

# Corporate performance digest



Quarter 4 – 2021/22 Financial Year



## ABOUT THIS DOCUMENT

This document sets out the performance of London Fire Brigade during the 2021/22 (1 April 2021 to 31 March 2022).

The information about our performance is organised according the three strategic aims as set out in our London Safety Plan (LSP) 2017-2022.

As part of the LSP, the London Fire and Emergency Planning Authority (LFEPA) agreed a suite of performance indicators (with targets) and service measures (without targets). The indicators, which include some headline performance measures, are the performance measures to show progress in achieving the commitments set out in the LSP. The context measures (which do not have targets) provide background and show the volume of a particular activity, but no specific action is proposed to manage performance. Where available, data is provided for each month from April 2013 (2013/14 year) together with associated targets for performance indicators. This LSP runs for four years.

The Brigade's overall objectives are set out in the LSP which is available **here**.

For queries about this document call the LFB Information Management on 020 8555 1200 (x 30352) or email [david.wyatt@london-fire.gov.uk](mailto:david.wyatt@london-fire.gov.uk)

## OUR AIMS

Our vision is to be a world class fire and rescue service for London, Londoners and visitors.

Our work is broadly delivered under three aims:

**Aim 1** - Prevention and Protection

**Aim 2** - Response and Resilience

**Aim 3** - People and Resources



## ABOUT OUR INDICATORS

In order to measure how well LFB is doing against its commitments set out in the London Safety Plan (LSP) we group our data into the following categories:

- Performance Indicators (PIs), which have targets.

- Context measures, which do not have targets but we are still interested in the figures.

We have three types of **Performance Indicator** with targets:

- Headline targets** – agreed as part of the new LSP, these are focussed on our service delivery priorities in respect of prevention and protection, and resilience and response. These are largely 'outcome' indicators (e.g. fewer fires, fewer fire casualties). Headline targets start with **H**.

- Corporate targets** – agreed by the Governance, Performance and Audit Committee of the former London Fire and Emergency Planning Authority (LFEPA). These are internal facing indicators with targets. They are things that we want to improve – whilst they are not headline targets, they sit alongside headline targets. Corporate targets start with **CO**.

- Improve targets** – these are 'internal facing' indicators without targets. They are things that we want to improve (as in 'go up' or 'go down') without needing to achieve any specific target. Improve targets start with **IP**.

**Context measures** are used to monitor activity levels. Context measures are numbered and start with **CX**.

They help us plan our resources and measure trends to establish whether any other actions are required. They do not have targets. We are not actively proposing to take action to improve these numbers, but will report them alongside the indicators to ensure there is no adverse change in service levels.

You can find our full suite of performance indicators and context measures in this publication.

## Key to abbreviations & symbols used

### Commissioner and Directors

|              |  |
|--------------|--|
| <b>CFEP</b>  | Commissioner for Fire & Emergency Planning |
| <b>DoFCS</b> | Director of Finance & Contractual Services |
| <b>DoO</b>   | Director of Operations                     |
| <b>DoSA</b>  | Director of Safety and Assurance           |

### RAG Status for indicator with target

|  |                                       |
|--|---------------------------------------|
|  | performance on target                 |
|  | performance within 10% of target      |
|  | performance more than 10% from target |

### RAG Status for indicator without target

|  |                                |
|--|--------------------------------|
|  | better than previous 12 months |
|  | worse than previous 12 months  |

### Heads of service (HoS)

|               |   |
|---------------|---|
| <b>HoC</b>    | Head of Communications                          |
| <b>HoCO</b>   | Head of Central Operations                      |
| <b>HoCRM</b>  | Head of Control & Resource Management           |
| <b>HoDT</b>   | Head of Development & Training                  |
| <b>HoF</b>    | Head of Finance                                 |
| <b>HoFS</b>   | Head of Fire Safety                             |
| <b>HoFSt</b>  | Head of Fire Stations                           |
| <b>HoPS</b>   | Head of People Services                         |
| <b>HoHS</b>   | Head of Health & Safety                         |
| <b>HoICT</b>  | Head of Information & Communications Technology |
| <b>HoLDS</b>  | Head of Legal and Democratic Services           |
| <b>HoOP</b>   | Head of Operational Policy                      |
| <b>HoOR</b>   | Head of Operational Resilience                  |
| <b>HoORIC</b> | Head of Operational Review & Incident Command   |
| <b>HoP</b>    | Head of Procurement                             |
| <b>HoSI</b>   | Head of Strategy and Inclusion                  |
| <b>HoTSS</b>  | Head of Technical & Service Support             |

### Keywords

|                              |   |
|------------------------------|---|
| <b>LI</b>                    | Corporate performance indicator   |
| <b>SM</b>                    | Service measure - performance indicator without a target                            |
| <b>Rolling 12 month</b>      | Running total of the data for the last 12 months                                    |
| <b>Number / % in quarter</b> | Data for the 3 months of that quarter   |
| <b>Target</b>                | The desired level of performance which has agreed by the Corporate Management Board |
| <b>10 yr. Average</b>        | 10 year annual average performance  |
| <b>Annual data</b>           | data for that financial year  |

### Performance indicator data

Performance indicators, unless otherwise stated, are displayed using rolling 12 month data. This is to avoid any significant fluctuations caused by factors such as seasonality, and to highlight the actual underlying performance trend.

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| Aim 2  | Indicator | Description  | Page No. |
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| <b>R e s p o n s e a n d R e s i l i e n c e</b> | CX8A      | Number of 999 calls answered                                     | 35       |
|  | CX8B      | Average time to answer an emergency (999) call                   | 36       |
|  | CO3       | Emergency 999 calls - % answered within 7 seconds                | 37       |
|  | IP9       | Number of non-attended calls due to call filtering               | 38       |
|  | H12       | Average time to deal with a 999 call (attended calls) in Control | 39       |
|  | H13       | Average arrival time - first appliance                           | 40       |
|  | H14       | Average arrival time - second appliance                          | 41       |
|  | H15       | Incidents with 1st appliance arrival time 10 minutes or less     | 42       |
|  | IP16      | Incidents with 1st appliance arrival time 12 minutes or less     | 43       |

| Aim 3                                      | Indicator | Description  | Page No. |
|--|-----------|--|----------|
| <b>P e o p l e a n d R e s o u r c e s</b> | CO6A      | Working days lost to sickness - operational staff                      | 45       |
|  | CO6B      | Working days lost to sickness - FRS staff                              | 46       |
|  | CO6C      | Working days lost to sickness - control staff                          | 47       |
|  | IP10A     | Number of apprentices employed by the Brigade (FTE)                    | 48       |
|  | IP10B     | Number of apprentices employed by contractors (FTE)                    | 48       |
|  | CO7A      | Improve the ethnic diversity (BAME) of each trainee firefighter intake | 49       |
|  | CO7B      | Improve the gender diversity of each trainee firefighter intake        | 49       |
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# Aim 1 – PREVENTION and PROTECTION

Our aim is to stop fires and other emergencies happening. When they do occur we want to make sure that people are equipped to deal with them. We also want to work with industry to support the development and building of safer homes, workplaces and places of entertainment.

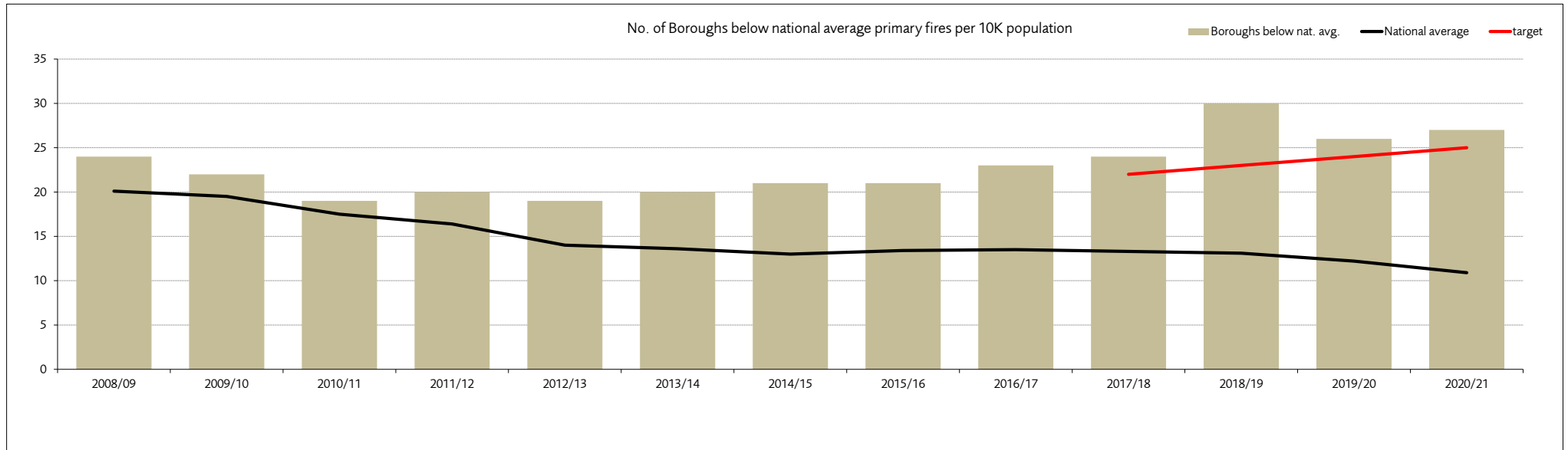
We'll deliver this aim by:

- Engaging with London's communities to inform and educate people in how to reduce the risk of fires and other emergencies.
- Influencing and regulating the built environment to protect people, property and the environment from harm.

Our commitments under this aim focus on activities that reduce fires and the impact they have, and by targeting people most at risk.

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**AIM 1 : PREVENTION and PROTECTION**

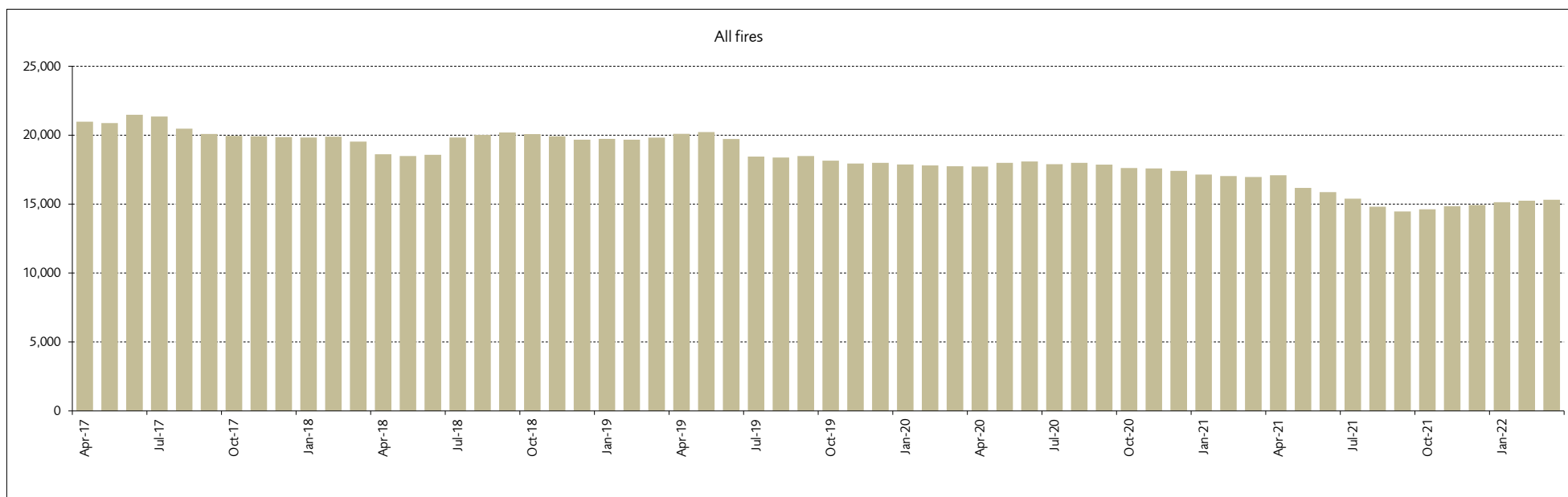
|           |   | <i>Fairness</i>          |                |                |                |                |                |                |                |                |                |                |                |                |                |
|-----------|---|--------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>H1</b> |   |                          | <b>2008/09</b> | <b>2009/10</b> | <b>2010/11</b> | <b>2011/12</b> | <b>2012/13</b> | <b>2013/14</b> | <b>2014/15</b> | <b>2015/16</b> | <b>2016/17</b> | <b>2017/18</b> | <b>2018/19</b> | <b>2019/20</b> | <b>2020/21</b> |
| HoFSt     | No. of Boroughs below national average primary fires per 10K population | National average         | 20.1           | 19.5           | 17.5           | 16.4           | 14.0           | 13.6           | 13.0           | 13.4           | 13.5           | 13.3           | 13.1           | 12.2           | 10.9           |
|           | Annual data   | Boroughs below nat. avg. | 24             | 22             | 19             | 20             | 19             | 20             | 21             | 21             | 23             | 24             | 30             | 26             | 27             |
|           |   | Target                   | -              | -              | -              | -              | -              | -              | -              | -              | -              | 22             | 23             | 24             | 25             |



## AIM 1 : PREVENTION and PROTECTION

Stop fires from happening

| IP1  |                               |         | Apr    | May    | Jun    | Jul    | Aug    | Sep    | Oct    | Nov    | Dec    | Jan    | Feb    | Mar    | target |
|------|-------------------------------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| HoFS | All fires<br>rolling 12 month | 2017/18 | 20,304 | 20,318 | 19,392 | 19,024 | 19,625 | 19,943 | 20,200 | 20,331 | 20,391 | 20,404 | 20,180 | 20,271 | down   |
|      |                               | 2018/19 | 18,612 | 18,488 | 18,581 | 19,832 | 20,022 | 20,201 | 20,075 | 19,918 | 19,675 | 19,734 | 19,674 | 19,826 | down   |
|      |                               | 2019/20 | 20,095 | 20,223 | 19,728 | 18,446 | 18,375 | 18,492 | 18,150 | 17,946 | 17,993 | 17,873 | 17,808 | 17,751 | down   |
|      |                               | 2020/21 | 17,731 | 17,993 | 18,095 | 17,898 | 17,999 | 17,861 | 17,621 | 17,594 | 17,411 | 17,141 | 17,036 | 16,966 | down   |
|      |                               | 2021/22 | 17,091 | 16,174 | 15,865 | 15,393 | 14,816 | 14,463 | 14,621 | 14,851 | 14,929 | 15,138 | 15,245 | 15,318 | down   |



| HoFS |           |                       | Q1     | Q2     | Q3     | Q4     | 19/20  | Q1     | Q2     | Q3     | Q4     | 20/21  | Q1     | Q2     | Q3     | Q4     | 21/22  |
|------|-----------|-----------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| IP1  | All fires | rolling 12 month      | 19,728 | 18,492 | 17,993 | 17,751 | 17,751 | 18,095 | 17,861 | 17,411 | 16,966 | 16,966 | 15,865 | 14,463 | 14,929 | 15,318 | 15,318 |
|      |           | per 10,000 population | 22.4   | 21.0   | 20.4   | 20.1   | 20.1   | 20.5   | 20.2   | 19.7   | 19.2   | 19.2   | 18.0   | 16.4   | 16.9   | 17.4   | 17.4   |
|      |           | number in quarter     | 5,157  | 5,323  | 3,602  | 3,669  |        | 5,501  | 5,089  | 3,152  | 3,224  |        | 4,400  | 3,687  | 3,618  | 3,613  |        |

