



LONDON FIRE BRIGADE

# Performance Report: Exception Focus – October\*

## Appendix 1

# Performance at a Glance

## HOME FIRE SAFETY VISITS

**41,318**

up by 7.5% compared to last quarter

## ONLINE HOME FIRE SAFETY CHECKS

**2,525** (Apr-Sep)

Down by 18% compared to same period last year

## BUILDING CONSULTATIONS

**4,281** (Apr-Sep)

Up by 19% compared to same period last year

## TRAINEE FIREFIGHTER INTAKE

**24% ETHNIC MINORITIES**  
**31% WOMEN**

Ethnic minorities down by 3%, women down by 17% compared to last quarter

## STAFF SICKNESS

**7.93%**

Up by 2% compared to last quarter

## APPLIANCE ARRIVAL TIMES

**1<sup>st</sup> 5:16** (m:ss)

**2<sup>nd</sup> 6:42** (m:ss)

1<sup>st</sup> up by 1.3%, 2<sup>nd</sup> up by 0.2% compared to last quarter

## RIDDOR INCIDENTS

**67**

Up by 8% compared to last quarter

## FIRES IN THE HOME

**5,074**

Up by 3.3% compared to last quarter



## CO2 REDUCTION

**59.1%**

Up by 0.3% compared to last year

## STATUTORY INFO REQUESTS handled on time

**93.09%**

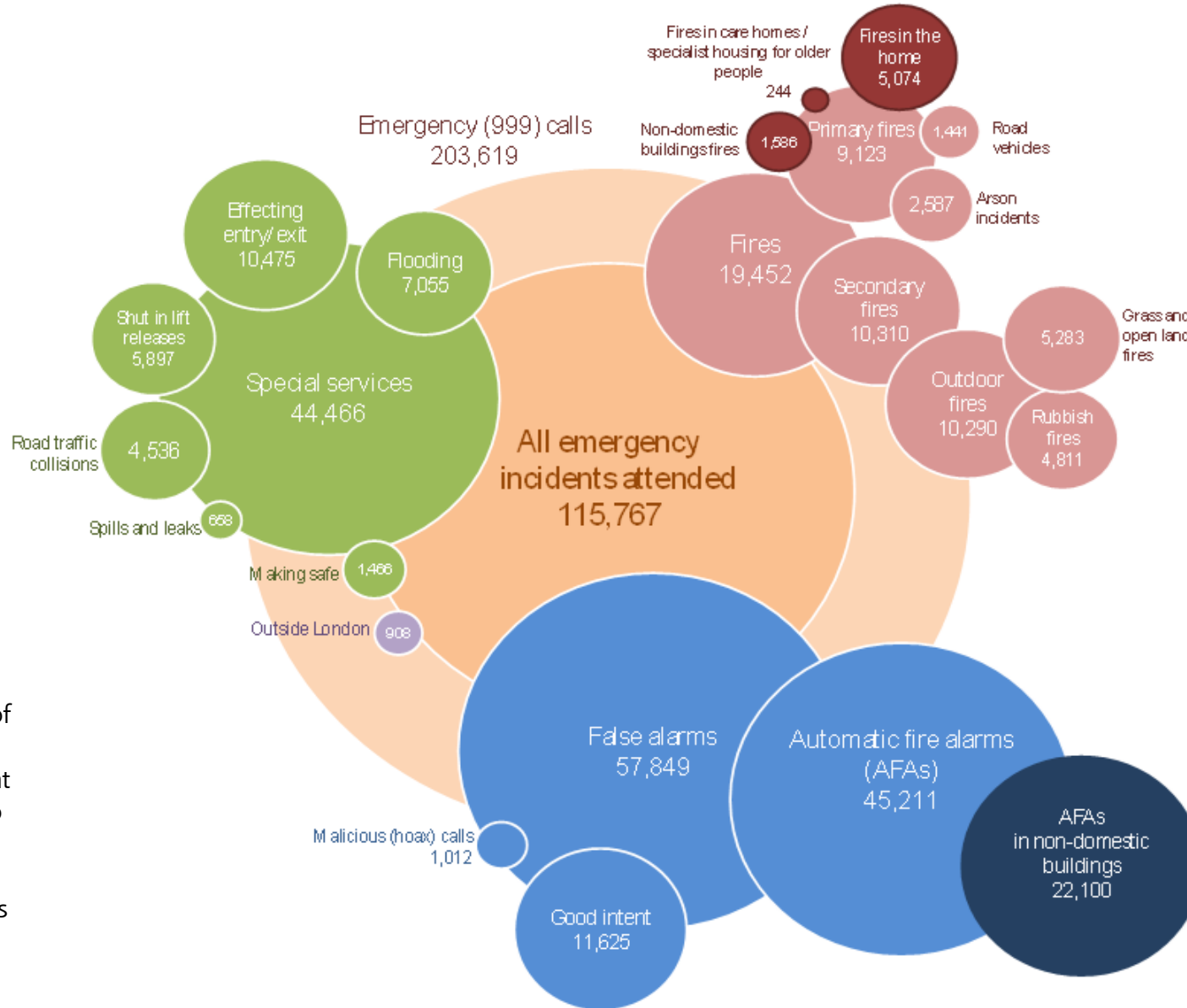
Up by 9% compared to last quarter

KEY

- Response
- Prevention & Protection
- Our People
- Resources

Data is displayed as 12 month rolling, unless stated otherwise  
The performance indicators are subject to ongoing review

# Incidents in Numbers

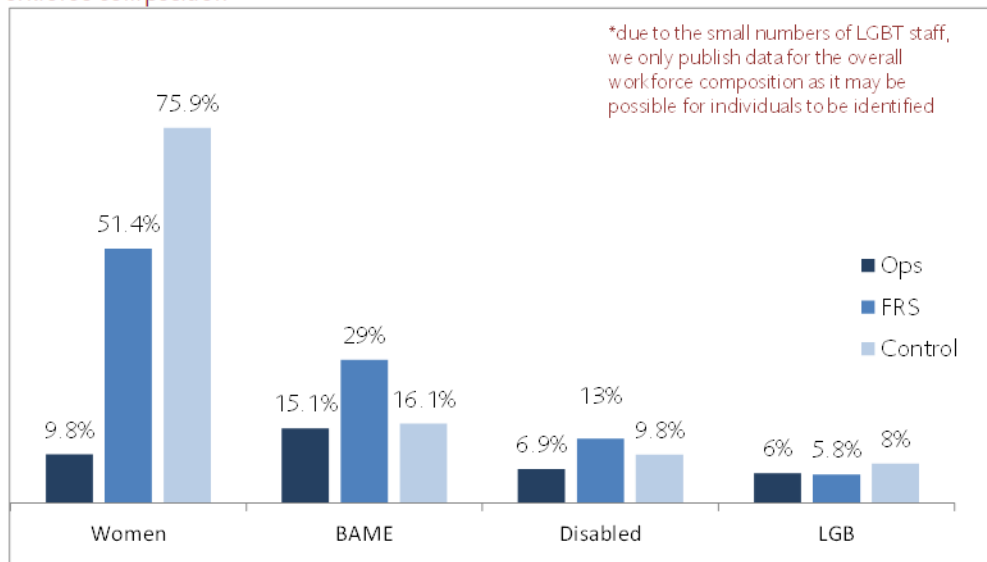


## Emergency calls and incidents

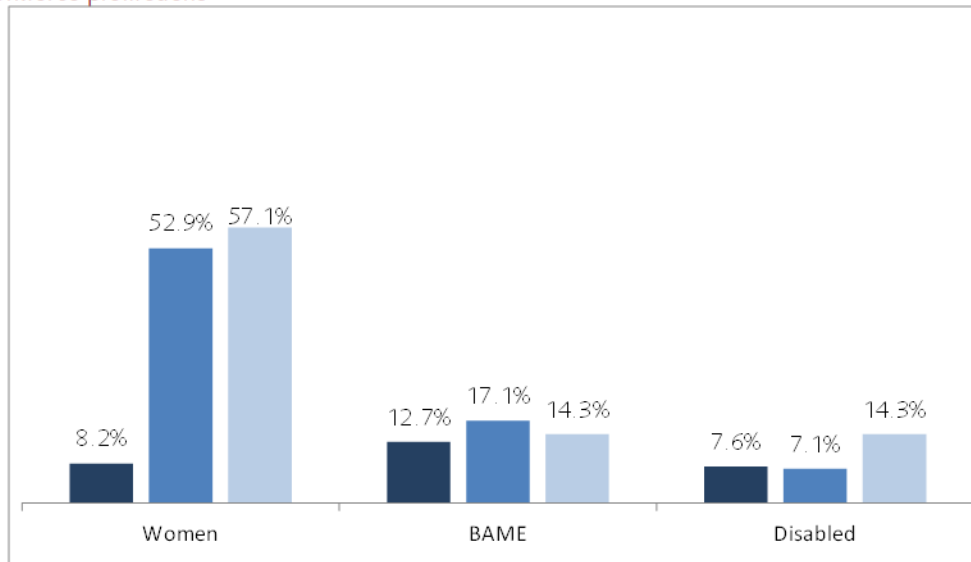
The bubble chart above shows total emergency (999) calls received for the 12 months to the end of September 2022, together with the total number of emergency incidents attended by the Brigade, and how the different incident based performance indicators relate to each other. The incident types with a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

