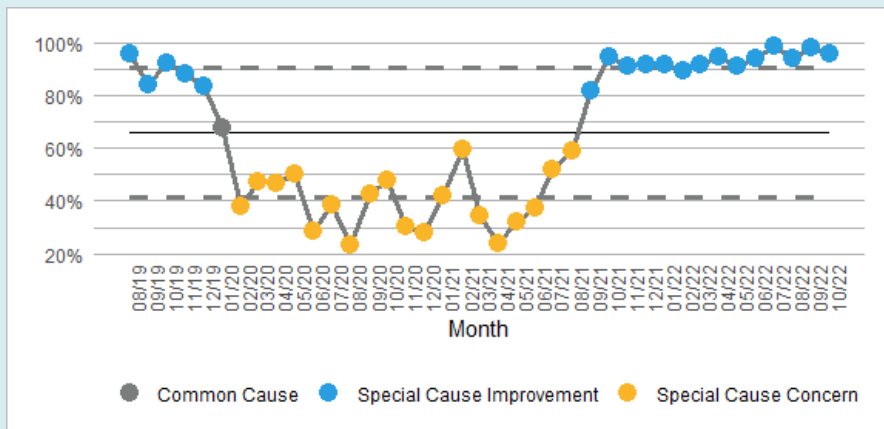
CO2 reduction since 1990 - annual



Annual target 59.1% | 2021/22: 60%

X

Statutory Info Requests Handled on Time - monthly



12 month rolling target 95% | Oct 2022: 92.69%

X



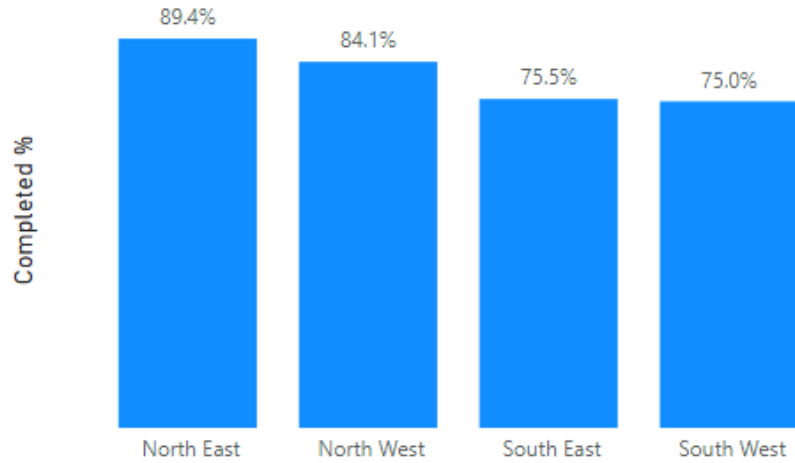
LONDON FIRE BRIGADE

Directorate Level Performance

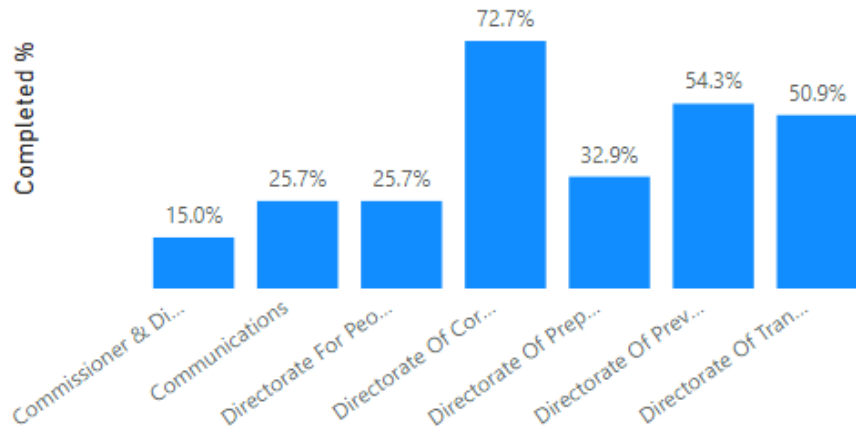
Appendix 2

Cyber Security & Data Protection Training

Cyber Security Training – Station Staff



Cyber Security Training – Office Staff



Data Protection Training – Office Staff