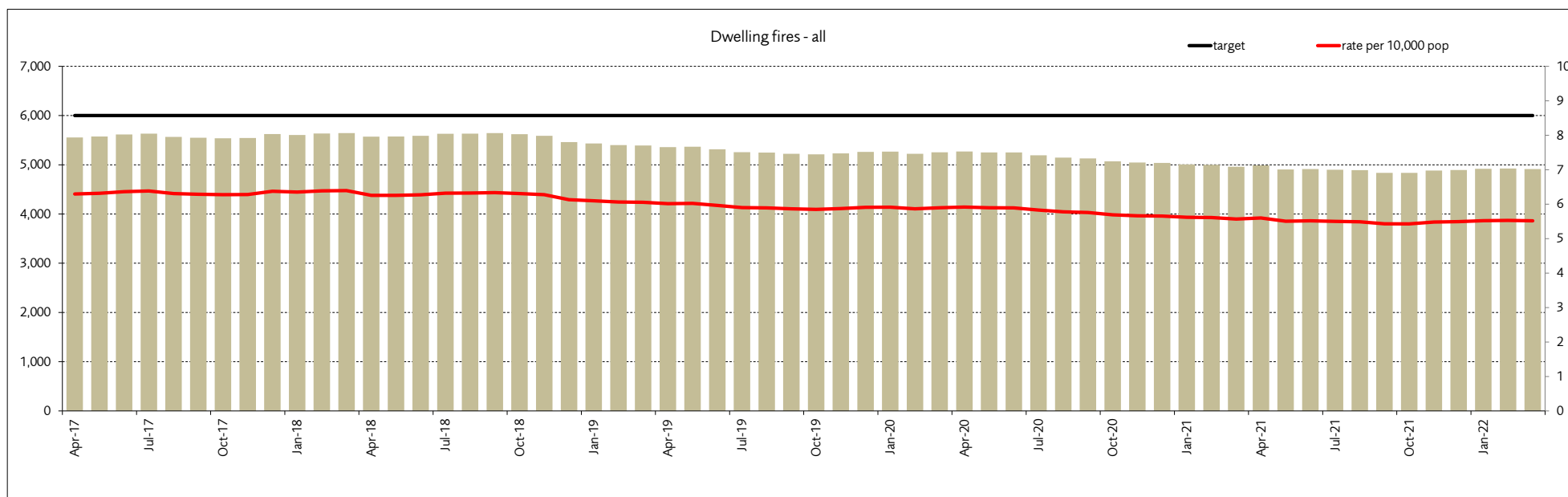
## AIM 1 : PREVENTION and PROTECTION

Stop fires from happening

| H2    |  |         | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   |
|-------|--|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| HoFSt | Dwelling fires - all<br>rolling 12 month | 2017/18 | 5,555 | 5,574 | 5,615 | 5,631 | 5,565 | 5,550 | 5,539 | 5,543 | 5,625 | 5,605 | 5,636 | 5,642 |
|       |  | 2018/19 | 5,571 | 5,573 | 5,587 | 5,630 | 5,631 | 5,642 | 5,620 | 5,589 | 5,461 | 5,432 | 5,401 | 5,392 |
|       |  | 2019/20 | 5,358 | 5,366 | 5,313 | 5,256 | 5,248 | 5,224 | 5,211 | 5,230 | 5,261 | 5,268 | 5,223 | 5,252 |
|       |  | 2020/21 | 5,270 | 5,251 | 5,250 | 5,193 | 5,145 | 5,128 | 5,070 | 5,046 | 5,038 | 5,006 | 5,000 | 4,961 |
|       |  | 2021/22 | 4,988 | 4,904 | 4,914 | 4,899 | 4,890 | 4,836 | 4,835 | 4,883 | 4,894 | 4,918 | 4,924 | 4,914 |

| target |
|--------|
| 6,000  |
| 6,000  |
| 6,000  |
| 6,000  |
| 6,000  |

|       |   |         |     |     |     |     |     |     |     |     |     |     |     |     |
|-------|---|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| HoFSt | Rate of Dwelling fires<br>per 10,000 population | 2017/18 | 6.3 | 6.3 | 6.4 | 6.4 | 6.3 | 6.3 | 6.3 | 6.3 | 6.4 | 6.4 | 6.4 | 6.4 |
|       |   | 2018/19 | 6.3 | 6.3 | 6.3 | 6.3 | 6.3 | 6.3 | 6.3 | 6.3 | 6.1 | 6.1 | 6.1 | 6.1 |
|       |   | 2019/20 | 6.0 | 6.0 | 6.0 | 5.9 | 5.9 | 5.9 | 5.8 | 5.9 | 5.9 | 5.9 | 5.9 | 5.9 |
|       |   | 2020/21 | 5.9 | 5.9 | 5.9 | 5.8 | 5.8 | 5.8 | 5.7 | 5.7 | 5.7 | 5.6 | 5.6 | 5.6 |
|       |   | 2021/22 | 5.6 | 5.5 | 5.5 | 5.5 | 5.5 | 5.4 | 5.4 | 5.5 | 5.5 | 5.5 | 5.5 | 5.5 |



| HoFSt |                      |                       | Q1    | Q2    | Q3    | Q4    | 19/20 | Q1    | Q2    | Q3    | Q4    | 20/21 | Q1    | Q2    | Q3    | Q4    | 20/21 |
|-------|----------------------|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| H2    | Dwelling fires - all | rolling 12 month      | 5,313 | 5,224 | 5,261 | 5,252 | 5,252 | 5,250 | 5,128 | 5,038 | 4,961 | 4,961 | 4,914 | 4,836 | 4,894 | 4,914 | 4,914 |
|       |                      | per 10,000 population | 5.96  | 5.86  | 5.91  | 5.90  | 5.90  | 5.89  | 5.76  | 5.66  | 5.57  | 5.57  | 5.52  | 5.43  | 5.49  | 5.52  | 5.52  |
|       |                      | number in quarter     | 1,310 | 1,333 | 1,342 | 1,267 |       | 1,308 | 1,211 | 1,252 | 1,190 |       | 1,261 | 1,133 | 1,310 | 1,210 |       |

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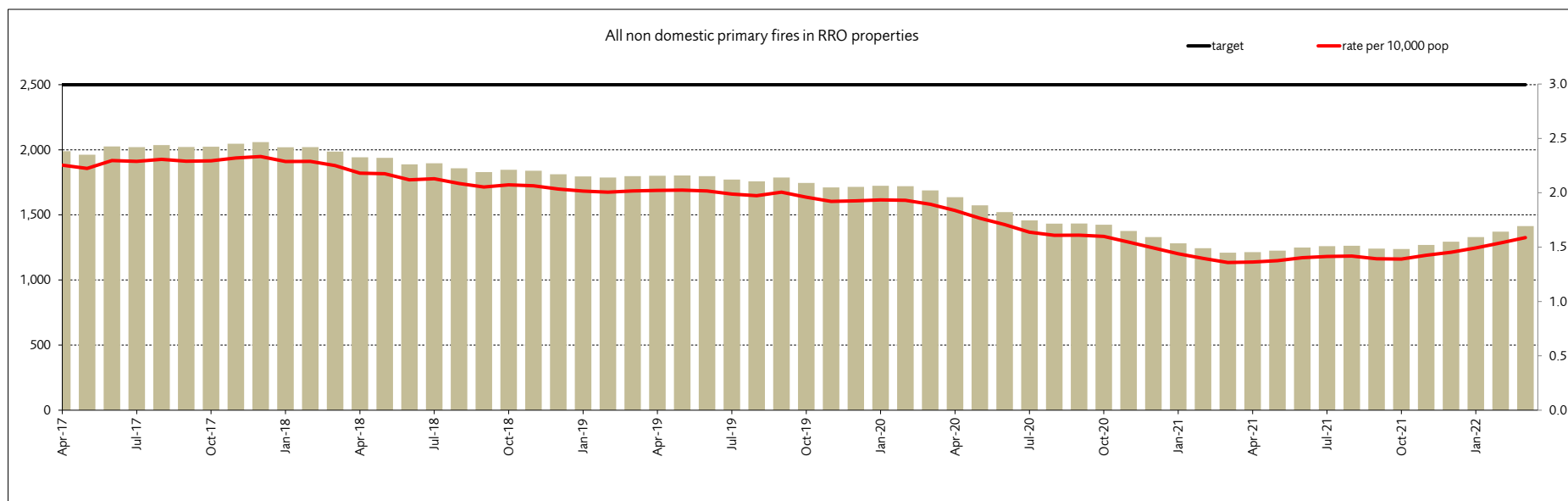
**AIM 1 : PREVENTION and PROTECTION**

*Stop fires from happening*

| H3   |  |         | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   |
|------|--|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| HoFS | All non domestic primary fires in RRO properties<br>rolling 12 month | 2017/18 | 1,989 | 1,962 | 2,026 | 2,020 | 2,036 | 2,021 | 2,024 | 2,047 | 2,059 | 2,019 | 2,020 | 1,986 |
|      |  | 2018/19 | 1,942 | 1,938 | 1,888 | 1,896 | 1,858 | 1,829 | 1,846 | 1,839 | 1,812 | 1,795 | 1,787 | 1,797 |
|      |  | 2019/20 | 1,801 | 1,803 | 1,797 | 1,771 | 1,758 | 1,787 | 1,745 | 1,711 | 1,715 | 1,723 | 1,720 | 1,688 |
|      |  | 2020/21 | 1,636 | 1,573 | 1,521 | 1,458 | 1,433 | 1,434 | 1,424 | 1,377 | 1,330 | 1,282 | 1,244 | 1,210 |
|      |  | 2021/22 | 1,214 | 1,225 | 1,249 | 1,260 | 1,263 | 1,241 | 1,238 | 1,269 | 1,294 | 1,330 | 1,371 | 1,414 |

| target |
|--------|
| 2,500  |
| 2,500  |
| 2,500  |
| 2,500  |
| 2,500  |

|      |   |         |     |     |     |     |     |     |     |     |     |     |     |     |
|------|---|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| HoFS | Rate of All non domestic primary fires in RRO properties<br>per 10,000 population | 2017/18 | 2.3 | 2.2 | 2.3 | 2.3 | 2.3 | 2.3 | 2.3 | 2.3 | 2.3 | 2.3 | 2.3 | 2.3 |
|      |   | 2018/19 | 2.2 | 2.2 | 2.1 | 2.1 | 2.1 | 2.1 | 2.1 | 2.1 | 2.0 | 2.0 | 2.0 | 2.0 |
|      |   | 2019/20 | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | 1.9 | 1.9 | 1.9 | 1.9 | 1.9 |
|      |   | 2020/21 | 1.8 | 1.8 | 1.7 | 1.6 | 1.6 | 1.6 | 1.6 | 1.5 | 1.5 | 1.4 | 1.4 | 1.4 |
|      |   | 2021/22 | 1.4 | 1.4 | 1.4 | 1.4 | 1.4 | 1.4 | 1.4 | 1.4 | 1.5 | 1.5 | 1.5 | 1.6 |



| HoFS |  |                       | Q1    | Q2    | Q3    | Q4    | 19/20 | Q1    | Q2    | Q3    | Q4    | 20/21 | Q1    | Q2    | Q3    | Q4    | 21/22 |
|------|--|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| H3   | All non domestic primary fires in RRO properties | rolling 12 month      | 1,797 | 1,787 | 1,715 | 1,688 | 1,688 | 1,521 | 1,434 | 1,330 | 1,210 | 1,210 | 1,249 | 1,241 | 1,294 | 1,414 | 1,414 |
|      |  | per 10,000 population | 2.02  | 2.01  | 1.93  | 1.89  | 1.89  | 1.71  | 1.61  | 1.49  | 1.36  | 1.36  | 1.40  | 1.39  | 1.45  | 1.59  | 1.59  |
|      |  | number in quarter     | 458   | 441   | 400   | 389   |       | 291   | 354   | 296   | 269   |       | 330   | 346   | 349   | 389   |       |

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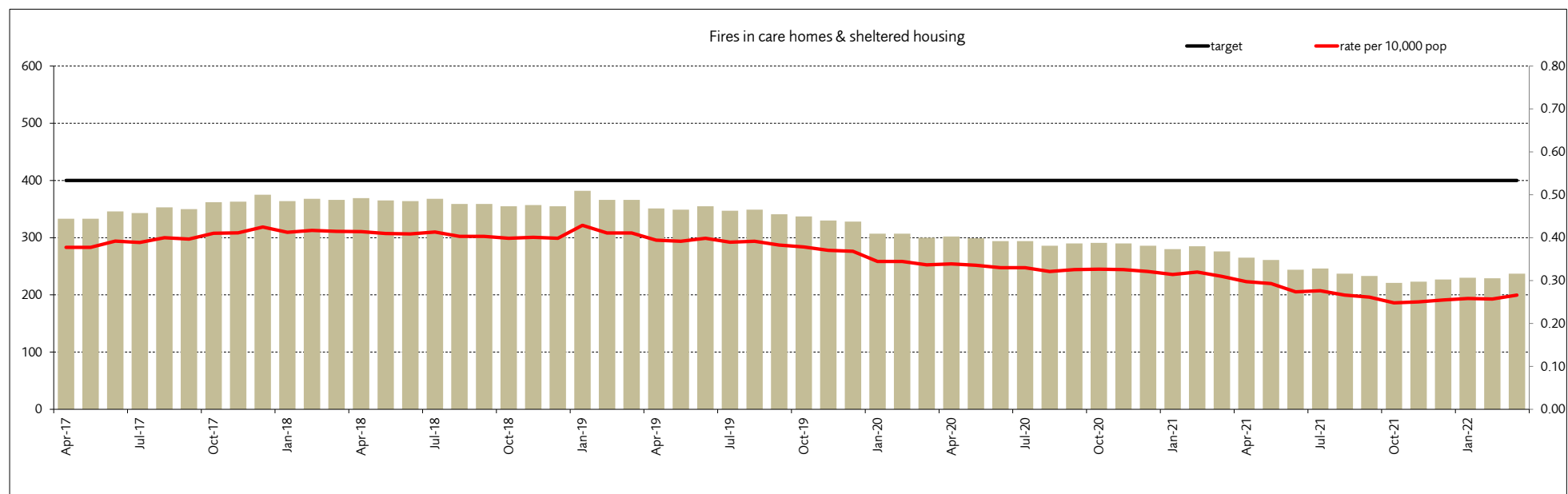
**AIM 1 : PREVENTION and PROTECTION**