# Workforce

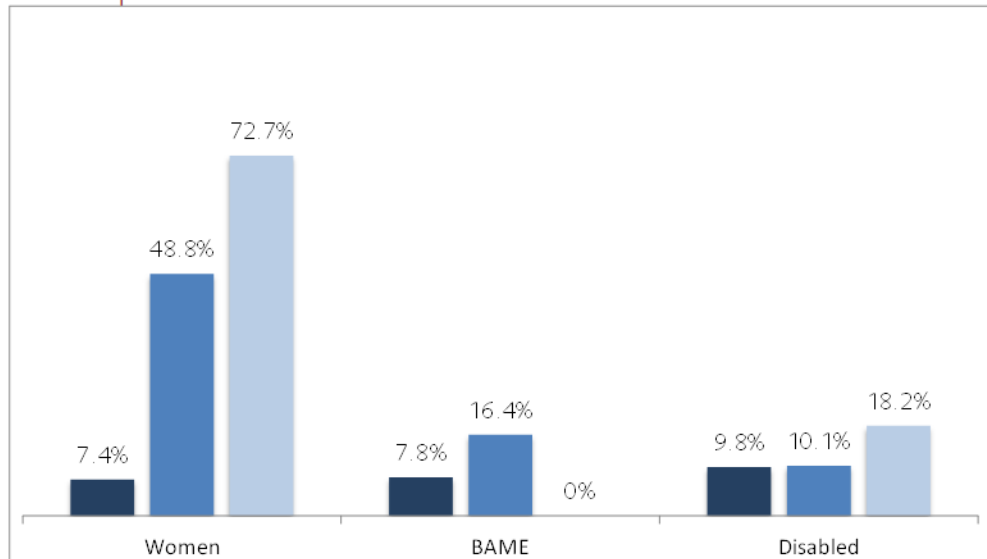
Workforce composition\*



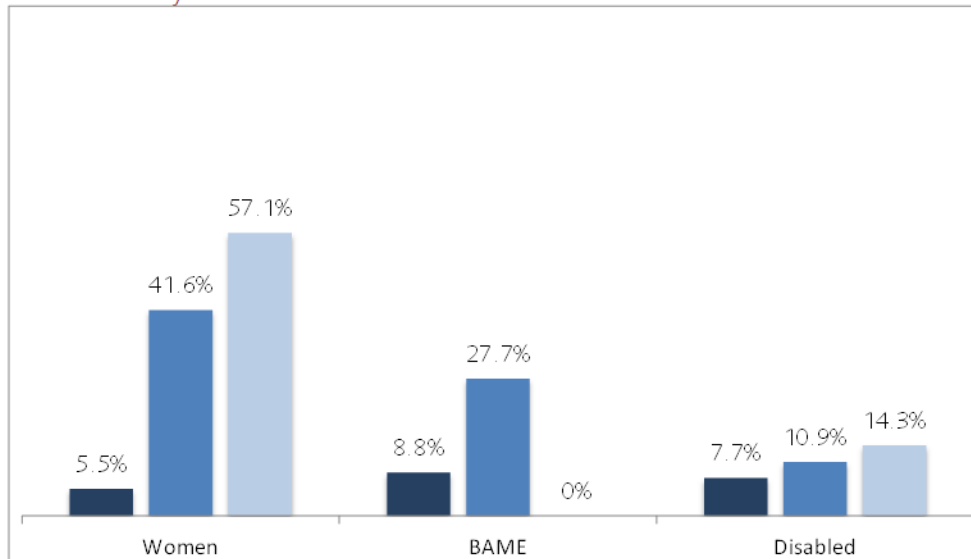
Workforce promotions



Workforce top earners



Workforce voluntary leavers



# LFB Performance Headlines

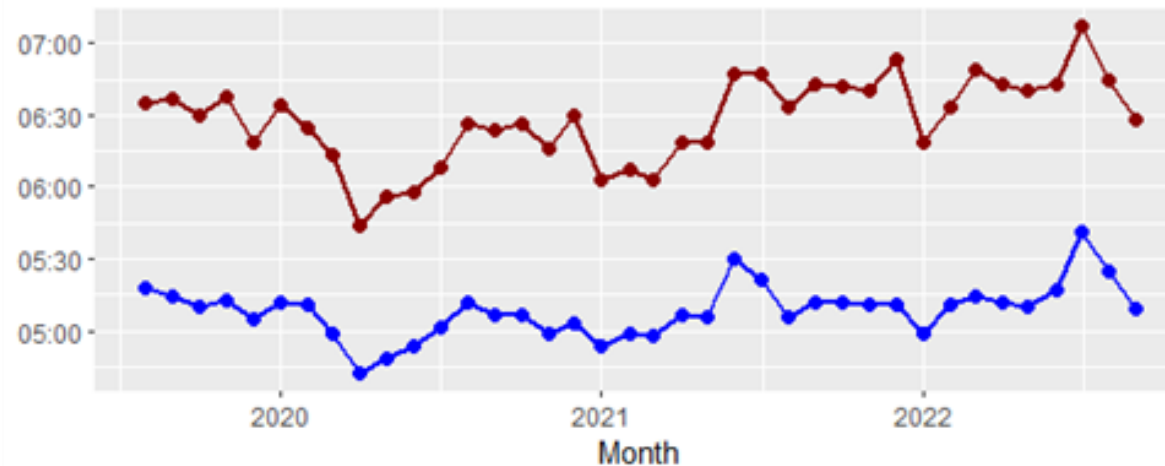
• Average waiting times remain within target

Grenfell  
Recommendations  
Completed

26/29

HMI  
Recommendations  
Completed

19/26



◆ Av. arrival time 1st in mm:ss
 ◆ Av. arrival time 2nd in mm:ss

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

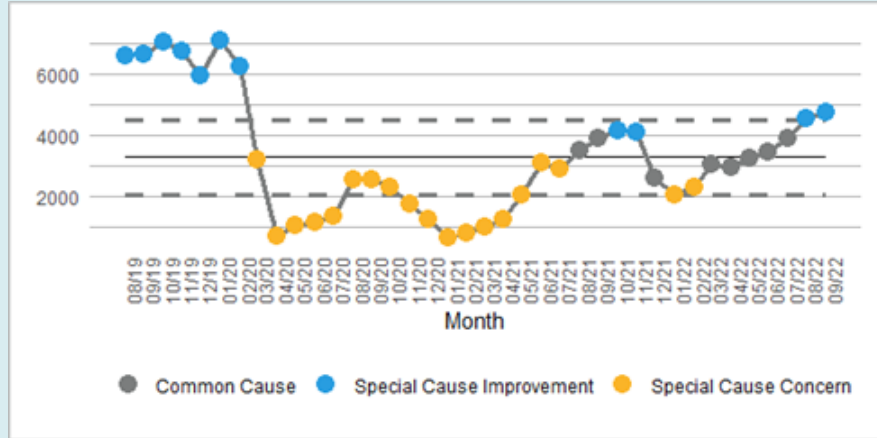


2nd app - 12 month rolling target : 8:00 | Sep 2022: 6:42



# Prevention: HFSVs

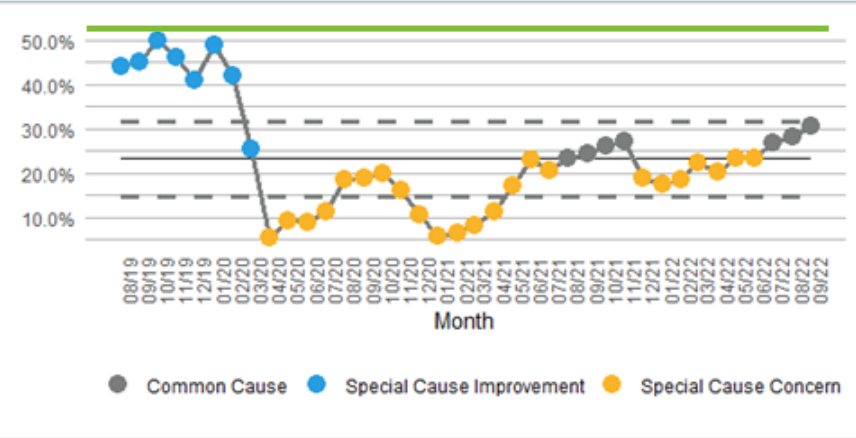
Number of HFSVs - monthly



12 month rolling target 76,000 | Sep 2022: 41,318



% P1 People HFSVs as proportion of overall target - monthly



Monthly target 75% | Sep 2022: 30.49%



## Exception: Target off track

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.
- The increase in the numbers of visits required to fulfil our requirements regarding Operational Risk Database (ORD) entries.
- The Community engagement work to support the CRMP consultation.

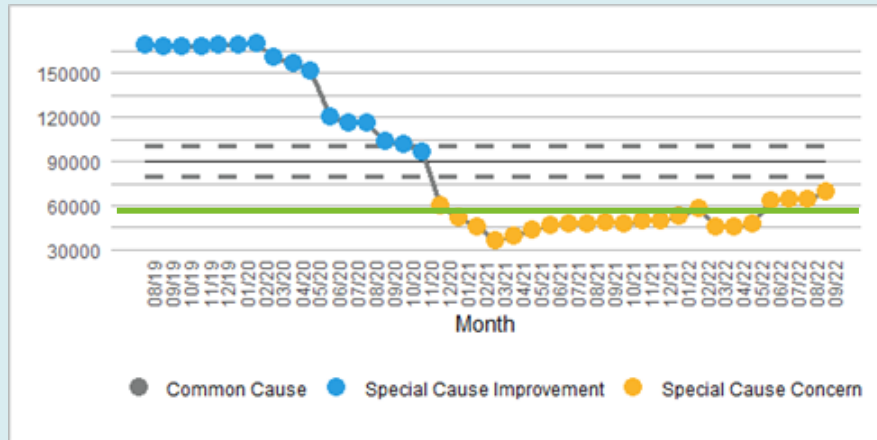
There is a commitment to increase HFSV numbers. This is being led by local initiatives such as Croydon Borough working with MIND and other local partners by proactively seeking out high risk individuals collaboratively with the Charity. This is ongoing and immediate action. The Borough Risk Management Plans will be critical in defining the approach each Borough will take in seeking and supporting those most vulnerable.

## Exception: Target off track

The new approach to HFSVs and the creation of the Borough Risk Management Plans 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 | Sep 2022: 69,743

X

## Exception: Target off track & negative shift

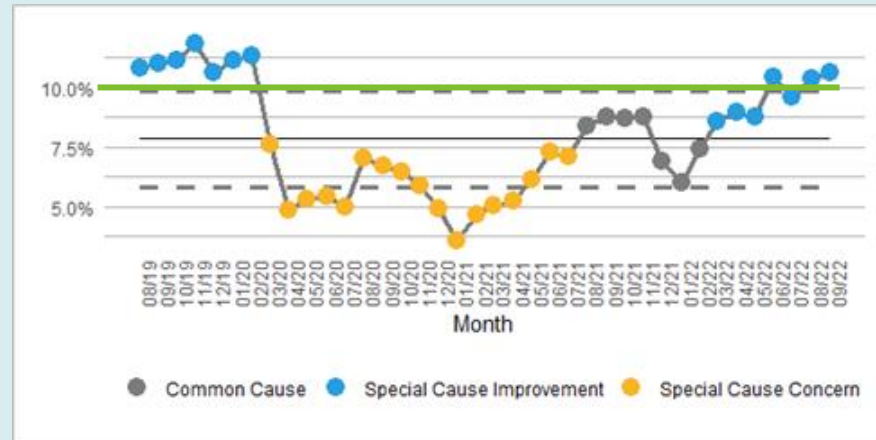
From April 2020, 3 provisions which provided data under 'Educating Young People' ceased delivery following the outcome of the internal Youth Review (LiFE and Crossfire) and the onset of Covid-19 (Safe Drive, Stay Alive). This saw our overall provision reduced by nearly half. Over the last 5 months, we have shown an upward trajectory, with the reintroduction of Junior Citizens, predominantly in person education delivery and Fire Cadets units transitioning back to borough-based delivery.