*Stop fires from happening*

| H4   |   |         | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
|------|---|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| HoFS | Fires in care homes & sheltered housing for older people<br><i>rolling 12 month</i> | 2017/18 | 333 | 333 | 346 | 343 | 353 | 350 | 362 | 363 | 375 | 364 | 368 | 366 |
|      |   | 2018/19 | 369 | 365 | 364 | 368 | 359 | 359 | 355 | 357 | 355 | 382 | 366 | 366 |
|      |   | 2019/20 | 351 | 349 | 355 | 347 | 349 | 341 | 337 | 330 | 328 | 307 | 307 | 300 |
|      |   | 2020/21 | 302 | 299 | 294 | 294 | 286 | 290 | 291 | 290 | 286 | 280 | 285 | 276 |
|      |   | 2021/22 | 265 | 261 | 244 | 246 | 237 | 233 | 221 | 223 | 227 | 230 | 229 | 237 |

| target |
|--------|
| 400    |
| 400    |
| 400    |
| 400    |
| 400    |

|      |  |         |     |     |     |     |     |     |     |     |     |     |     |     |
|------|--|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| HoFS | Rate of Fires in care homes & sheltered housing for older people<br><i>per 10,000 population</i> | 2017/18 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 |
|      |  | 2018/19 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 |
|      |  | 2019/20 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.3 | 0.3 | 0.3 |
|      |  | 2020/21 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 |
|      |  | 2021/22 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 | 0.2 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 |

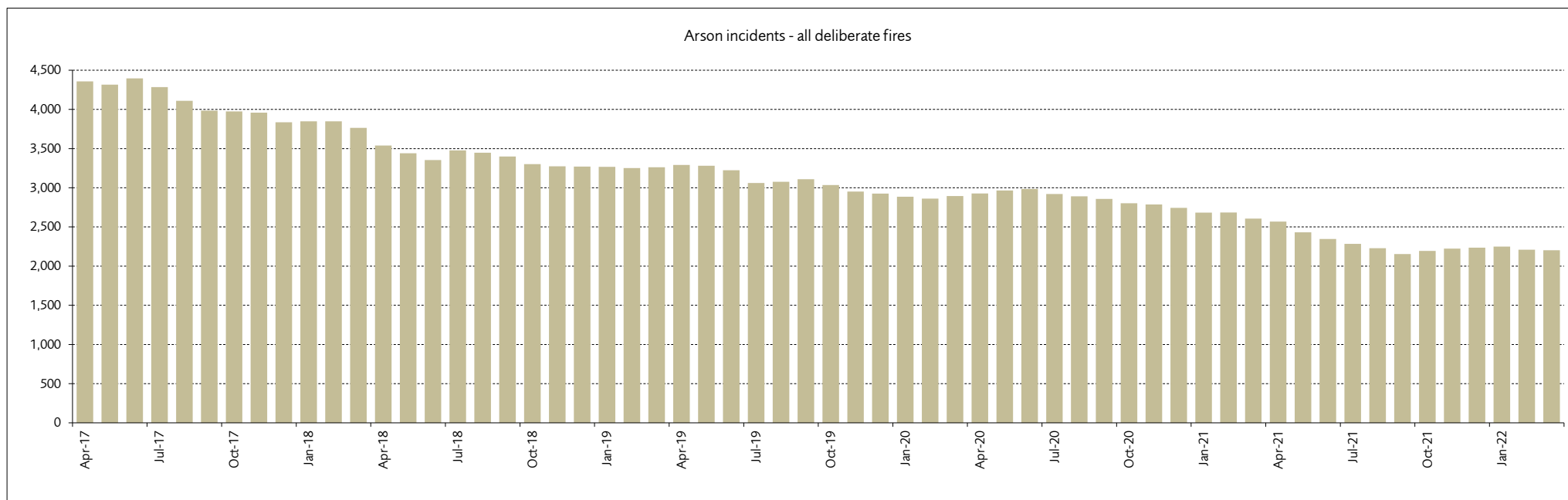


| HoFS |   |                       | Q1   | Q2   | Q3   | Q4   | 19/20 | Q1   | Q2   | Q3   | Q4   | 20/21 | Q1   | Q2   | Q3   | Q4   | 21/22 |
|------|---|-----------------------|------|------|------|------|-------|------|------|------|------|-------|------|------|------|------|-------|
| H4   | Fires in care homes & sheltered housing | rolling 12 month      | 355  | 341  | 328  | 300  | 300   | 294  | 294  | 286  | 276  | 276   | 244  | 233  | 227  | 237  | 237   |
|      |   | per 10,000 population | 0.40 | 0.38 | 0.37 | 0.34 | 0.34  | 0.33 | 0.33 | 0.32 | 0.31 | 0.31  | 0.27 | 0.26 | 0.25 | 0.27 | 0.27  |
|      |   | number in quarter     | 81   | 72   | 78   | 69   |       | 75   | 75   | 74   | 59   |       | 43   | 57   | 68   | 69   |       |

## AIM 1 : PREVENTION and PROTECTION

Stop fires from happening

| IP2   |   |         | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | target |
|-------|---|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| HoFSt | Arson incidents<br>- all deliberate fires<br>rolling 12 month | 2017/18 | 4,357 | 4,315 | 4,396 | 4,285 | 4,110 | 3,984 | 3,975 | 3,959 | 3,835 | 3,847 | 3,848 | 3,764 | down   |
|       |   | 2018/19 | 3,539 | 3,440 | 3,353 | 3,477 | 3,448 | 3,398 | 3,301 | 3,274 | 3,271 | 3,267 | 3,252 | 3,261 | down   |
|       |   | 2019/20 | 3,292 | 3,281 | 3,224 | 3,061 | 3,077 | 3,109 | 3,034 | 2,951 | 2,926 | 2,885 | 2,861 | 2,894 | down   |
|       |   | 2020/21 | 2,927 | 2,966 | 2,985 | 2,921 | 2,891 | 2,857 | 2,802 | 2,787 | 2,744 | 2,682 | 2,684 | 2,606 | down   |
|       |   | 2021/22 | 2,569 | 2,431 | 2,347 | 2,284 | 2,228 | 2,154 | 2,193 | 2,223 | 2,235 | 2,250 | 2,210 | 2,202 | down   |



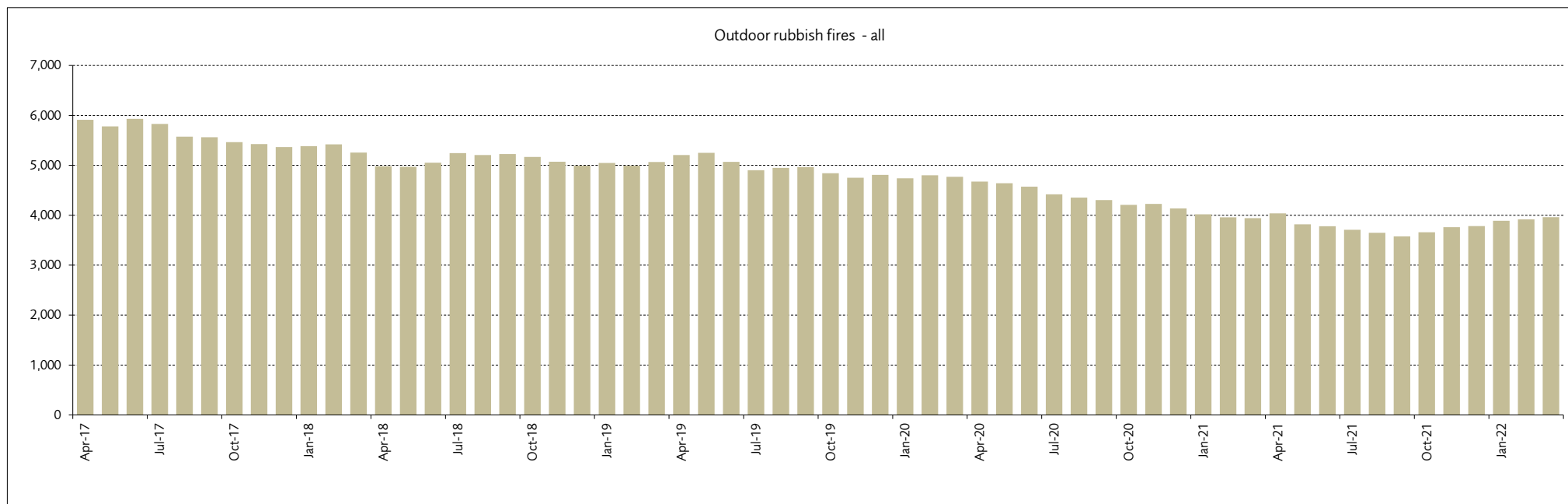
| HoFSt |   |                       | Q1    | Q2    | Q3    | Q4    | 19/20 | Q1    | Q2    | Q3    | Q4    | 20/21 | Q1    | Q2    | Q3    | Q4    | 21/22 |
|-------|---|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| IP2   | Arson incidents<br>- all deliberate fires | rolling 12 month      | 3,224 | 3,109 | 2,926 | 2,894 | 2,894 | 2,985 | 2,857 | 2,744 | 2,606 | 2,606 | 2,347 | 2,154 | 2,235 | 2,202 | 2,202 |
|       |   | per 10,000 population | 3.65  | 3.52  | 3.32  | 3.28  | 3.28  | 3.38  | 3.24  | 3.11  | 2.95  | 2.95  | 2.66  | 2.44  | 2.53  | 2.50  | 2.50  |
|       |   | number in quarter     | 775   | 847   | 621   | 651   |       | 866   | 719   | 508   | 513   |       | 607   | 526   | 589   | 480   |       |

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**AIM 1 : PREVENTION and PROTECTION**

*Stop fires from happening*

|       | IP3   |         | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | target |
|-------|---|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| HoFSt | Outdoor rubbish fires - all<br>rolling 12 month | 2017/18 | 5,912 | 5,780 | 5,930 | 5,829 | 5,574 | 5,563 | 5,463 | 5,425 | 5,366 | 5,385 | 5,420 | 5,256 | down   |
|       |   | 2018/19 | 4,980 | 4,971 | 5,052 | 5,245 | 5,207 | 5,226 | 5,169 | 5,072 | 4,992 | 5,047 | 4,991 | 5,066 | down   |
|       |   | 2019/20 | 5,206 | 5,249 | 5,069 | 4,902 | 4,948 | 4,966 | 4,842 | 4,752 | 4,809 | 4,741 | 4,801 | 4,770 | down   |
|       |   | 2020/21 | 4,675 | 4,642 | 4,573 | 4,420 | 4,353 | 4,303 | 4,208 | 4,226 | 4,136 | 4,019 | 3,959 | 3,942 | down   |
|       |   | 2021/22 | 4,038 | 3,818 | 3,781 | 3,709 | 3,648 | 3,578 | 3,660 | 3,760 | 3,782 | 3,891 | 3,916 | 3,962 | down   |

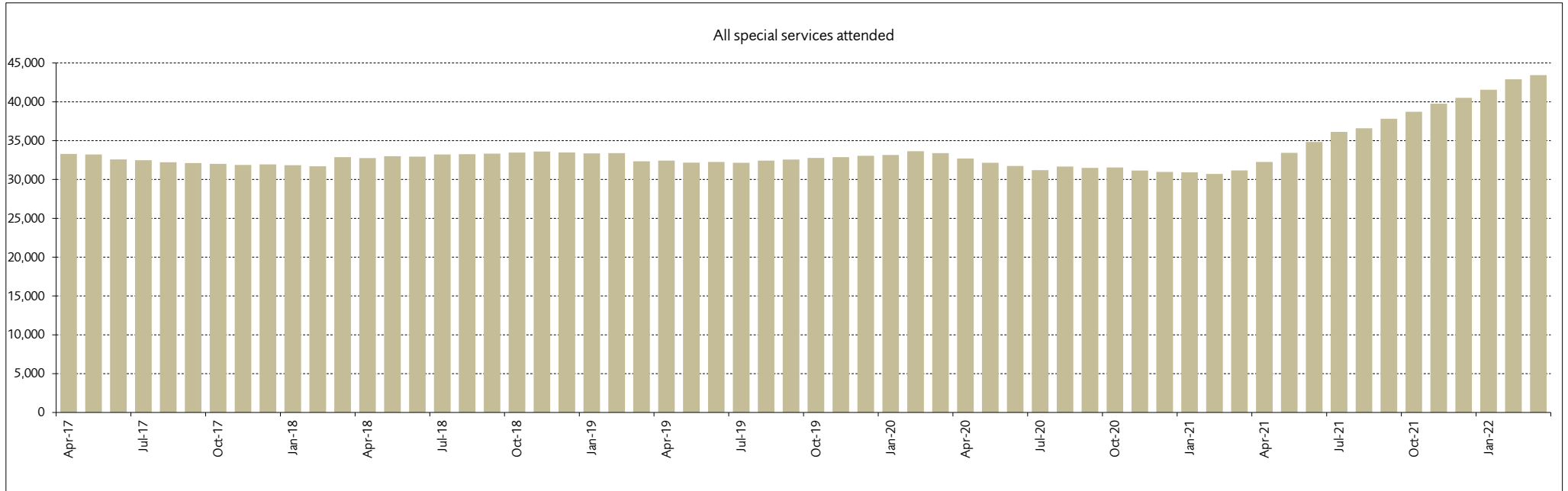


| HoFS |                             |                   | Q1    | Q2    | Q3    | Q4    | 19/20 | Q1    | Q2    | Q3    | Q4    | 20/21 | Q1    | Q2    | Q3    | Q4    | 21/22 |
|------|-----------------------------|-------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| IP3  | Outdoor rubbish fires - all | rolling 12 month  | 5,069 | 4,966 | 4,809 | 4,770 | 4,770 | 4,573 | 4,303 | 4,136 | 3,942 | 3,942 | 3,781 | 3,578 | 3,782 | 3,962 | 3,962 |
|      |                             | number in quarter | 1,514 | 1,381 | 882   | 993   |       | 1,317 | 1,111 | 715   | 799   |       | 1,156 | 908   | 919   | 979   |       |



**AIM 1 : PREVENTION and PROTECTION***Stop other emergencies from happening*

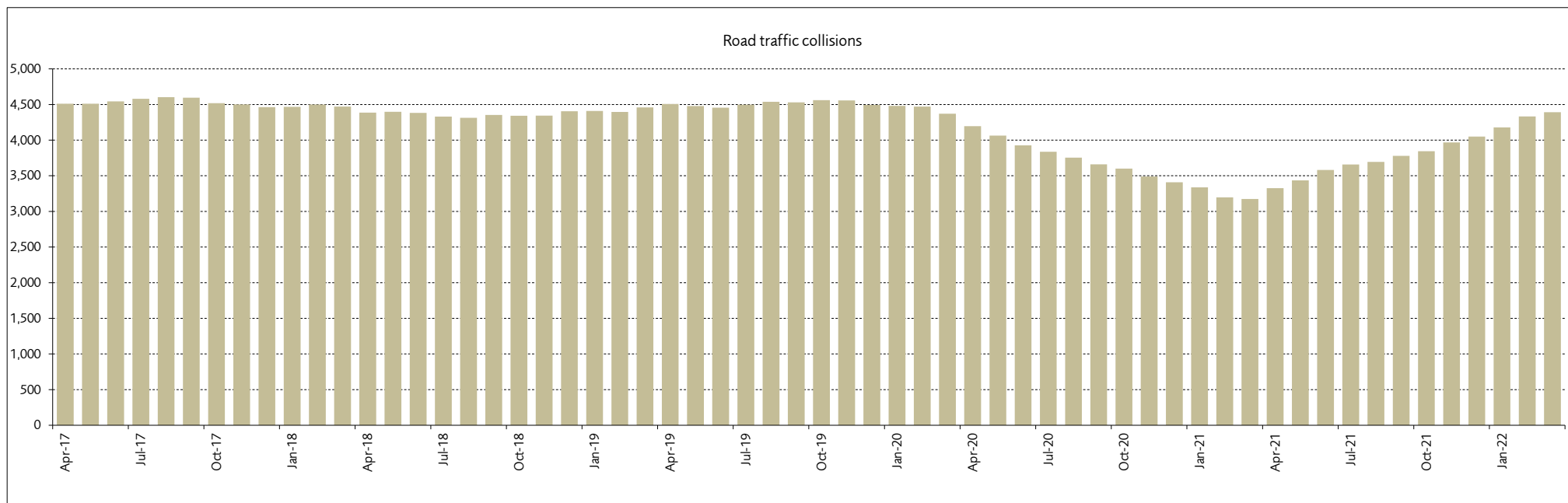
|             | <b>CX1</b>  |         | Apr    | May    | Jun    | Jul    | Aug    | Sep    | Oct    | Nov    | Dec    | Jan    | Feb    | Mar    |
|-------------|---|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| <b>HoFS</b> | <b>All special services attended<br/>rolling 12 month</b> | 2017/18 | 33,294 | 33,227 | 32,572 | 32,478 | 32,222 | 32,106 | 32,017 | 31,864 | 31,942 | 31,835 | 31,692 | 32,874 |
|             |   | 2018/19 | 32,745 | 32,999 | 32,948 | 33,216 | 33,246 | 33,324 | 33,460 | 33,597 | 33,471 | 33,351 | 33,389 | 32,346 |
|             |   | 2019/20 | 32,430 | 32,164 | 32,254 | 32,154 | 32,429 | 32,568 | 32,775 | 32,879 | 33,054 | 33,157 | 33,628 | 33,398 |
|             |   | 2020/21 | 32,700 | 32,143 | 31,726 | 31,192 | 31,660 | 31,493 | 31,550 | 31,146 | 30,981 | 30,928 | 30,716 | 31,163 |
|             |   | 2021/22 | 32,251 | 33,418 | 34,832 | 36,131 | 36,581 | 37,810 | 38,715 | 39,748 | 40,512 | 41,542 | 42,901 | 43,436 |



| HoFS       |                                      |                   | Q1     | Q2     | Q3     | Q4     | 19/20         | Q1     | Q2     | Q3     | Q4     | 20/21         | Q1     | Q2     | Q3     | Q4     | 21/22         |
|------------|--------------------------------------|-------------------|--------|--------|--------|--------|---------------|--------|--------|--------|--------|---------------|--------|--------|--------|--------|---------------|
| <b>CX1</b> | <b>All special services attended</b> | rolling 12 month  | 32,254 | 32,568 | 33,054 | 33,398 | <b>33,398</b> | 31,726 | 31,493 | 30,981 | 31,163 | <b>31,163</b> | 34,832 | 37,810 | 40,512 | 43,436 | <b>43,436</b> |
|            |                                      | number in quarter | 8,131  | 8,952  | 8,639  | 7,676  |               | 6,459  | 8,719  | 8,127  | 7,858  |               | 10,128 | 11,697 | 10,829 | 10,782 |               |

**AIM 1 : PREVENTION and PROTECTION***Stop other emergencies from happening*

|      | IP4  |         | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | target |
|------|--|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| HoFS | Road traffic collisions<br><i>rolling 12 month</i> | 2017/18 | 4,511 | 4,511 | 4,544 | 4,581 | 4,604 | 4,596 | 4,518 | 4,502 | 4,462 | 4,466 | 4,499 | 4,470 | down   |
|      |  | 2018/19 | 4,386 | 4,397 | 4,382 | 4,331 | 4,314 | 4,353 | 4,342 | 4,344 | 4,405 | 4,410 | 4,395 | 4,459 | down   |
|      |  | 2019/20 | 4,508 | 4,479 | 4,455 | 4,497 | 4,538 | 4,530 | 4,561 | 4,558 | 4,494 | 4,480 | 4,470 | 4,370 | down   |
|      |  | 2020/21 | 4,197 | 4,063 | 3,927 | 3,836 | 3,755 | 3,660 | 3,601 | 3,490 | 3,408 | 3,338 | 3,197 | 3,175 | down   |
|      |  | 2021/22 | 3,327 | 3,435 | 3,581 | 3,658 | 3,695 | 3,780 | 3,844 | 3,968 | 4,051 | 4,178 | 4,333 | 4,392 | down   |



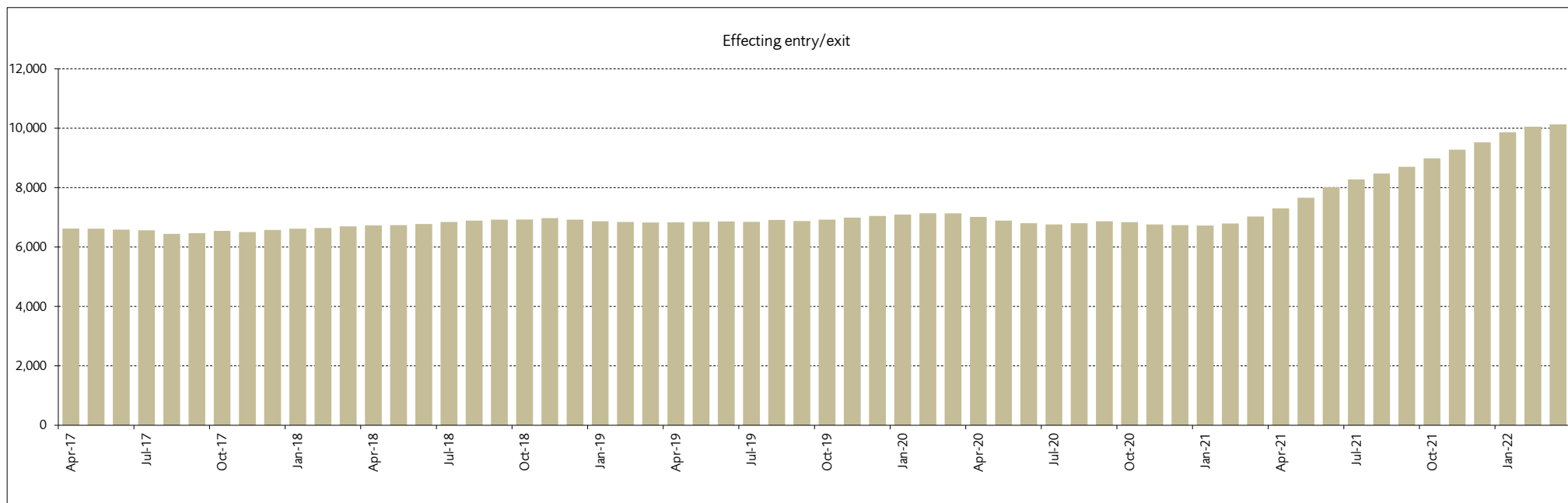
| HoFS |                         |                   | Q1    | Q2    | Q3    | Q4    | 19/20 | Q1    | Q2    | Q3    | Q4    | 20/21 | Q1    | Q2    | Q3    | Q4    | 21/22 |
|------|-------------------------|-------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| IP4  | Road traffic collisions | rolling 12 month  | 4,455 | 4,530 | 4,494 | 4,370 | 4,370 | 3,927 | 3,660 | 3,408 | 3,175 | 3,175 | 3,581 | 3,780 | 4,051 | 4,392 | 4,392 |
|      |                         | number in quarter | 1,119 | 1,224 | 1,115 | 912   |       | 676   | 957   | 863   | 679   |       | 1,082 | 1,156 | 1,134 | 1,020 |       |

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**AIM 1 : PREVENTION and PROTECTION**

*Stop other emergencies from happening*

|       | IP5                                      |         | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb    | Mar    | target |
|-------|--|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| HoCRM | Effecting entry/exit<br>rolling 12 month | 2017/18 | 6,624 | 6,618 | 6,587 | 6,565 | 6,443 | 6,468 | 6,547 | 6,504 | 6,575 | 6,619 | 6,641  | 6,695  | down   |
|       |  | 2018/19 | 6,728 | 6,737 | 6,774 | 6,846 | 6,890 | 6,921 | 6,927 | 6,972 | 6,922 | 6,868 | 6,844  | 6,828  | down   |
|       |  | 2019/20 | 6,829 | 6,848 | 6,861 | 6,851 | 6,912 | 6,877 | 6,923 | 6,993 | 7,049 | 7,095 | 7,140  | 7,136  | down   |
|       |  | 2020/21 | 7,016 | 6,889 | 6,805 | 6,761 | 6,802 | 6,867 | 6,842 | 6,762 | 6,737 | 6,725 | 6,792  | 7,027  | down   |
|       |  | 2021/22 | 7,301 | 7,658 | 8,013 | 8,276 | 8,477 | 8,704 | 8,987 | 9,278 | 9,528 | 9,862 | 10,053 | 10,129 | down   |

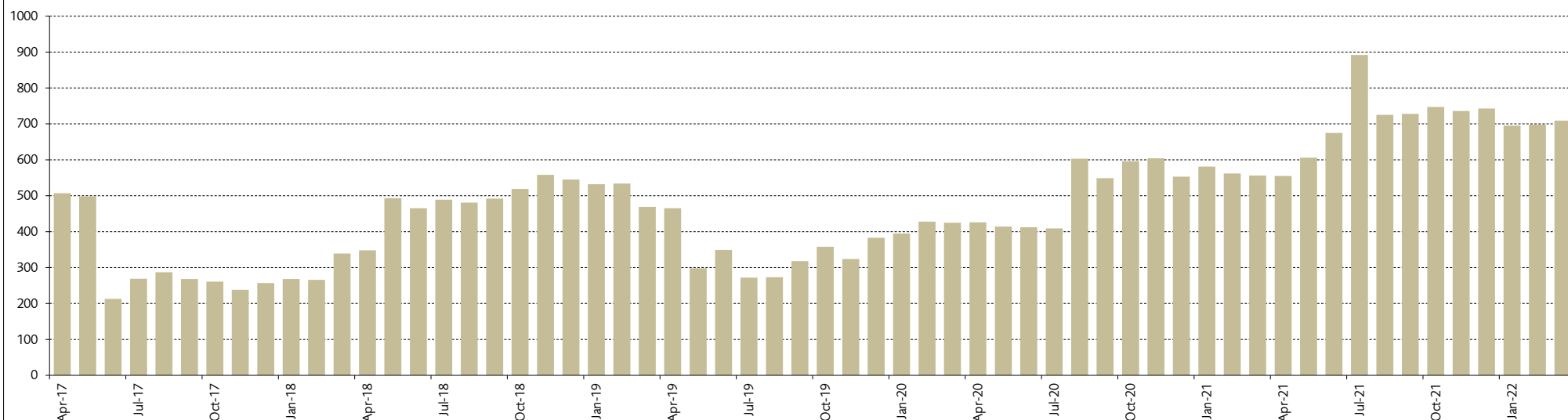


| HoCRM |                      |                   | Q1    | Q2    | Q3    | Q4    | 19/20        | Q1    | Q2    | Q3    | Q4    | 20/21        | Q1    | Q2    | Q3    | Q4     | 21/22         |
|-------|----------------------|-------------------|-------|-------|-------|-------|--------------|-------|-------|-------|-------|--------------|-------|-------|-------|--------|---------------|
| IP5   | Effecting entry/exit | rolling 12 month  | 6,861 | 6,877 | 7,049 | 7,136 | <b>7,136</b> | 6,805 | 6,867 | 6,737 | 7,027 | <b>7,027</b> | 8,013 | 8,704 | 9,528 | 10,129 | <b>10,129</b> |
|       |                      | number in quarter | 1,777 | 1,925 | 1,863 | 1,571 |              | 1,446 | 1,987 | 1,733 | 1,861 |              | 2,432 | 2,678 | 2,557 | 2,462  |               |

**AIM 1 : PREVENTION and PROTECTION***Stop other emergencies from happening*

|      | CX2  |         | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
|------|--|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| HoOP | Special services<br>Weather related flooding<br>rolling 12 month | 2017/18 | 507 | 498 | 213 | 269 | 287 | 268 | 261 | 238 | 257 | 268 | 266 | 339 |
|      |  | 2018/19 | 348 | 493 | 465 | 489 | 481 | 492 | 519 | 558 | 545 | 532 | 534 | 469 |
|      |  | 2019/20 | 465 | 298 | 349 | 272 | 273 | 318 | 358 | 324 | 383 | 395 | 428 | 425 |
|      |  | 2020/21 | 426 | 414 | 412 | 409 | 603 | 549 | 596 | 604 | 553 | 581 | 562 | 556 |
|      |  | 2021/22 | 555 | 606 | 675 | 892 | 725 | 728 | 747 | 736 | 743 | 695 | 698 | 709 |

Special services weather related flooding



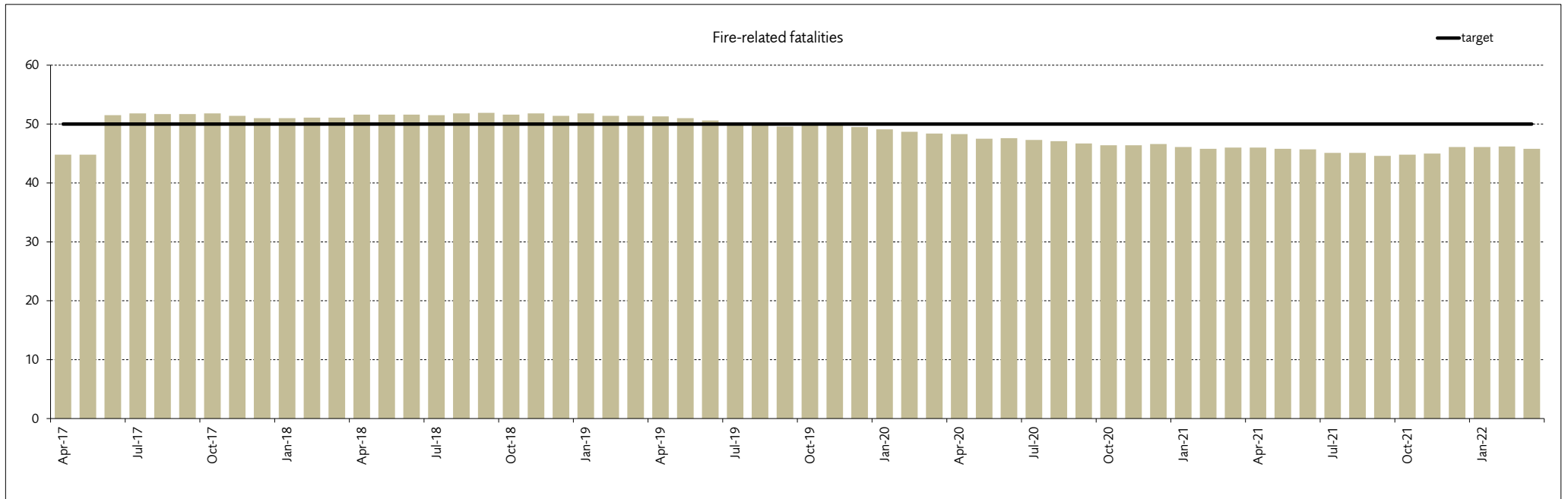
| HoOP |  |                   | Q1  | Q2  | Q3  | Q4  | 19/20 | Q1  | Q2  | Q3  | Q4  | 20/21 | Q1  | Q2  | Q3  | Q4  | 21/22 |
|------|--|-------------------|-----|-----|-----|-----|-------|-----|-----|-----|-----|-------|-----|-----|-----|-----|-------|
| CX2  | Special services<br>Weather related flooding | rolling 12 month  | 349 | 318 | 383 | 425 | 425   | 412 | 549 | 553 | 556 | 556   | 675 | 728 | 743 | 709 | 709   |
|      |  | number in quarter | 86  | 100 | 159 | 80  |       | 73  | 237 | 163 | 83  |       | 192 | 290 | 178 | 49  |       |