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

Since April 2022, 15,180 young people have been engaged with under the Safety First provision into secondary schools, which at present do not count toward the indicator.

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

% time spent by station staff on comm safety - monthly



12 month rolling target 10% | Sep 2022: 8.77%

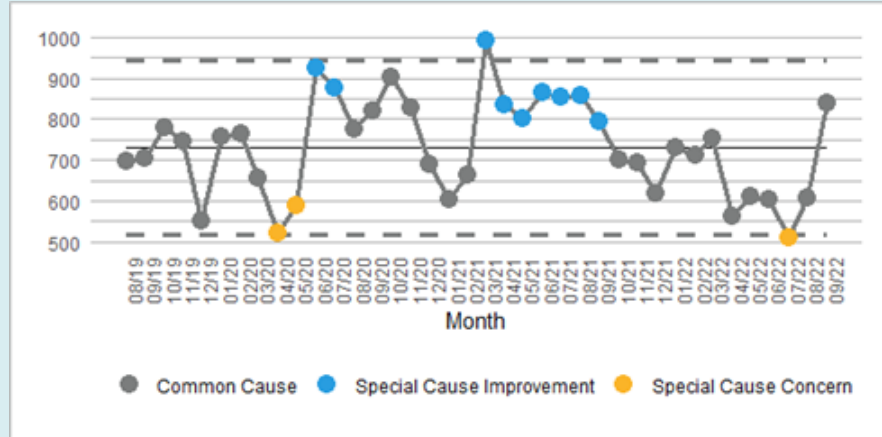
X

## Exception: Target off track

This indicator measures the percentage of available time utilised on community safety activity by fire station staff. Performance progress against the indicator continues to show a positive increase following the dip in activity caused by the operational pressures during the heatwave. The borough of Kingston is an example of this upward trend where due to the community engagement work with key stakeholders they have consistently been over the target since May this year. The River Community, Korean and Muslim Community have all seen increased engagement through the CRMP consultation. This included contacting Korean Leaders and inviting Churches and other Community Leaders to family open days at the borough Fire stations. This has led to the local stations being involved in the harvest festival celebrations and invitations for our staff to the Kingston Kimjang Festival. Positive long-term relationships are now being forged. This is alongside regular community commitments such as working with Kingston College Public Services Course and Local Care Homes.

# Protection: Audits

## All fire safety audits/inspections - monthly



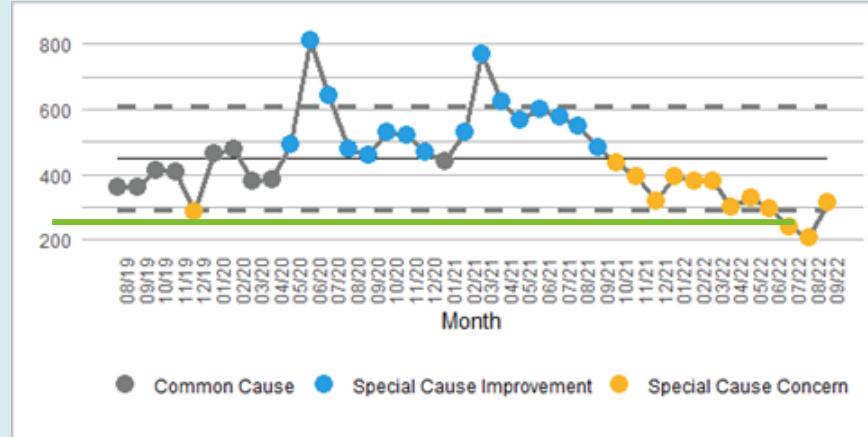
Year end target 9,000 | Apr-Sep 2022: 3,750

X

### Exception: Target off track

- Audit numbers have improved from previous months. This was in part due to recent changes implemented by the Delivery managers to strike the balance of audits against development of staff,
- Competency levels of staff has further dropped to **21.67%** from circa 32-34% circa 6 months ago, due to leavers. This along with the requirements of the competency framework has increased the time spent on training and development, with all staff undertaking mandated CPD one day every two weeks, and the impact of more time being assigned to Level 3 and 4 training courses. However, this is necessary to develop new and existing staff.
- Actions: Delivery are exploring new ways of working relating to Active Risk Targeting activity following Operation London Bridge, to introduce target local risks (linked to CRMP local targeting of risk). Work is also underway to review existing practices of the Fire Safety development officers to identify any areas of efficiencies to improve support for IO's on development to increase the percentage of competent staff before the launch of the revised Risk Based Inspection Programme in April 23.

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



Monthly target 420 | Sep 2022: 314

X

### Exception: Target off track & negative shift

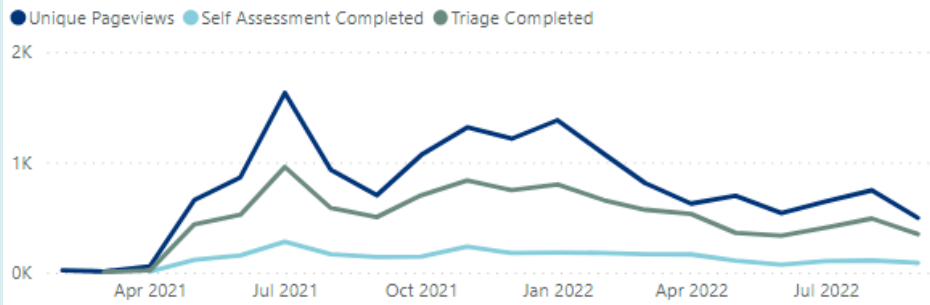
- The number of high-risk premises audited has seen an increase from last month, but is still low due to staff competency levels, and having had a further decline in competence last month is mirrored in the percentage of high-risk premises audited
- Based on the previous target of percentage of high risk, we are maintaining over 50% of all audits completed are high risk so far for 2022/23
- Action as per All Fire Safety audits/inspections



# Protection: Online Home Safety Checker

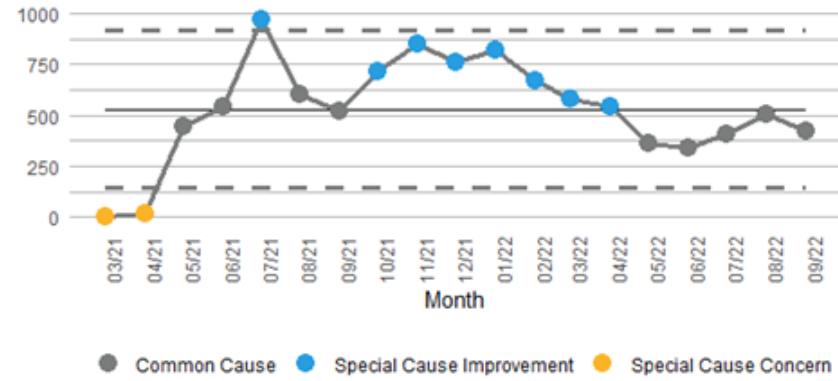
## Online Home Fire Safety Checker Activity - monthly

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



Unique Pageviews by Device Category

Device Category ● desktop ● mobile ● tablet



Year end target 15,000 | Apr-Sep 2022: 2,603

X

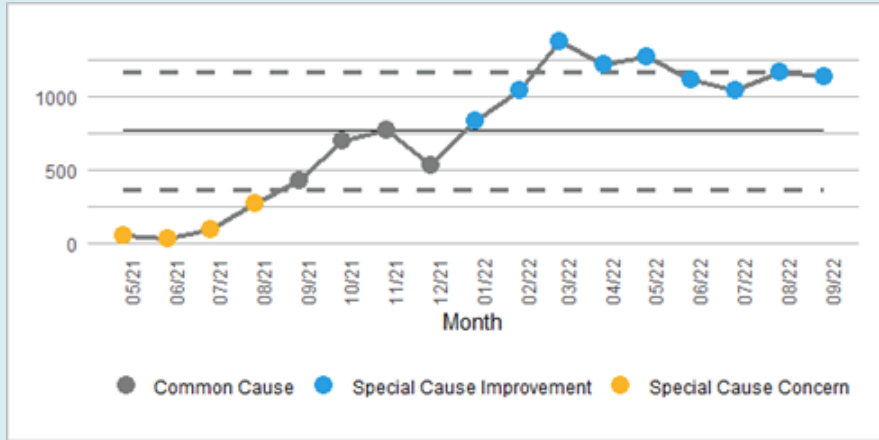
## Exception: Target off track

Prevention and Protection are working closely with the communications department on a joint communications plan to increase the numbers and the reach of the Home Fire Safety Checker. Targeted advertisement is taking place within e-newsletters and magazines, physical literature owned by the Brigade (such as hot strike flyers etc) will incorporate a QR code into them to allow operational crews the ability to promote the checker during prevention activities and work is commencing with the fundraising manager to scope out a partnership with hardware stores such as B&Q to provide discounted alarms on completion of the checker. Recent London and national media work has also promoted the online checker.

With the HFSV strategy working its way through governance, if approved, we will see an increase in the next financial year, as 'low risk' HFSVs will be directed towards the checker or telephone visits

# Protection: Other

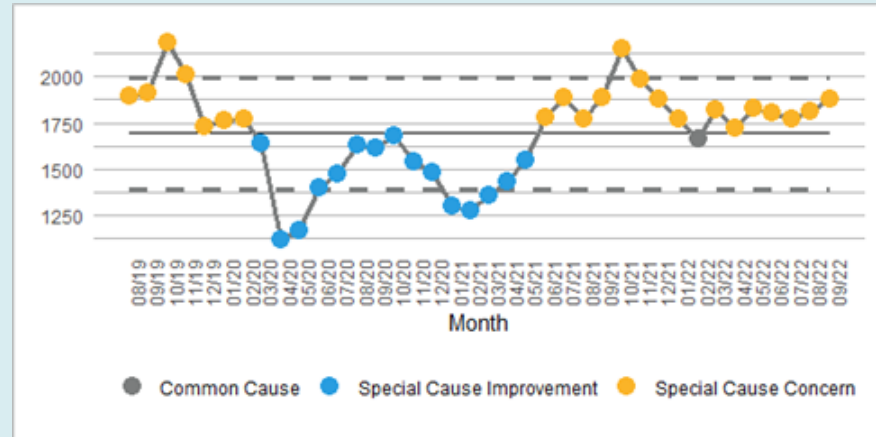
Number of fire safety checks - monthly



Year end target 20,000 | Apr-Sep 2022: 6,967

X

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



12 month rolling target 20,000 | Sep 2022: 22,100

X

## Exception: Target off track but positive shift

Fire Safety checks remain ongoing and are anticipated to meet the target. It has been over a year since the project was initiated with over 12,800 FSC completed in total. A review is now underway to establish efficiencies within the project and how to better evaluate the data from the visits e.g. enforcement action. As this project is a combined effort with fire stations work between both departments to share feedback is now planned. A briefing note will be provided by the end of November.