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**AIM 1 : PREVENTION and PROTECTION**

*Reduce the impact of fires and other emergencies*

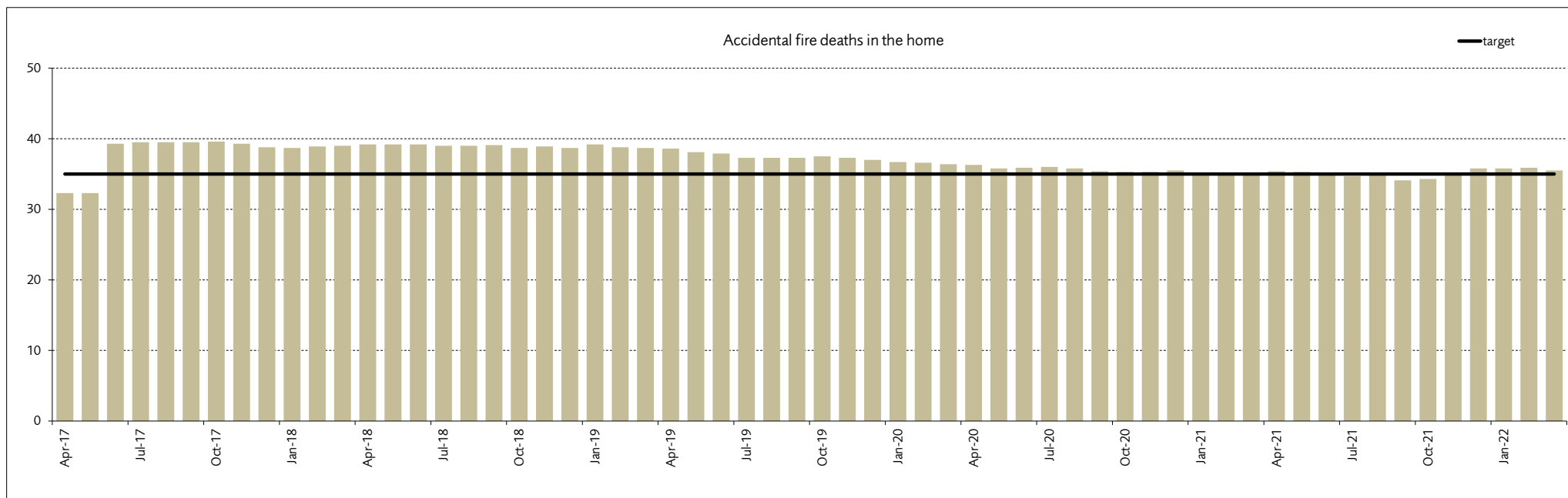
|      | H5  |         | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | target |
|------|---|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--------|
| HoFS | Fire-related fatalities<br>10 yr. average | 2017/18 | 45  | 45  | 52  | 52  | 52  | 52  | 52  | 51  | 51  | 51  | 51  | 51  | 50     |
|      |   | 2018/19 | 52  | 52  | 52  | 52  | 52  | 52  | 52  | 52  | 51  | 52  | 51  | 51  | 50     |
|      |   | 2019/20 | 51  | 51  | 51  | 50  | 50  | 50  | 50  | 50  | 50  | 49  | 49  | 48  | 50     |
|      |   | 2020/21 | 48  | 48  | 48  | 47  | 47  | 47  | 46  | 46  | 47  | 46  | 46  | 46  | 50     |
|      |   | 2021/22 | 46  | 46  | 46  | 45  | 45  | 45  | 45  | 45  | 46  | 46  | 46  | 46  | 50     |



| HoFS |                         |                        | Q1   | Q2   | Q3   | Q4   | 19/20 | Q1   | Q2   | Q3   | Q4   | 20/21 | Q1   | Q2   | Q3   | Q4   | 21/22 |
|------|-------------------------|------------------------|------|------|------|------|-------|------|------|------|------|-------|------|------|------|------|-------|
| H5   | Fire-related fatalities | 10 yr. Average         | 51   | 50   | 50   | 48   | 48    | 48   | 47   | 47   | 46   | 46    | 46   | 45   | 46   | 46   | 46    |
|      |                         | rolling 12 month       | 38   | 35   | 36   | 33   |       | 32   | 31   | 30   | 35   |       | 37   | 38   | 50   | 45   |       |
|      |                         | per 100,000 population | 0.43 | 0.40 | 0.41 | 0.37 | 0.37  | 0.36 | 0.35 | 0.34 | 0.40 | 0.40  | 0.42 | 0.43 | 0.57 | 0.51 | 0.51  |
|      |                         | number in quarter      | 7    | 6    | 11   | 9    |       | 6    | 5    | 10   | 14   |       | 8    | 6    | 22   | 9    |       |

**AIM 1 : PREVENTION and PROTECTION***Reduce the impact of fires and other emergencies*

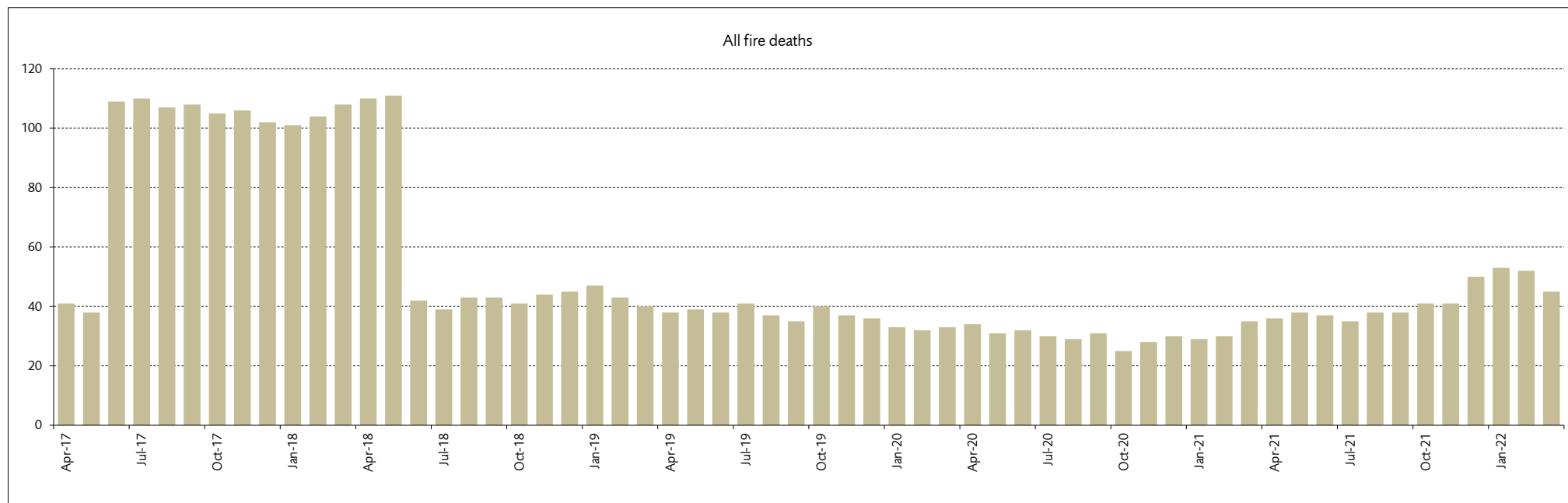
| H6   |  |         | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | target |
|------|--|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--------|
| HoFS | Accidental fire deaths in the home<br>10 yr. average | 2017/18 | 32  | 32  | 39  | 40  | 40  | 40  | 40  | 39  | 39  | 39  | 39  | 39  | 35     |
|      |  | 2018/19 | 39  | 39  | 39  | 39  | 39  | 39  | 39  | 39  | 39  | 39  | 39  | 39  | 35     |
|      |  | 2019/20 | 39  | 38  | 38  | 37  | 37  | 37  | 38  | 37  | 37  | 37  | 37  | 36  | 35     |
|      |  | 2020/21 | 36  | 36  | 36  | 36  | 36  | 35  | 35  | 35  | 36  | 35  | 35  | 35  | 35     |
|      |  | 2021/22 | 35  | 35  | 35  | 35  | 35  | 34  | 34  | 35  | 36  | 36  | 36  | 36  | 35     |



| HoFS |                                    |                        | Q1   | Q2   | Q3   | Q4   | 19/20 | Q1   | Q2   | Q3   | Q4   | 20/21 | Q1   | Q2   | Q3   | Q4   | 21/22 |
|------|------------------------------------|------------------------|------|------|------|------|-------|------|------|------|------|-------|------|------|------|------|-------|
| H6   | Accidental fire deaths in the home | 10 yr. Average         | 38   | 37   | 37   | 36   | 36    | 36   | 35   | 36   | 35   | 35    | 35   | 34   | 36   | 36   | 36    |
|      |                                    | rolling 12 month       | 23   | 25   | 23   | 23   |       | 26   | 24   | 26   | 26   |       | 27   | 27   | 38   | 36   |       |
|      |                                    | per 100,000 population | 0.26 | 0.28 | 0.26 | 0.26 | 0.26  | 0.29 | 0.27 | 0.29 | 0.29 | 0.29  | 0.31 | 0.31 | 0.43 | 0.41 | 0.41  |
|      |                                    | number in quarter      | 2    | 5    | 7    | 9    |       | 5    | 3    | 9    | 9    |       | 6    | 3    | 20   | 7    |       |

**AIM 1 : PREVENTION and PROTECTION***Reduce the impact of fires and other emergencies*

| CX3A |                                     |         | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
|------|-------------------------------------|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| HoFS | All fire deaths<br>rolling 12 month | 2017/18 | 41  | 38  | 109 | 110 | 107 | 108 | 105 | 106 | 102 | 101 | 104 | 108 |
|      |                                     | 2018/19 | 110 | 111 | 42  | 39  | 43  | 43  | 41  | 44  | 45  | 47  | 43  | 40  |
|      |                                     | 2019/20 | 38  | 39  | 38  | 41  | 37  | 35  | 40  | 37  | 36  | 33  | 32  | 33  |
|      |                                     | 2020/21 | 34  | 31  | 32  | 30  | 29  | 31  | 25  | 28  | 30  | 29  | 30  | 35  |
|      |                                     | 2021/22 | 36  | 38  | 37  | 35  | 38  | 38  | 41  | 41  | 50  | 53  | 52  | 45  |



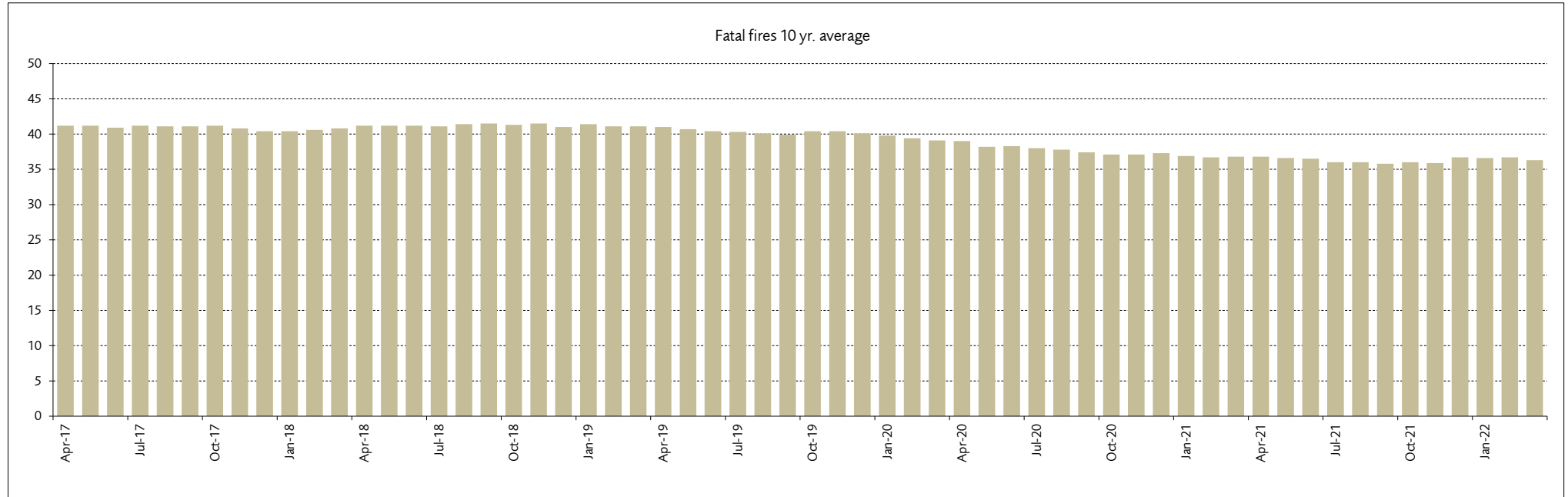
| HoFS |                 |                   | Q1 | Q2 | Q3 | Q4 | 19/20 | Q1 | Q2 | Q3 | Q4 | 20/21 | Q1 | Q2 | Q3 | Q4 | 21/22 |
|------|-----------------|-------------------|----|----|----|----|-------|----|----|----|----|-------|----|----|----|----|-------|
| CX3A | All fire deaths | rolling 12 month  | 38 | 35 | 36 | 33 | 33    | 32 | 31 | 30 | 35 | 35    | 37 | 38 | 50 | 45 | 45    |
|      |                 | number in quarter | 7  | 6  | 11 | 9  |       | 6  | 5  | 10 | 14 |       | 8  | 6  | 22 | 9  |       |

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**AIM 1 : PREVENTION and PROTECTION**

*Reduce the impact of fires and other emergencies*

| CX3B |                               |         | Apr  | May  | Jun  | Jul  | Aug  | Sep  | Oct  | Nov  | Dec  | Jan  | Feb  | Mar  |
|------|-------------------------------|---------|------|------|------|------|------|------|------|------|------|------|------|------|
| HoFS | Fatal fires<br>10 yr. average | 2017/18 | 41.2 | 41.2 | 40.9 | 41.2 | 41.1 | 41.1 | 41.2 | 40.8 | 40.4 | 40.4 | 40.6 | 40.8 |
|      |                               | 2018/19 | 41.2 | 41.2 | 41.2 | 41.1 | 41.4 | 41.5 | 41.3 | 41.5 | 41.0 | 41.4 | 41.1 | 41.1 |
|      |                               | 2019/20 | 41.0 | 40.7 | 40.4 | 40.3 | 40.1 | 39.9 | 40.4 | 40.4 | 40.1 | 39.8 | 39.4 | 39.1 |
|      |                               | 2020/21 | 39.0 | 38.2 | 38.3 | 38.0 | 37.8 | 37.4 | 37.1 | 37.1 | 37.3 | 36.9 | 36.7 | 36.8 |
|      |                               | 2021/22 | 36.8 | 36.6 | 36.5 | 36.0 | 36.0 | 35.8 | 36.0 | 35.9 | 36.7 | 36.6 | 36.7 | 36.3 |

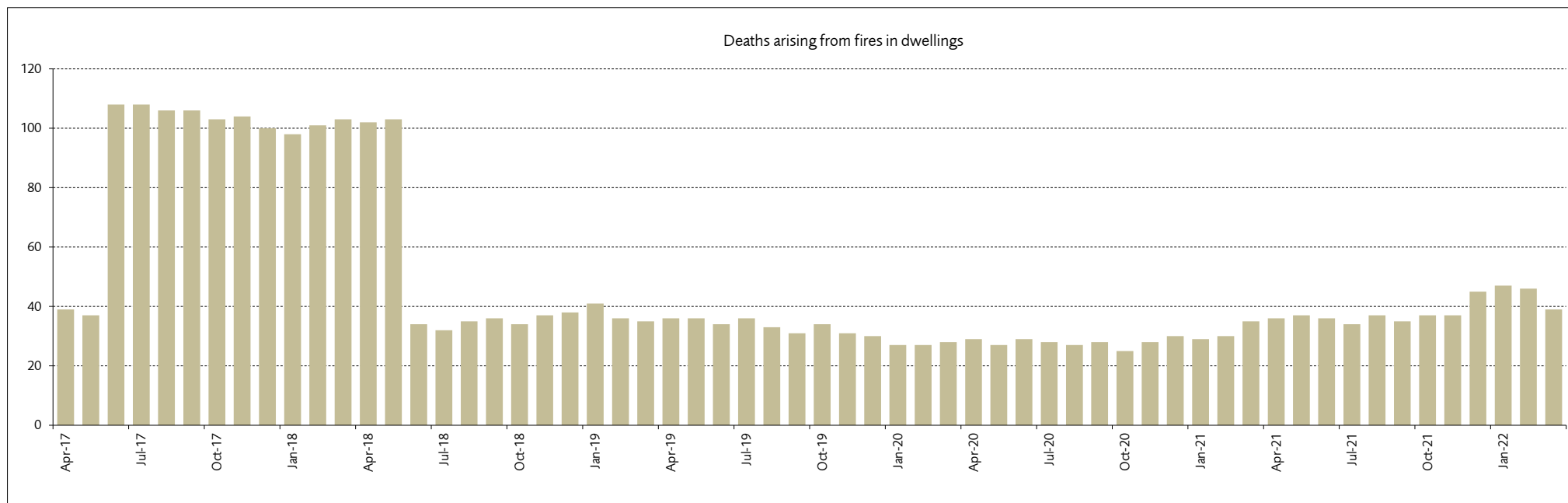


| HoFS |             |                   | Q1   | Q2   | Q3   | Q4   | 19/20 | Q1   | Q2   | Q3   | Q4   | 20/21 | Q1   | Q2   | Q3   | Q4   | 21/22 |
|------|-------------|-------------------|------|------|------|------|-------|------|------|------|------|-------|------|------|------|------|-------|
| CX3B | Fatal fires | 10 yr. average    | 40.4 | 39.9 | 40.1 | 39.1 | 39.1  | 38.3 | 37.4 | 37.3 | 36.8 | 36.8  | 36.5 | 35.8 | 36.7 | 36.3 | 36.3  |
|      |             | rolling 12 month  | 36   | 33   | 35   | 32   | 32    | 32   | 31   | 30   | 33   | 33    | 35   | 34   | 40   | 36   | 36    |
|      |             | number in quarter | 6    | 6    | 11   | 9    |       | 6    | 5    | 10   | 12   |       | 8    | 4    | 16   | 8    |       |



**AIM 1 : PREVENTION and PROTECTION***Reduce the impact of fires and other emergencies*

|      | CX3C  |         | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
|------|---|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| HoFS | Deaths arising from fires in dwellings rolling 12 month | 2017/18 | 39  | 37  | 108 | 108 | 106 | 106 | 103 | 104 | 100 | 98  | 101 | 103 |
|      |   | 2018/19 | 102 | 103 | 34  | 32  | 35  | 36  | 34  | 37  | 38  | 41  | 36  | 35  |
|      |   | 2019/20 | 36  | 36  | 34  | 36  | 33  | 31  | 34  | 31  | 30  | 27  | 27  | 28  |
|      |   | 2020/21 | 29  | 27  | 29  | 28  | 27  | 28  | 25  | 28  | 30  | 29  | 30  | 35  |
|      |   | 2021/22 | 36  | 37  | 36  | 34  | 37  | 35  | 37  | 37  | 45  | 47  | 46  | 39  |

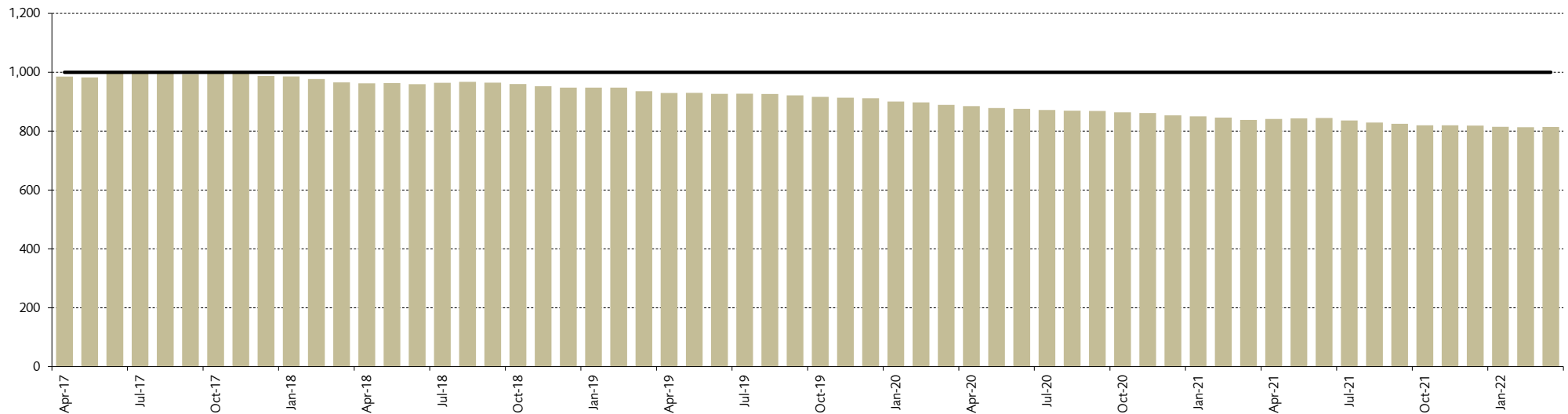


| HoFS |  |                   | Q1 | Q2 | Q3 | Q4 | 19/20 | Q1 | Q2 | Q3 | Q4 | 20/21 | Q1 | Q2 | Q3 | Q4 | 21/22 |
|------|--|-------------------|----|----|----|----|-------|----|----|----|----|-------|----|----|----|----|-------|
| CX3C | Deaths arising from fires in dwellings | rolling 12 month  | 34 | 31 | 30 | 28 | 28    | 29 | 28 | 30 | 35 | 35    | 36 | 35 | 45 | 39 | 39    |
|      |  | number in quarter | 5  | 5  | 9  | 9  |       | 6  | 4  | 11 | 14 |       | 7  | 3  | 21 | 8  |       |

**AIM 1 : PREVENTION and PROTECTION***Reduce the impact of fires and other emergencies*

| H7   |   |         | Apr | May | Jun   | Jul   | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | target |
|------|---|---------|-----|-----|-------|-------|-----|-----|-----|-----|-----|-----|-----|-----|--------|
| HoFS | Injuries from fire<br>(excluding precautionary checks)<br>five year average | 2017/18 | 985 | 983 | 1,003 | 1,005 | 997 | 994 | 996 | 997 | 987 | 986 | 977 | 966 | 1,000  |
|      |   | 2018/19 | 962 | 963 | 960   | 964   | 968 | 965 | 960 | 952 | 948 | 948 | 948 | 936 | 1,000  |
|      |   | 2019/20 | 929 | 930 | 927   | 927   | 926 | 921 | 917 | 914 | 912 | 901 | 897 | 889 | 1,000  |
|      |   | 2020/21 | 885 | 878 | 875   | 872   | 870 | 869 | 864 | 861 | 854 | 850 | 846 | 838 | 1,000  |
|      |   | 2021/22 | 841 | 843 | 845   | 836   | 829 | 825 | 820 | 820 | 819 | 814 | 813 | 814 | 1,000  |

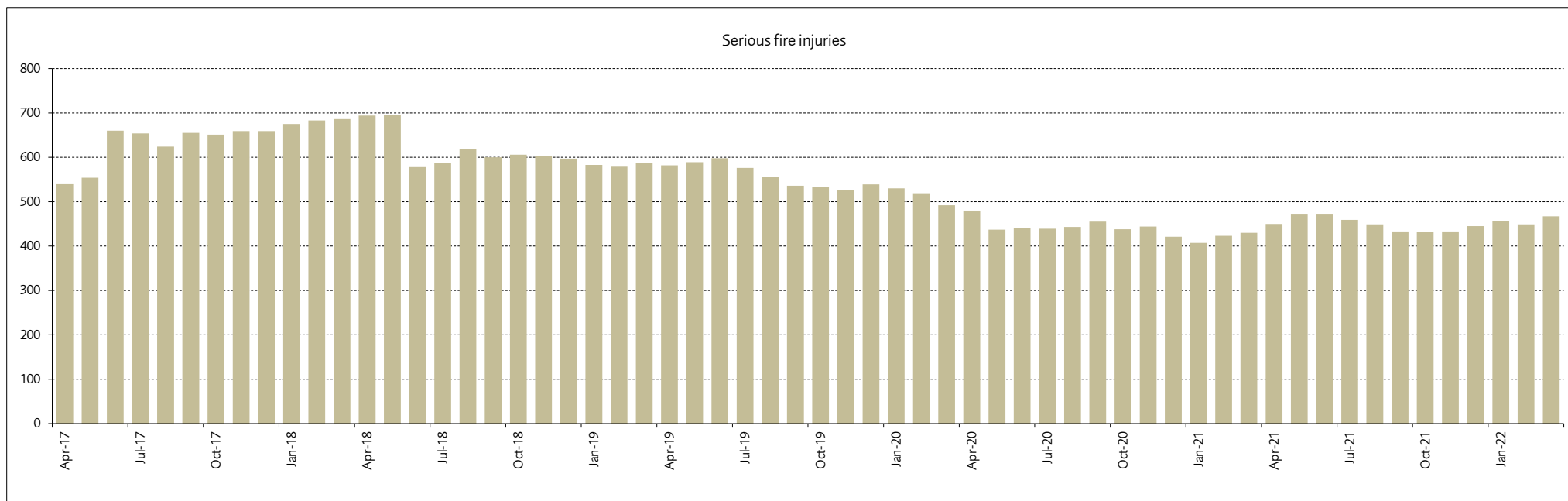
injuries from fire (excluding precautionary checks)



| HoFS |  |                   | Q1  | Q2  | Q3  | Q4  | 19/20 | Q1  | Q2  | Q3  | Q4  | 20/21 | Q1  | Q2  | Q3  | Q4  | 21/22 |
|------|--|-------------------|-----|-----|-----|-----|-------|-----|-----|-----|-----|-------|-----|-----|-----|-----|-------|
| H7   | Injuries from fire<br>(excluding precautionary checks) | 5 yr. Average     | 927 | 921 | 912 | 889 | 889   | 875 | 869 | 854 | 838 | 838   | 845 | 825 | 819 | 814 | 814   |
|      |  | rolling 12 month  | 838 | 778 | 791 | 755 | 755   | 717 | 725 | 694 | 692 | 692   | 746 | 709 | 715 | 731 | 731   |
|      |  | number in quarter | 209 | 182 | 198 | 166 |       | 171 | 190 | 167 | 164 |       | 225 | 153 | 173 | 180 |       |