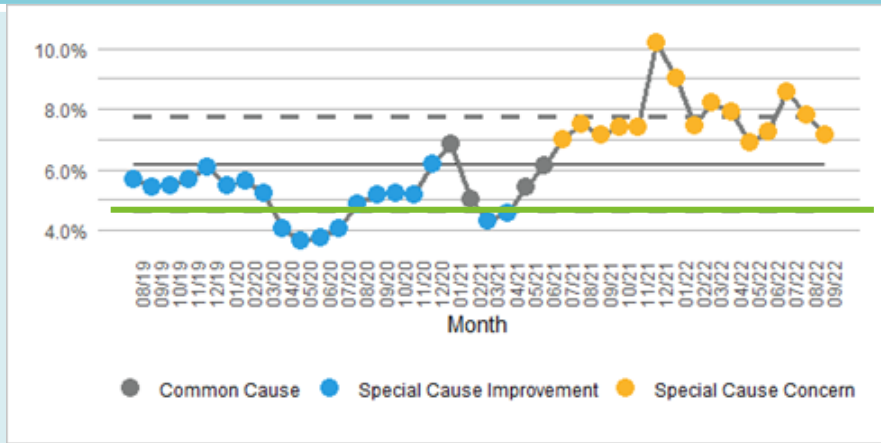
## Exception: Target off track

A revised Fire Safety Information Guidance Note has been published which is intended to provide information to help reduce false alarms and Unwanted Fire Signals (UwFS) in premises to which the Regulatory Reform (Fire Safety) Order applies. The number of fires in non-domestic buildings is currently above the target, however there is a strategy currently working its way through governance which includes measures for reducing UwFS; some of these proposals include nil-attendance during designated hours, charging for multiple UwFS callouts and collaborative working with high offenders to provide practical guidance on reducing false actuations.

# People: Sickness

% Working Day Lost to Sickness - All Staff - monthly

% Working Day Lost to SAD - All Staff - monthly



Monthly target 5.75% | Sep 2022: 7.93% X



Sep 2022: 1.8% N/A

## Exception: Target off track & negative shift

## Exception: Target off track & negative shift

Implementation of the People Partner model driving accountability for supporting the health and wellbeing and managing absence of staff through the organisations leaders. Joined September 2022.

Launch of the Wellbeing Strategy placing a greater focus on promotion of positive health and wellbeing and prevention of poor health and wellbeing whilst continuing to maintain a high level of service amongst our treatment services.

Launch of the Supporting Your Health and Wellbeing Policy with associated mandatory training in Jan 2022

Continued management training on the effective use of Occupational Health alongside revised processes to support individuals' engagement with Occupational Health which is resulting in higher levels of to Occupational Health appointments and more timely advise being received.

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 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 December 2022.

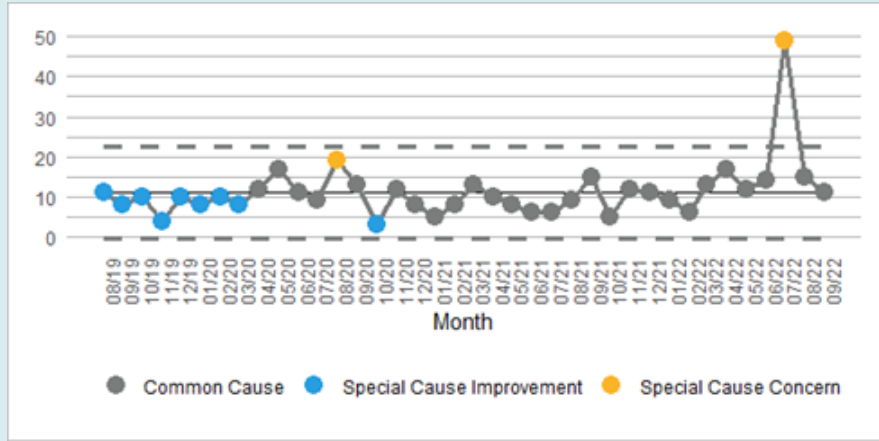
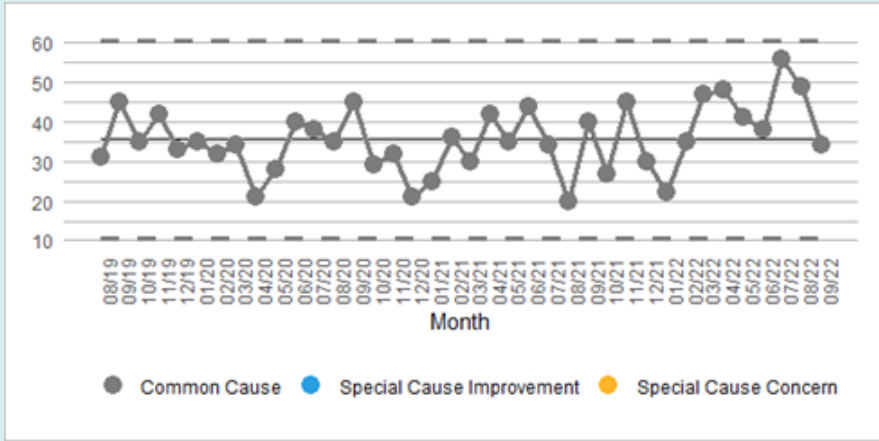
Provision of digital in-ear hearing aids for staff in roles which preclude the wearing of NHS given over-ear hearing aids. Research and trial concluded; single tender action completed to support provision with full procurement exercise also due to commence imminently.

Initiatives relating to Mental Health can be seen to the right.

# People: Health & Safety

RTCs involving Brigade vehicles - monthly

No. Injuries from Operational Incidents - monthly



12 month rolling target 390 | Sep 2022: 472

X

12 month rolling target 100 | Sep 2022: 186

X

## Exception: Target off track & negative shift

There was a significant increase in primary and secondary fires in July and August of this year when compared to the same period last year. This will partially account for the large increases in both road traffic collisions (through increasing numbers of journeys under emergency response conditions) and in operational injuries (through increased attendance at incidents) that were observed in July and August this year.

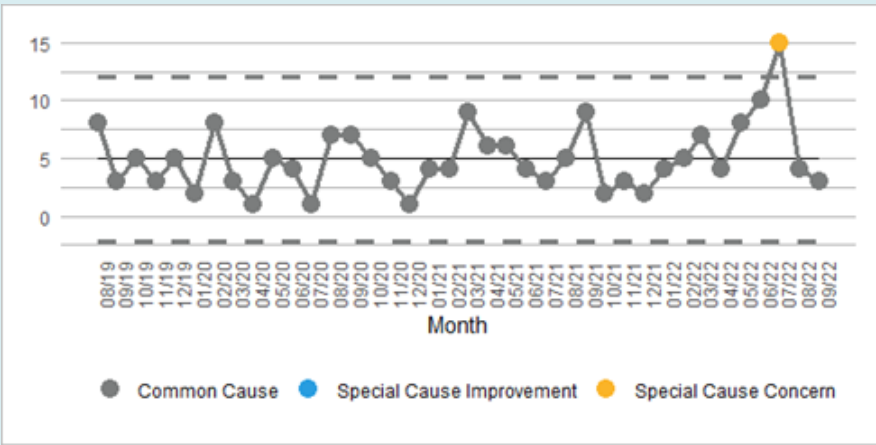
Incidents routinely monitored to identify trends that can be targeted for action to prevent occurrence.

## Exception: Target off track & negative shift

The increase in operational injuries can also be partially explained by the extremely hot weather which resulted in a large number of heat-related injuries, most of those occurring while attending grass fires. This also accounts for the increase in RIDDOR injuries, particularly in July of this year. Incidents routinely monitored to identify trends that can be targeted for action to prevent occurrence.

# People: Health & Safety, EDI

RIDDOR - monthly



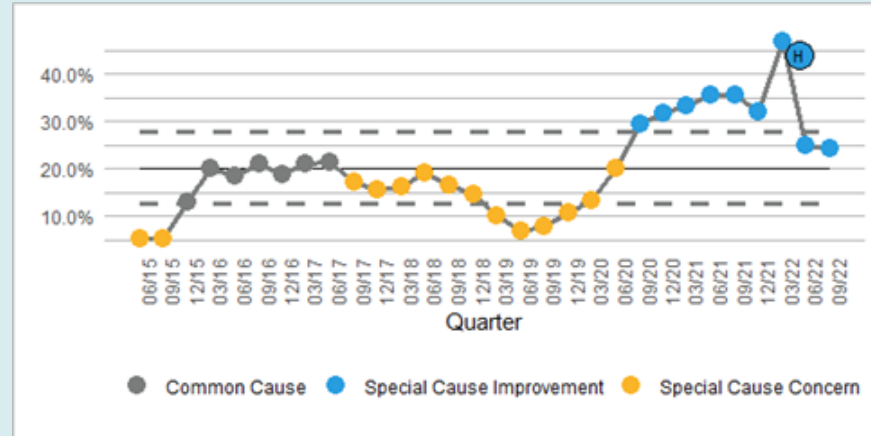
12 month rolling target 62 | Sep 2022: 67

X

## Exception: Target off track

The majority of RIDDOR injuries result from injuries on the incident ground (operational injuries). As such any increase in operational injuries is likely to have a proportional increase in RIDDOR injuries.