**AIM 1 : PREVENTION and PROTECTION***Reduce the impact of fires and other emergencies*

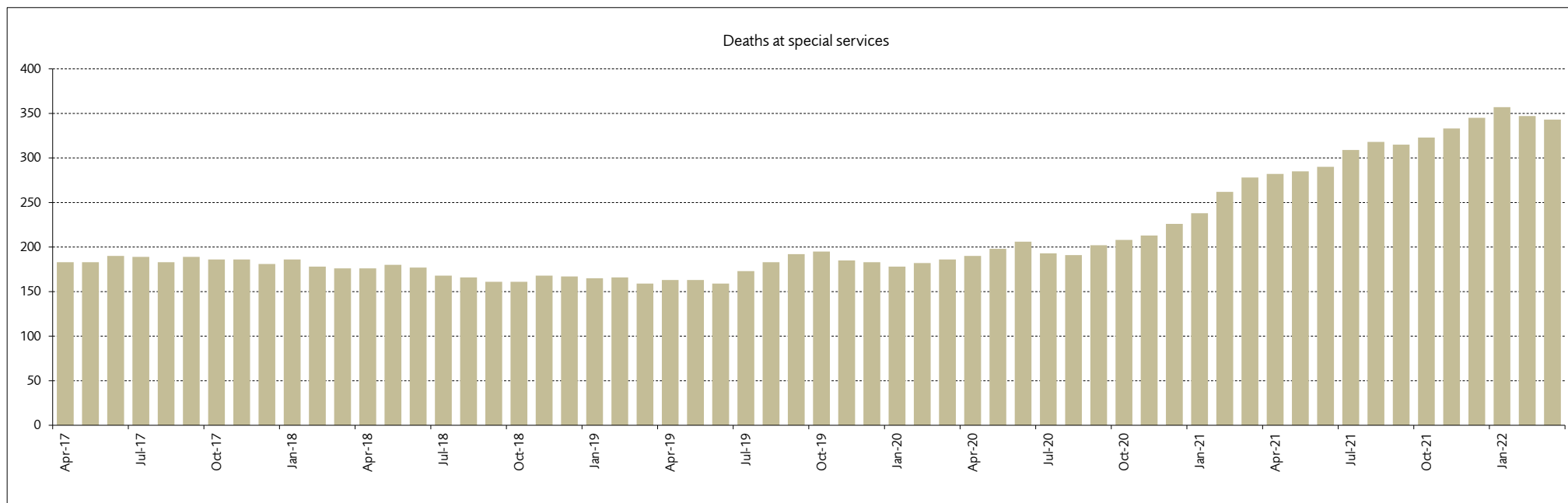
|      | CX3E                                      |         | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
|------|---|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| HoFS | Serious fire injuries<br>rolling 12 month | 2017/18 | 541 | 554 | 660 | 654 | 624 | 655 | 651 | 659 | 659 | 675 | 683 | 686 |
|      |   | 2018/19 | 694 | 696 | 578 | 588 | 619 | 600 | 606 | 603 | 597 | 583 | 579 | 587 |
|      |   | 2019/20 | 582 | 589 | 598 | 576 | 555 | 536 | 533 | 526 | 539 | 530 | 519 | 492 |
|      |   | 2020/21 | 480 | 437 | 440 | 439 | 443 | 455 | 438 | 444 | 421 | 407 | 423 | 430 |
|      |   | 2021/22 | 450 | 471 | 471 | 459 | 449 | 433 | 432 | 433 | 445 | 456 | 449 | 467 |



| HoFS |                       |                   | Q1  | Q2  | Q3  | Q4  | 19/20 | Q1  | Q2  | Q3  | Q4  | 20/21 | Q1  | Q2  | Q3  | Q4  | 21/22 |
|------|-----------------------|-------------------|-----|-----|-----|-----|-------|-----|-----|-----|-----|-------|-----|-----|-----|-----|-------|
| CX3E | Serious fire injuries | rolling 12 month  | 598 | 536 | 539 | 492 | 492   | 440 | 455 | 421 | 430 | 430   | 471 | 433 | 445 | 467 | 467   |
|      |                       | number in quarter | 147 | 109 | 138 | 98  |       | 95  | 124 | 104 | 107 |       | 136 | 86  | 116 | 129 |       |

**AIM 1 : PREVENTION and PROTECTION***Reduce the impact of fires and other emergencies*

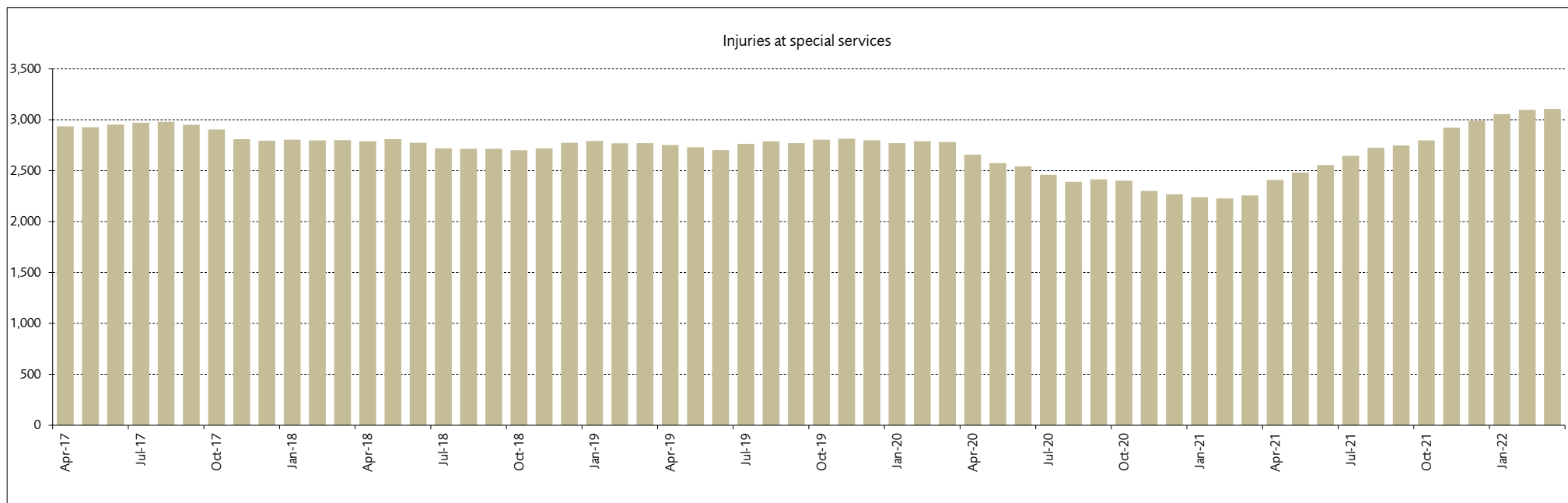
|      | CX4A   |         | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
|------|--|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| HoFS | Deaths at special services<br>rolling 12 month | 2017/18 | 183 | 183 | 190 | 189 | 183 | 189 | 186 | 186 | 181 | 186 | 178 | 176 |
|      |  | 2018/19 | 176 | 180 | 177 | 168 | 166 | 161 | 161 | 168 | 167 | 165 | 166 | 159 |
|      |  | 2019/20 | 163 | 163 | 159 | 173 | 183 | 192 | 195 | 185 | 183 | 178 | 182 | 186 |
|      |  | 2020/21 | 190 | 198 | 206 | 193 | 191 | 202 | 208 | 213 | 226 | 238 | 262 | 278 |
|      |  | 2021/22 | 282 | 285 | 290 | 309 | 318 | 315 | 323 | 333 | 345 | 357 | 347 | 343 |



| HoFS |                            |                   | Q1  | Q2  | Q3  | Q4  | 19/20 | Q1  | Q2  | Q3  | Q4  | 20/21 | Q1  | Q2  | Q3  | Q4  | 21/22 |
|------|----------------------------|-------------------|-----|-----|-----|-----|-------|-----|-----|-----|-----|-------|-----|-----|-----|-----|-------|
| CX4A | Deaths at special services | rolling 12 month  | 159 | 192 | 183 | 186 | 186   | 206 | 202 | 226 | 278 | 278   | 290 | 315 | 345 | 343 | 343   |
|      |                            | number in quarter | 40  | 58  | 39  | 49  |       | 60  | 54  | 63  | 101 |       | 72  | 79  | 93  | 99  |       |

**AIM 1 : PREVENTION and PROTECTION***Reduce the impact of fires and other emergencies*

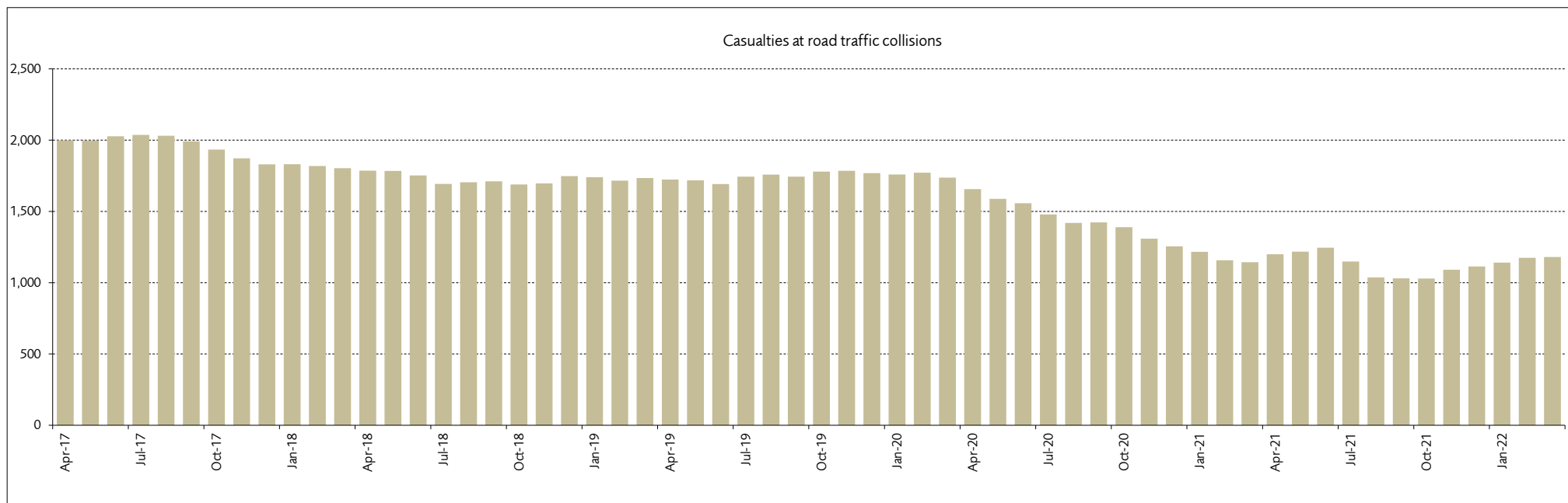
|      | CX4B   |         | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   |
|------|--|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| HoFS | Injuries at special services<br>rolling 12 month | 2017/18 | 2,936 | 2,926 | 2,953 | 2,971 | 2,980 | 2,951 | 2,905 | 2,809 | 2,795 | 2,804 | 2,797 | 2,800 |
|      |  | 2018/19 | 2,789 | 2,810 | 2,775 | 2,720 | 2,716 | 2,716 | 2,700 | 2,719 | 2,775 | 2,792 | 2,769 | 2,771 |
|      |  | 2019/20 | 2,752 | 2,730 | 2,702 | 2,764 | 2,788 | 2,770 | 2,804 | 2,815 | 2,799 | 2,771 | 2,789 | 2,781 |
|      |  | 2020/21 | 2,658 | 2,574 | 2,542 | 2,460 | 2,391 | 2,414 | 2,402 | 2,301 | 2,268 | 2,240 | 2,228 | 2,257 |
|      |  | 2021/22 | 2,408 | 2,481 | 2,556 | 2,645 | 2,725 | 2,748 | 2,797 | 2,923 | 2,991 | 3,056 | 3,097 | 3,107 |



| HoFS |                              |                   | Q1    | Q2    | Q3    | Q4    | 19/20 | Q1    | Q2    | Q3    | Q4    | 20/21 | Q1    | Q2    | Q3    | Q4    | 21/22 |
|------|------------------------------|-------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CX4B | Injuries at special services | rolling 12 month  | 2,702 | 2,770 | 2,799 | 2,781 | 2,781 | 2,542 | 2,414 | 2,268 | 2,257 | 2,257 | 2,556 | 2,748 | 2,991 | 3,107 | 3,107 |
|      |                              | number in quarter | 678   | 773   | 743   | 587   |       | 439   | 645   | 597   | 576   |       | 738   | 837   | 840   | 692   |       |

**AIM 1 : PREVENTION and PROTECTION***Reduce the impact of fires and other emergencies*

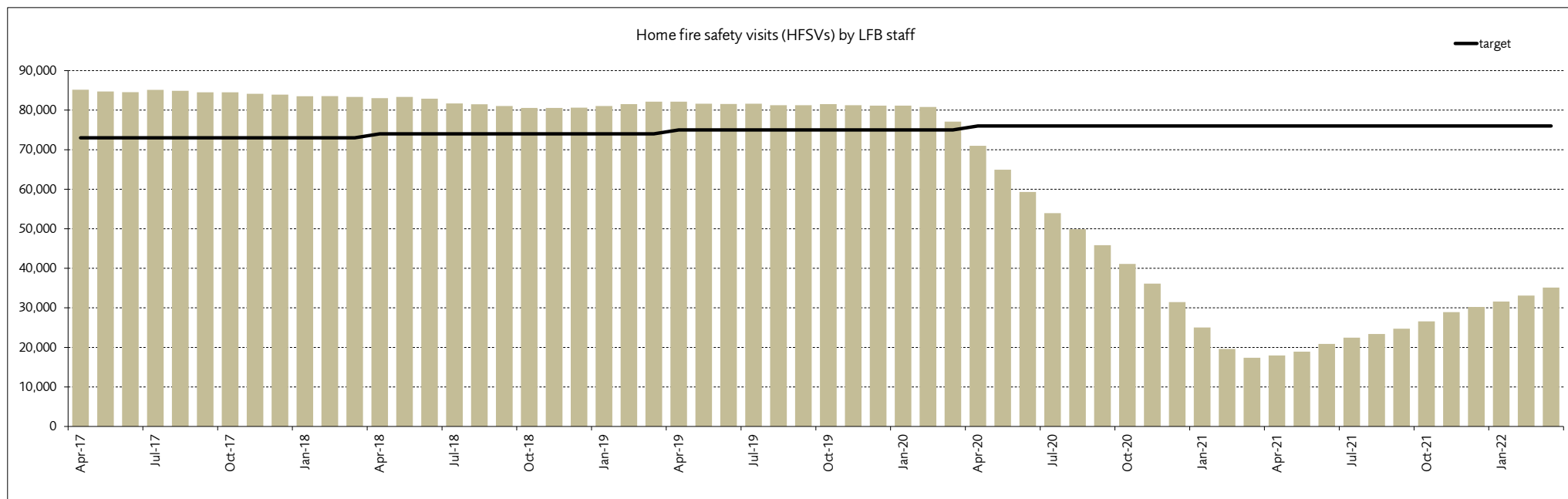
|      | IP6  |         | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | target |
|------|--|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| HoFS | Casualties at road traffic collisions rolling 12 month | 2017/18 | 1,998 | 1,997 | 2,027 | 2,037 | 2,031 | 1,991 | 1,934 | 1,872 | 1,830 | 1,831 | 1,819 | 1,803 | down   |
|      |  | 2018/19 | 1,786 | 1,784 | 1,752 | 1,693 | 1,704 | 1,711 | 1,689 | 1,697 | 1,748 | 1,740 | 1,716 | 1,734 | down   |
|      |  | 2019/20 | 1,724 | 1,718 | 1,692 | 1,744 | 1,758 | 1,744 | 1,779 | 1,785 | 1,769 | 1,759 | 1,772 | 1,737 | down   |
|      |  | 2020/21 | 1,656 | 1,588 | 1,557 | 1,479 | 1,419 | 1,423 | 1,389 | 1,309 | 1,255 | 1,217 | 1,157 | 1,144 | down   |
|      |  | 2021/22 | 1,199 | 1,218 | 1,245 | 1,148 | 1,037 | 1,030 | 1,029 | 1,091 | 1,114 | 1,141 | 1,174 | 1,180 | down   |



| HoFS |                                       |                   | Q1    | Q2    | Q3    | Q4    | 19/20 | Q1    | Q2    | Q3    | Q4    | 20/21 | Q1    | Q2    | Q3    | Q4    | 21/22 |
|------|---------------------------------------|-------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| IP6  | Casualties at road traffic collisions | rolling 12 month  | 1,692 | 1,744 | 1,769 | 1,737 | 1,737 | 1,557 | 1,423 | 1,255 | 1,144 | 1,144 | 1,245 | 1,030 | 1,114 | 1,180 | 1,180 |
|      |                                       | number in quarter | 433   | 486   | 464   | 354   |       | 253   | 352   | 296   | 243   |       | 354   | 137   | 380   | 309   |       |