Trainee firefighter intake - % ethnic minorities - 12 month rolling



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

X

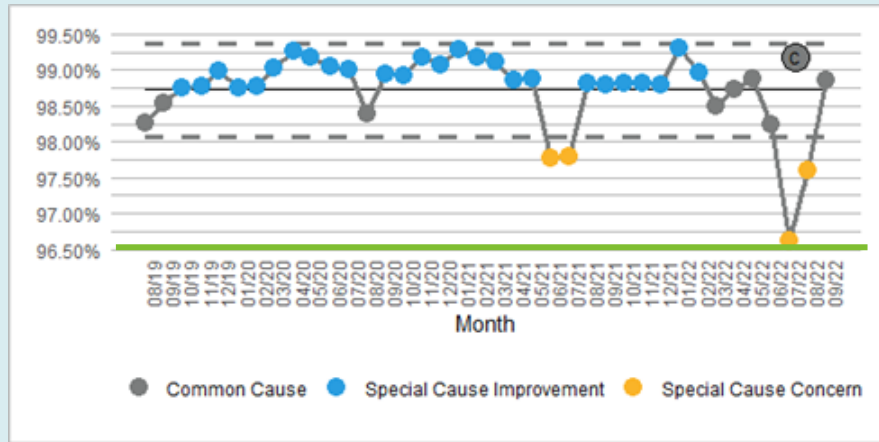
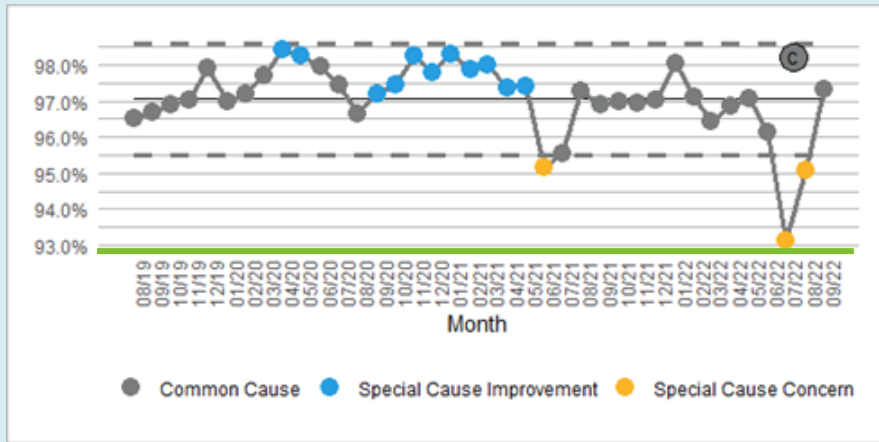
## Exception: Target off track but positive shift

The Outreach team are currently carrying out a number of focussed positive action activities to retain the ethnic minority candidates currently in the pipeline. Although these numbers are reduced due to the previous recruitment freeze and Covid, it has been important to support existing candidates who are interested in applying to feel confident to pass the assessment stages. These measures have included delivering 'Inspiring success' workshops online to support these candidates to adequately prepare for the assessments, of which 58 candidates attended. In addition to this 76 ethnic minority candidates also attended a fire station 'experience day' session to familiarise them with the role and take part in practical activities. Feedback has been very positive and these activities must continue. There are also plans for targeted digital marketing campaigns to attract further candidates.

# Response: Arrival times

First Appliance Arrival - % within 10 min - monthly

First Appliance Arrival - % within 12 min - monthly



12 month rolling target 90% | Sep 2022: 96.40%



12 month rolling target 95% | Sep 2022: 98.45%



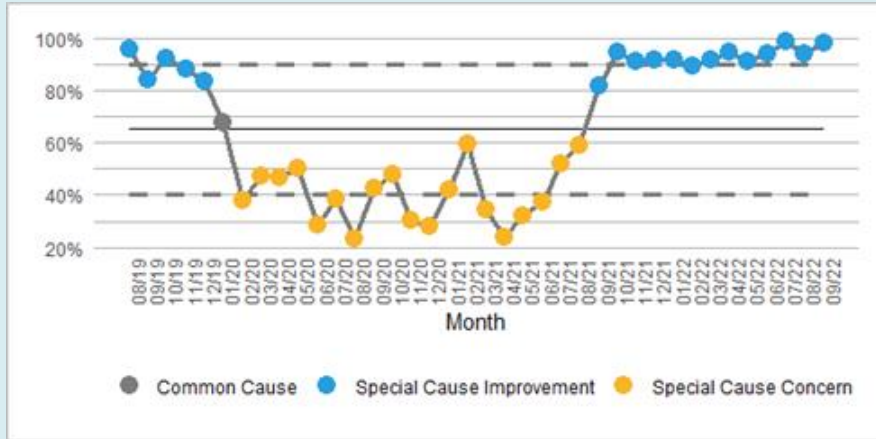
**Exception: Within target but negative outlier**

**Exception: Within target but 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 (H15) and within 12 minutes on at least 95% of occasions (H16). 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.

# Resources: Statutory Info Requests

## Statutory Info Requests Handled on Time - monthly



12 month rolling target 95% | Sep 2022: 93.25%

X

### Exception: Target off track but positive shift

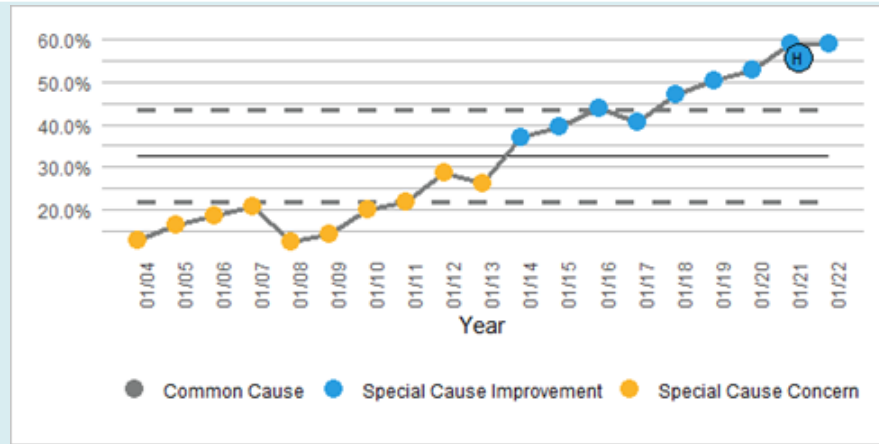
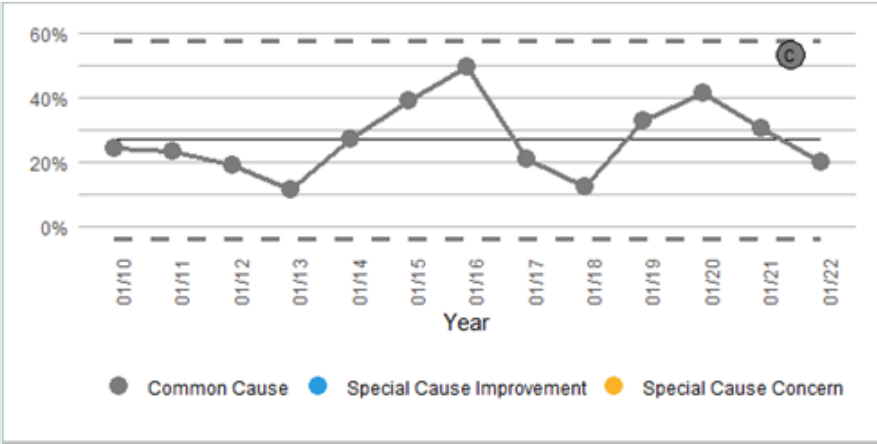
#### Commentary

Performance, at end of August, at just over 92%, has again improved compared to the previous quarter and just under target. Performance has been at/exceeding the target since October 2021. The rolling 12-month performance remains impacted by overdue requests earlier in the year. At end of August most requestors were getting responses within statutory timescales; some complex requests take longer the target (95%). As previously noted, the poor performance dealing with requests was due to a number of extensive time-consuming data protection cases year involving large numbers of documents, plus disruption from home working during Covid. Additional impacts are from other GDPR related work (e.g., data protection impact assessments, investigating data breaches). Additional permanent resources for the team were agreed as part of the budget for 2022/23.

# Resources: SME Spend & CO2

Spend with SMEs - annual

CO2 reduction since 1990 - annual



Annual target 33% | 2021/22: 20%

X

Annual target 33% | 2021/22: 20%

X

## Exception: Target off track

SME spend dropped during 2021/22, key supplier spend with SMEs has reduced considerably, in part due to a lack of data submission and reduced capital spend with Babcock Critical Services where a significant proportion is then spent with tier 2 SME suppliers. Additionally, Bristol Uniforms have been taken over by a large business, so spend with them is no longer included in SME reporting metrics. This data provisional and will be amended once all data has been analysed.

## Exception: Target off track but positive shift

CO<sub>2</sub> emissions have reduced slightly since 2020/21. The temporary suspension of HFSVs and training activity, which may in part be a result of Covid-19 and reduced movement of substantially reduce the mileage and fuel consumption of frontline vehicles. Additional reductions are attributed to buildings, with carbon reduction works on buildings undertaken during 2021/22. This data provisional and will be amended once all data has been analysed.





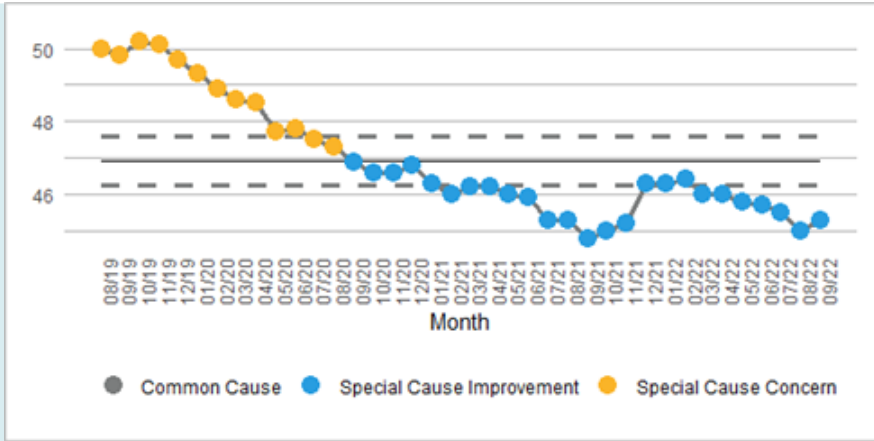
LONDON FIRE BRIGADE

# KPIs not reported on by exception

## Appendix 2

# Prevention

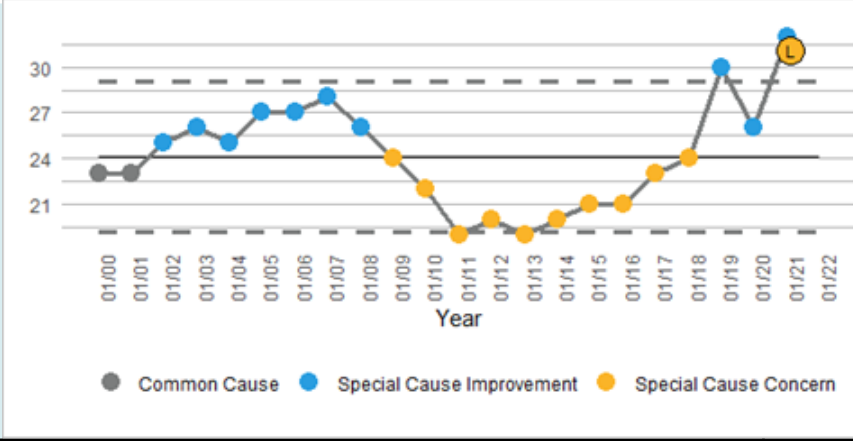
All fire deaths - 10 year average



10 year average target 50 | Sep 2022: 46



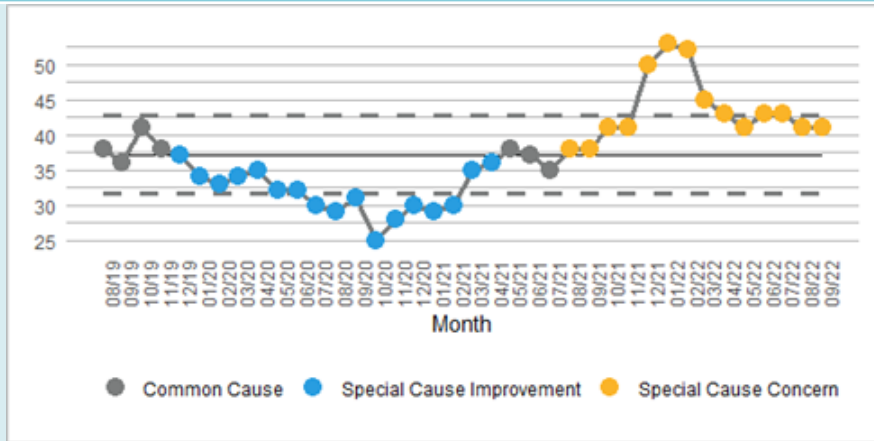
Accidental fire deaths in the home - 10 year rolling average



10 year rolling average target 35 | Sep 2022: 35



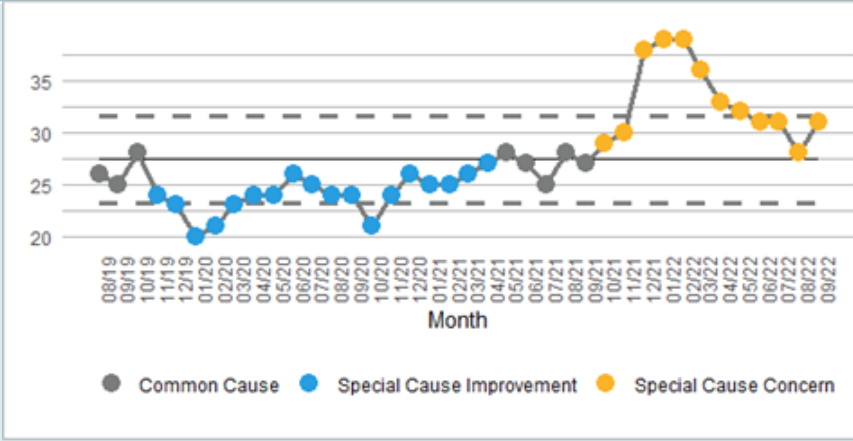
All fire deaths - 12 month rolling



target n/a | Sep 2022: 43

n/a

Accidental fire deaths in the home - 12 month rolling

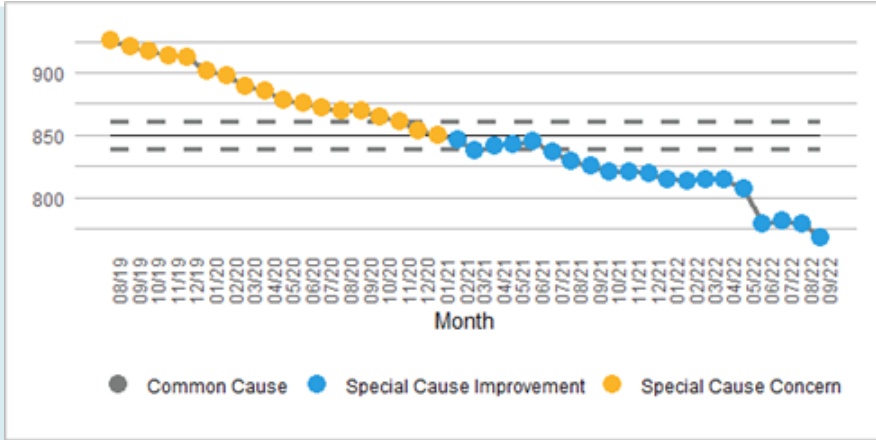


target n/a | Sep 2022: 33

n/a

# Prevention

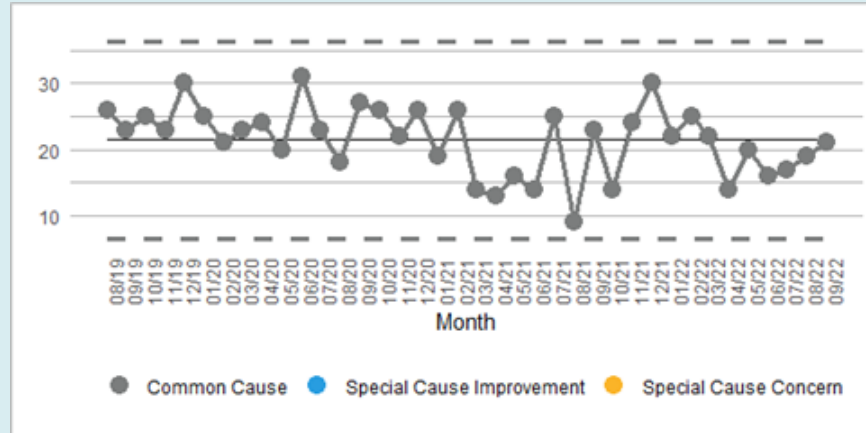
Injury from fire - 5 rolling year average



5 year rolling average target 1000 | Sep 2022: 768



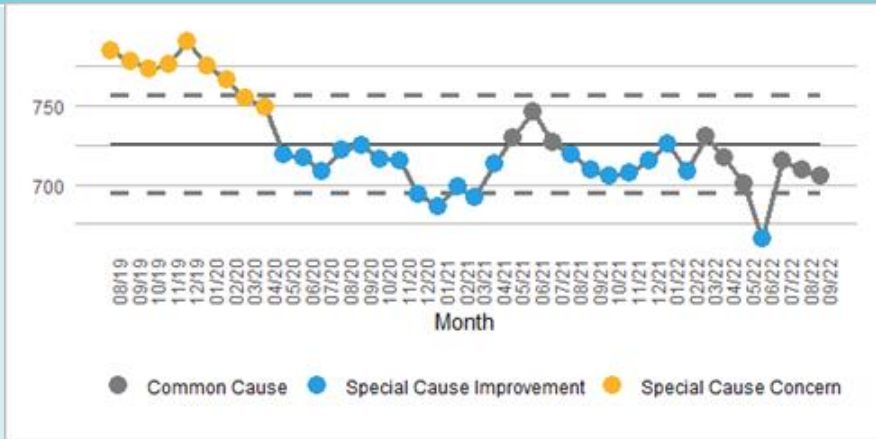
Fires in care homes - monthly



12 month rolling target: 400 | Sep 2022: 244



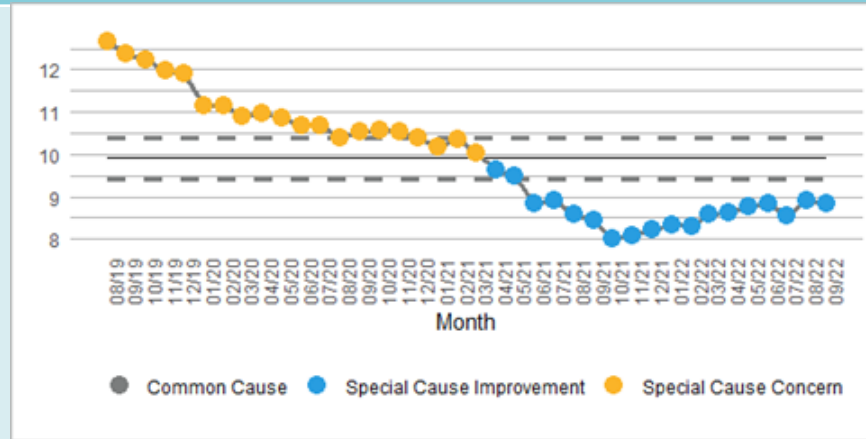
Injury from fire - 12 month rolling



target n/a | Sep 2022: 705

n/a

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

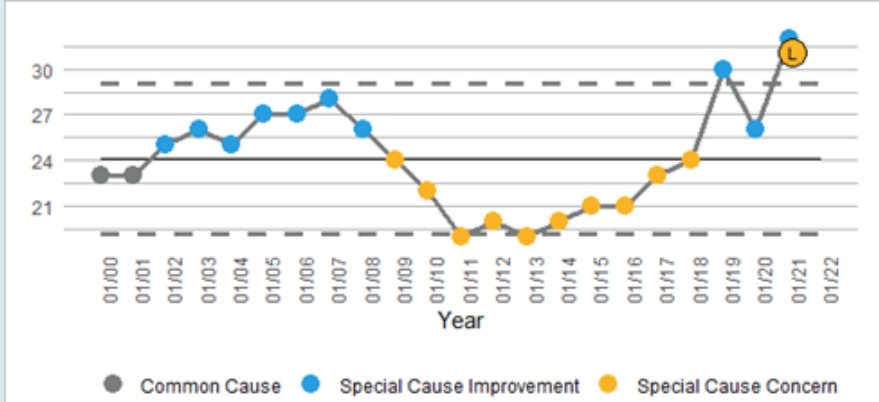


target n/a | Sep 2022: 8.86

n/a

# Prevention

Boroughs below the national average rate for primary fires - annual

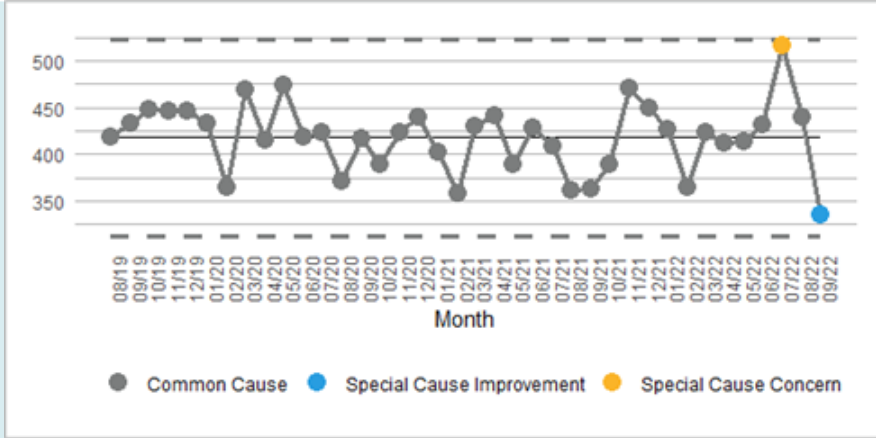


Annual target 33% | 2021/22: 20%

X

# Protection

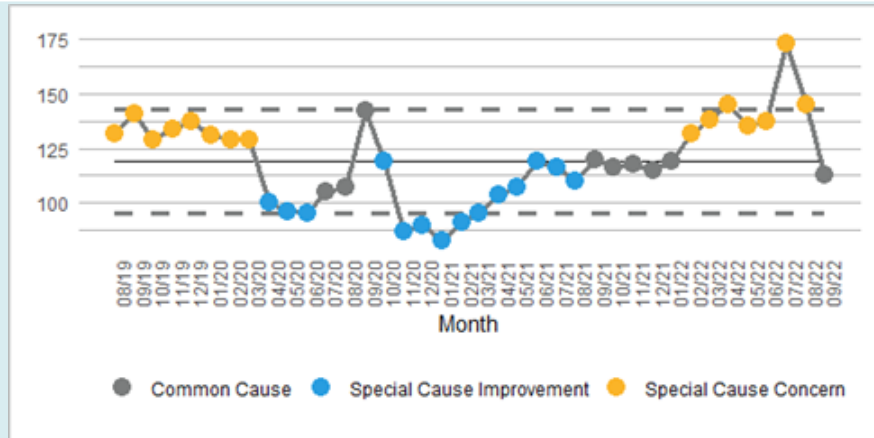
Fires in the home - monthly



12 month rolling target 6,000 | Sep 2022: 5,074



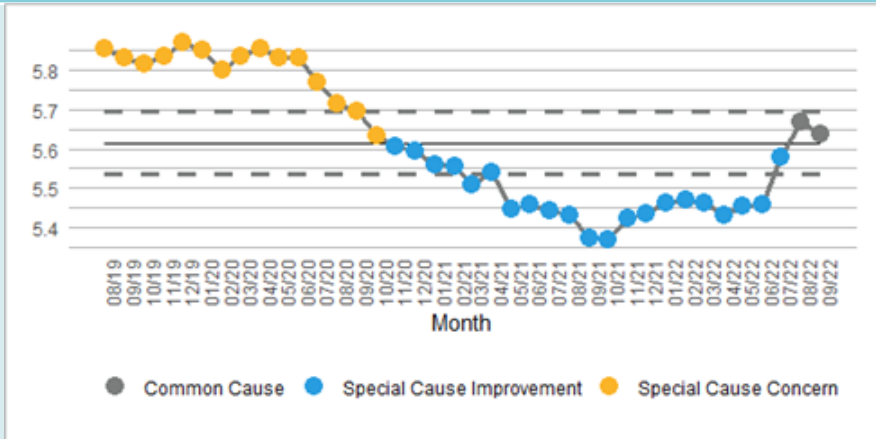
Fires in other buildings (RRO) - monthly



12 month rolling target 2,500 | Sep 2022: 1,581



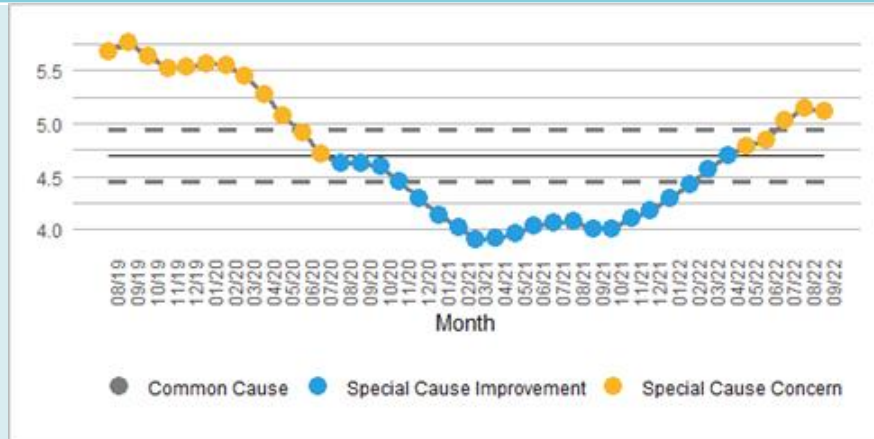
Fires in the home – rare per 10,000 population



Target n/a | Sep 2022: 5.64

n/a

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



Target n/a | Sep 2022: 5.12

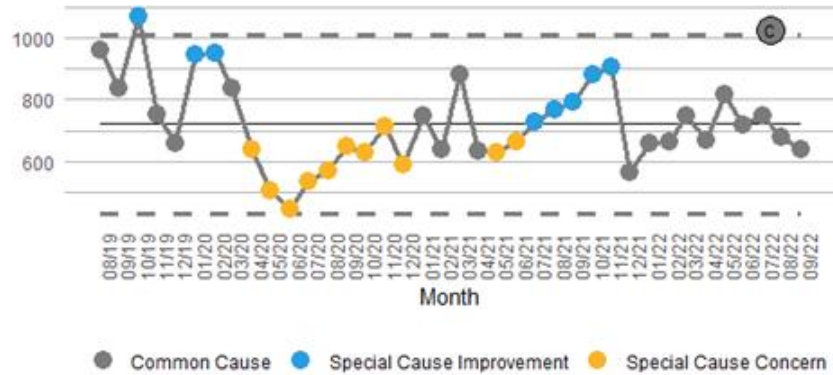
n/a

\*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

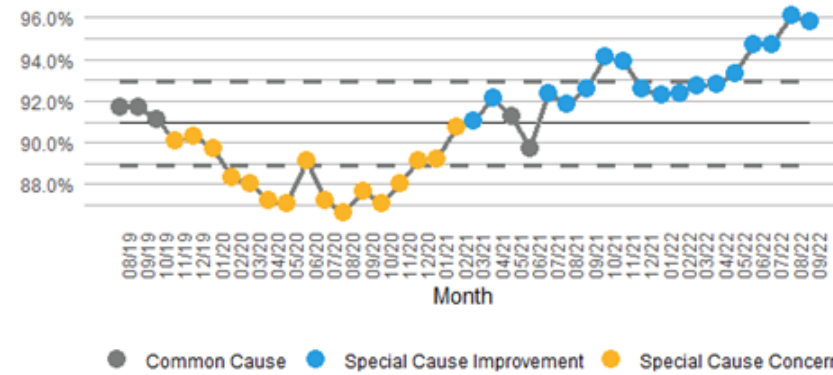
Number of building consultations - monthly



Target n/a | Apr-Sep 2022: 4,281

n/a

Alleged Fire Risks addressed within 3 hrs - monthly



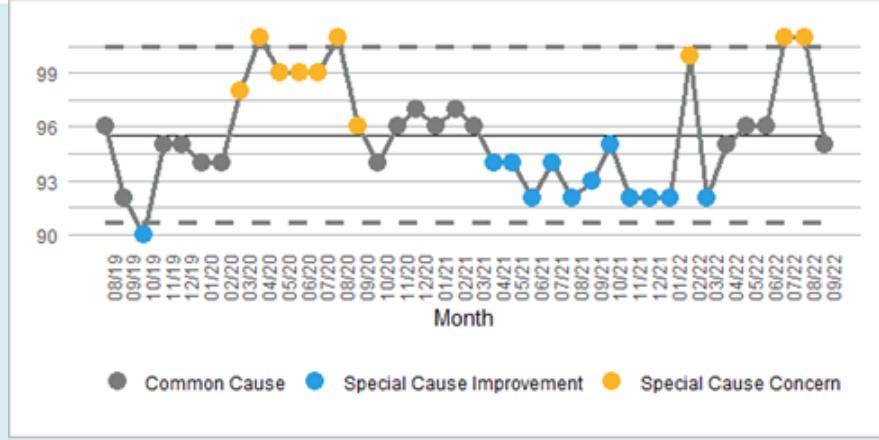
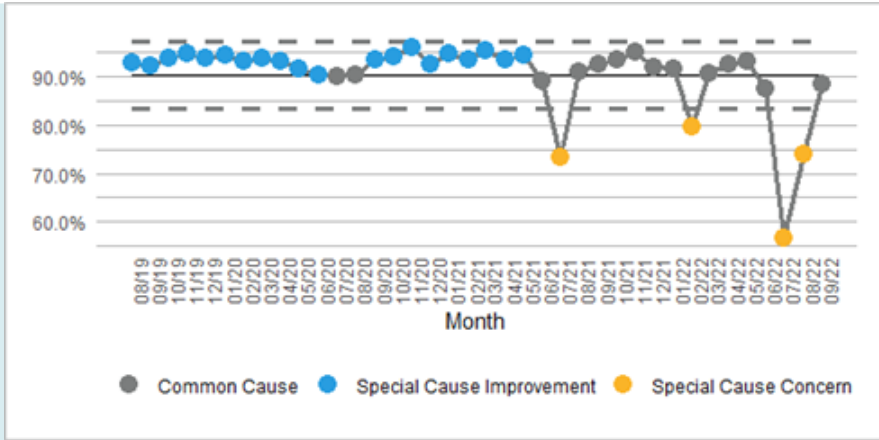
12 month rolling target 90% | Sep 2022: 95.83%



# Response

999 calls answered within 7 seconds - monthly

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

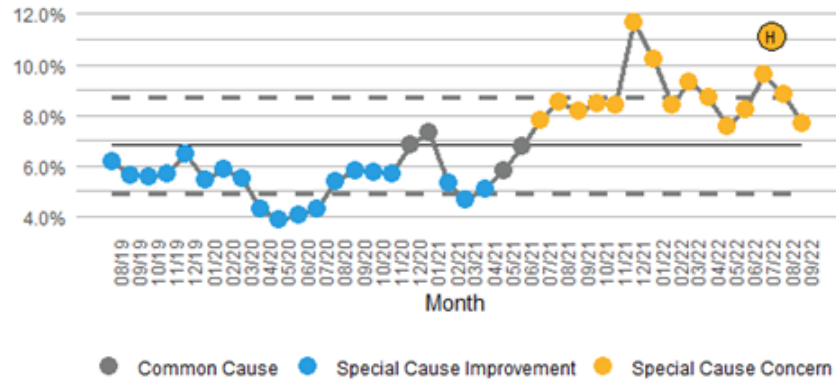


12 month rolling target 92% | Sep 2022: 84.68% X

12 month rolling target 100 | Sep 2022: 96 ✓

# People

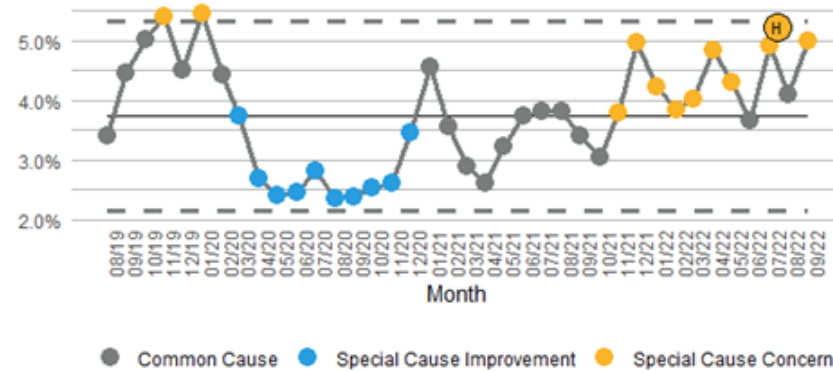
% working days lost to sickness Ops staff - monthly



12 month rolling target 3.65% | Sep 2022: 8.93%

X

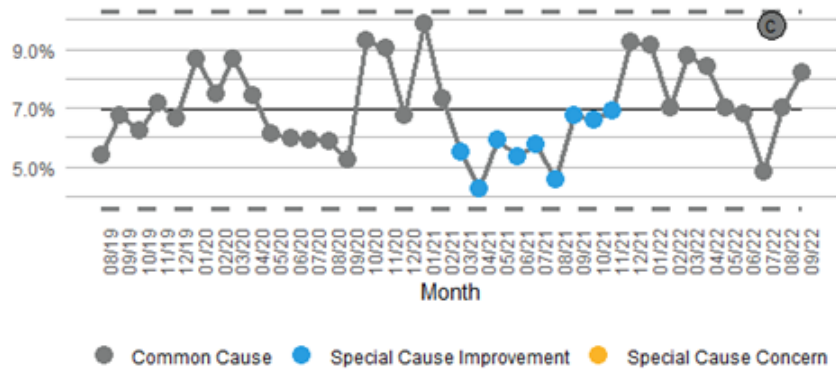
% working days lost to sickness FRS staff - monthly



12 month rolling target 2,500 | Sep 2022: 1,581

X

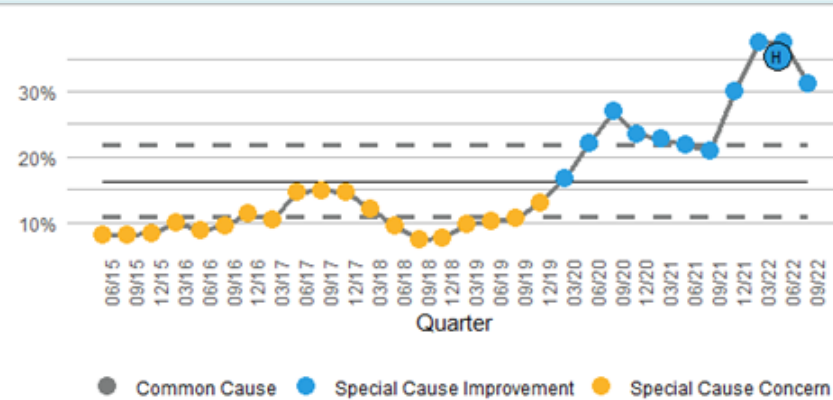
% working days lost to sickness Control staff - monthly



12 month rolling target 4.70% | Sep 2022: 7.50%

X

Trainee firefighter intake - % women - 12 month rolling



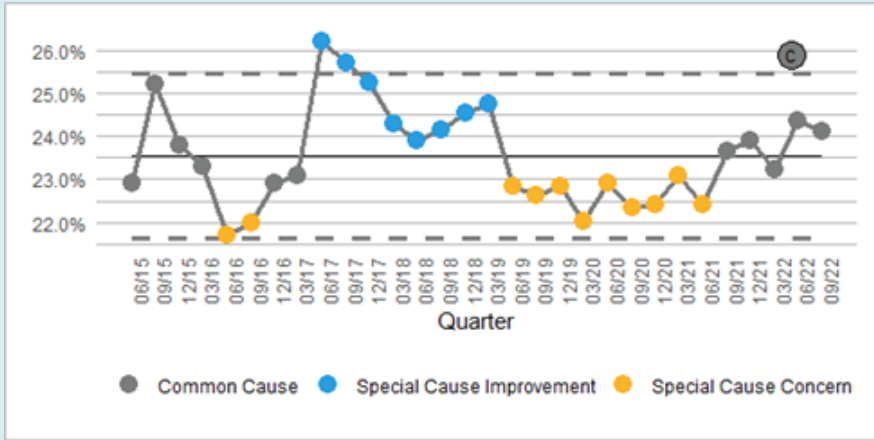
12 month rolling target 35% | Sep 2022: 31.1%

X



# People

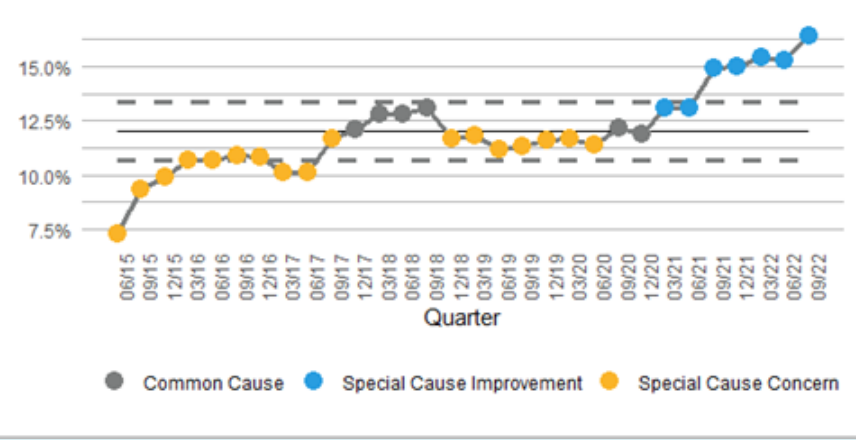
Gender diversity (men) Control staff - as at



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



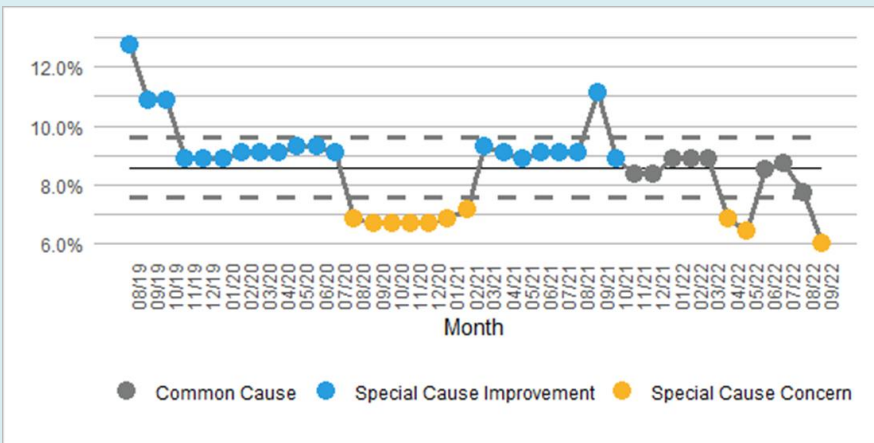
Ethnic diversity of FRS staff top earners - as at



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



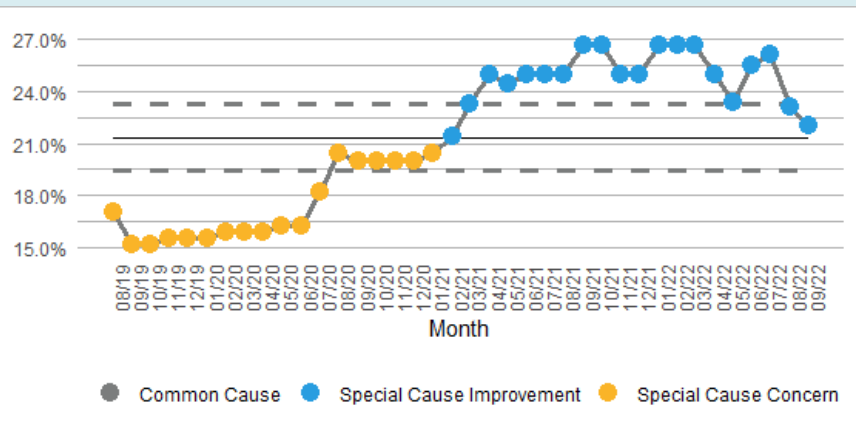
% TMG who are ethnic minorities - as at



Target n/a | Sep 2022: 6%

n/a

% TMG who are Women - as at



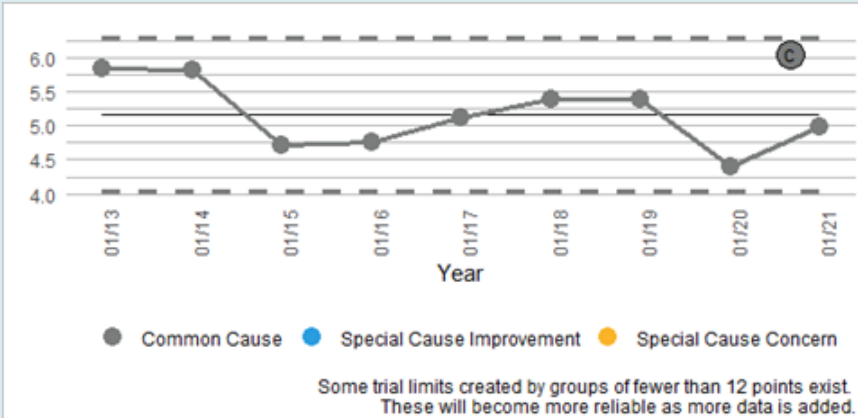
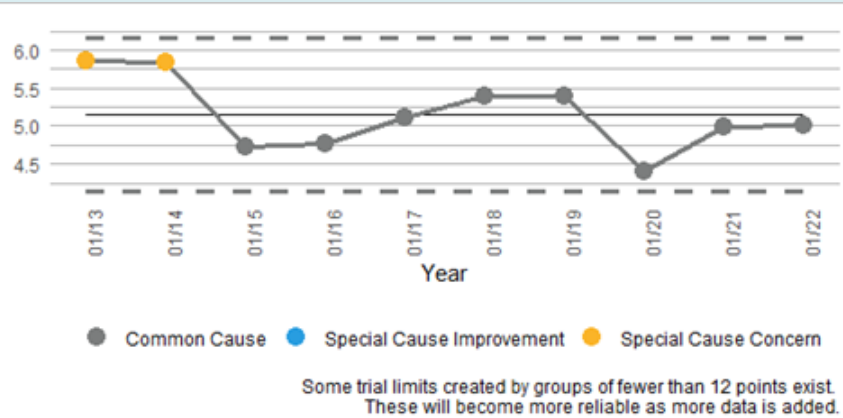
Target n/a | Sep 2022: 22%

n/a

# People

Pay ratio between highest & median salary - annual

Gender pay gap %, all staff - annual



Annual target 6.0 | 2021/22: 5.00



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