**AIM 1 : PREVENTION and PROTECTION***Inform and educate London's communities*

| H8    |   |         | Apr    | May    | Jun    | Jul    | Aug    | Sep    | Oct    | Nov    | Dec    | Jan    | Feb    | Mar    | target |
|-------|---|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| HoFSt | Home fire safety visits (HFSVs) by LFB staff rolling 12 month | 2017/18 | 85,152 | 84,712 | 84,553 | 85,132 | 84,875 | 84,501 | 84,523 | 84,145 | 83,922 | 83,504 | 83,540 | 83,344 | 73,000 |
|       |   | 2018/19 | 83,033 | 83,349 | 82,904 | 81,689 | 81,486 | 81,043 | 80,562 | 80,567 | 80,615 | 81,048 | 81,522 | 82,150 | 74,000 |
|       |   | 2019/20 | 82,129 | 81,612 | 81,557 | 81,639 | 81,240 | 81,252 | 81,512 | 81,262 | 81,133 | 81,133 | 80,788 | 77,110 | 75,000 |
|       |   | 2020/21 | 70,976 | 64,940 | 59,306 | 53,958 | 49,911 | 45,830 | 41,104 | 36,112 | 31,459 | 25,024 | 19,592 | 17,387 | 76,000 |
|       |   | 2021/22 | 17,955 | 18,928 | 20,885 | 22,458 | 23,394 | 24,716 | 26,570 | 28,919 | 30,217 | 31,598 | 33,092 | 35,128 | 76,000 |

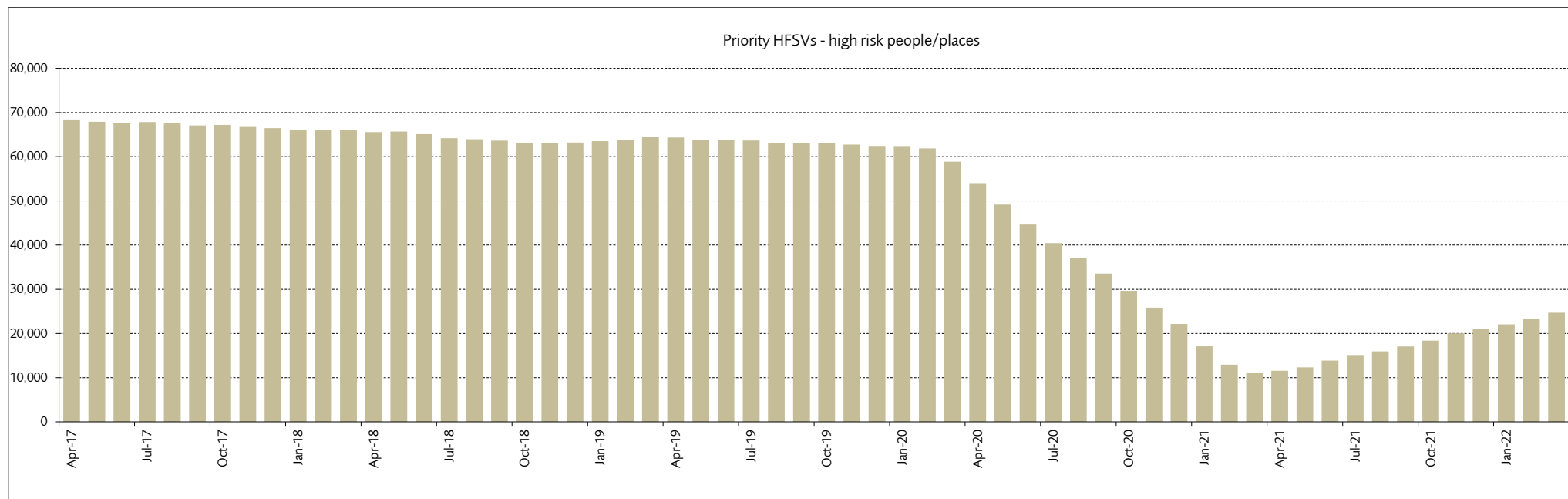


| HoFSt |  |                   | Q1     | Q2     | Q3     | Q4     | 19/20  | Q1     | Q2     | Q3     | Q4     | 20/21  | Q1     | Q2     | Q3     | Q4     | 21/22  |
|-------|--|-------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| H8    | Home fire safety visits (HFSVs) by LFB staff | rolling 12 month  | 81,557 | 81,252 | 81,133 | 77,110 | 77,110 | 59,306 | 45,830 | 31,459 | 17,387 | 17,387 | 20,885 | 24,716 | 30,217 | 35,128 | 35,128 |
|       |  | number in quarter | 20,738 | 19,991 | 19,772 | 16,609 |        | 2,934  | 6,515  | 5,401  | 2,537  |        | 6,432  | 10,346 | 10,902 | 7,448  |        |

Note: Data between December 2017 and September 2019 includes HFSVs carried out as part of Fire Safe and Well visits

**AIM 1 : PREVENTION and PROTECTION***Inform and educate London's communities*

|       | CX5   |         | Apr    | May    | Jun    | Jul    | Aug    | Sep    | Oct    | Nov    | Dec    | Jan    | Feb    | Mar    |
|-------|---|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| HoFSt | Priority HFSVs - high risk people/places rolling 12 month | 2017/18 | 68,424 | 67,900 | 67,698 | 67,844 | 67,542 | 67,072 | 67,190 | 66,723 | 66,460 | 66,060 | 66,138 | 65,965 |
|       |   | 2018/19 | 65,574 | 65,678 | 65,121 | 64,181 | 63,943 | 63,636 | 63,139 | 63,114 | 63,213 | 63,515 | 63,809 | 64,397 |
|       |   | 2019/20 | 64,339 | 63,845 | 63,695 | 63,672 | 63,138 | 63,020 | 63,169 | 62,728 | 62,435 | 62,408 | 61,877 | 58,872 |
|       |   | 2020/21 | 54,018 | 49,151 | 44,637 | 40,442 | 37,068 | 33,559 | 29,644 | 25,857 | 22,165 | 17,083 | 12,947 | 11,149 |
|       |   | 2021/22 | 11,573 | 12,331 | 13,867 | 15,107 | 15,950 | 17,072 | 18,385 | 20,041 | 21,053 | 22,059 | 23,254 | 24,712 |



| HoFSt |  |                   | Q1     | Q2     | Q3     | Q4     | 19/20  | Q1     | Q2     | Q3     | Q4     | 20/21  | Q1     | Q2     | Q3     | Q4     | 21/22  |
|-------|--|-------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| CX5   | Priority HFSVs - high risk people/places | rolling 12 month  | 63,695 | 63,020 | 62,435 | 58,872 | 58,872 | 44,637 | 33,559 | 22,165 | 11,149 | 11,149 | 13,867 | 17,072 | 21,053 | 24,712 | 24,712 |
|       |  | number in quarter | 16,070 | 15,210 | 14,977 | 12,615 |        | 1,835  | 4,132  | 3,583  | 1,599  |        | 4,553  | 7,337  | 7,564  | 5,258  |        |

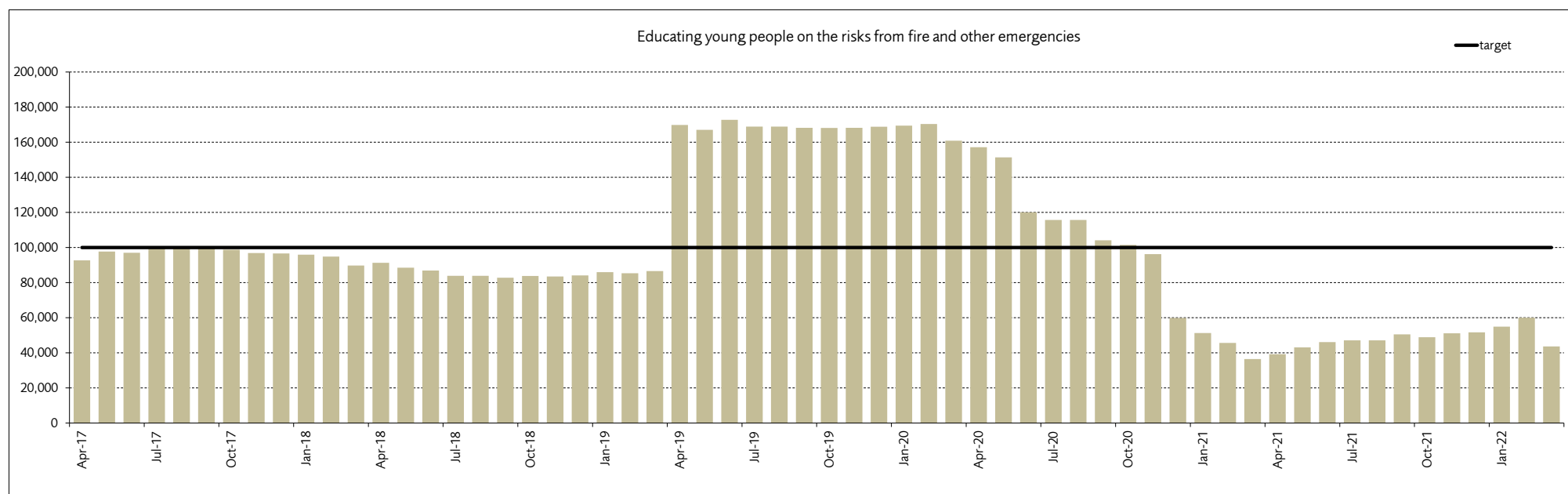


Corporate Performance Digest - Q4 2021/22

**AIM 1 : PREVENTION and PROTECTION**

*Inform and educate London's communities*

| H9   |   |   | Apr     | May     | Jun     | Jul     | Aug     | Sep     | Oct     | Nov     | Dec     | Jan     | Feb     | Mar     | target  |
|------|---|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| HoFS | Educating young people on the risks from fire and other emergencies<br>rolling 12 month | New indicator from 2017/18; original definition included four youth activities*                           |         |         |         |         |         |         |         |         |         |         |         |         |         |
|      |   | 2017/18   | 92,697  | 97,716  | 96,990  | 100,685 | 100,674 | 99,801  | 98,769  | 96,851  | 96,645  | 95,899  | 94,819  | 89,749  | 100,000 |
|      |   | 2018/19   | 91,302  | 88,464  | 86,914  | 83,894  | 83,888  | 82,781  | 83,788  | 83,495  | 84,073  | 85,938  | 85,339  | 86,597  | 100,000 |
|      |   | Indicator definition changed from April 2019 to include three further youth activities (seven in total)** |         |         |         |         |         |         |         |         |         |         |         |         |         |
|      |   | 2019/20   | 169,835 | 167,029 | 172,753 | 168,899 | 168,887 | 168,238 | 168,152 | 168,226 | 168,804 | 169,462 | 170,371 | 160,831 | 100,000 |
|      |   | 2020/21   | 157,153 | 151,343 | 120,118 | 115,686 | 115,672 | 104,099 | 101,483 | 96,213  | 59,827  | 51,238  | 45,608  | 36,460  | 100,000 |
|      |   | 2021/22   | 39,244  | 43,075  | 46,080  | 47,108  | 47,115  | 50,487  | 48,886  | 51,160  | 51,668  | 54,901  | 60,038  | 43,661  | 100,000 |

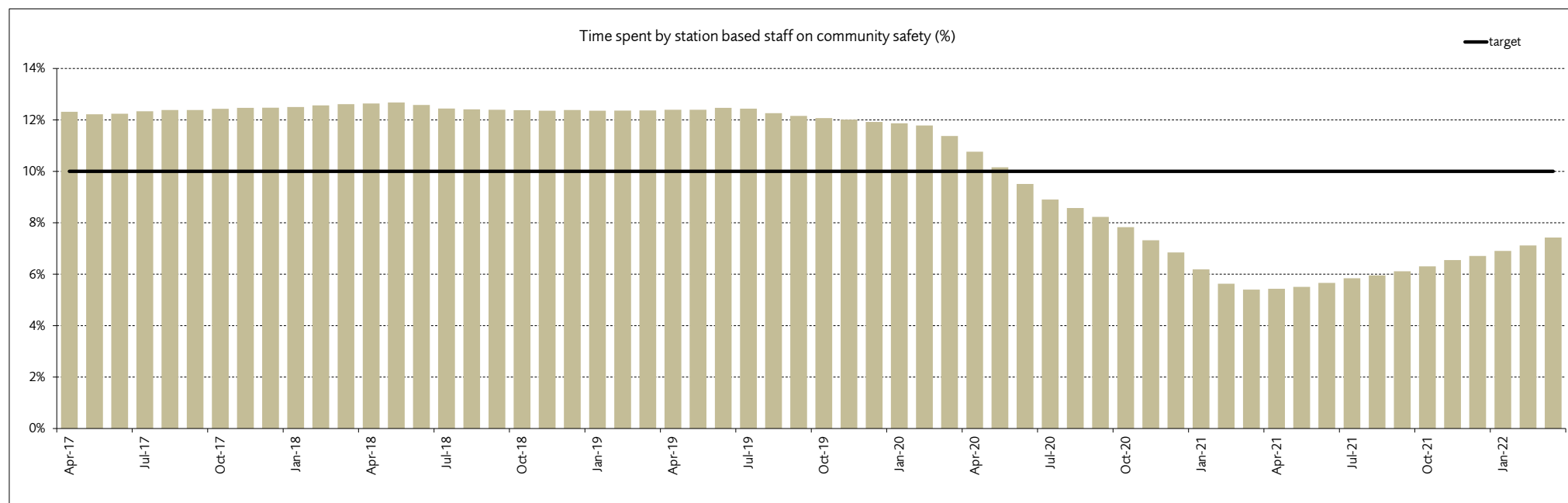


| HoFS |  |                   | Q1      | Q2      | Q3      | Q4      | 19/20   | Q1      | Q2      | Q3     | Q4     | 20/21  | Q1     | Q2     | Q3     | Q4     | 21/22  |
|------|--|-------------------|---------|---------|---------|---------|---------|---------|---------|--------|--------|--------|--------|--------|--------|--------|--------|
| H9   | Educating young people on the risks from fire and other emergencies - original four activities*  | rolling 12 month  |         |         |         |         |         |         |         |        |        |        |        |        |        |        |        |
|      |  | number in quarter |         |         |         |         |         |         |         |        |        |        |        |        |        |        |        |
|      | Educating young people on the risks from fire and other emergencies - revised seven activities** | rolling 12 month  | 172,753 | 168,238 | 168,804 | 160,831 | 160,831 | 120,118 | 104,099 | 59,827 | 36,460 | 36,460 | 46,080 | 50,487 | 51,668 | 43,661 | 43,661 |
|      |  | number in quarter | 40,736  | 18,887  | 56,339  | 44,869  |         | 23      | 2,868   | 12,067 | 21,502 |        | 9,643  | 7,275  | 13,248 | 13,495 |        |

Note: The number for Q4 20/21 included 14,331 Junior Citizens we engaged with virtually

**AIM 1 : PREVENTION and PROTECTION***Inform and educate London's communities*

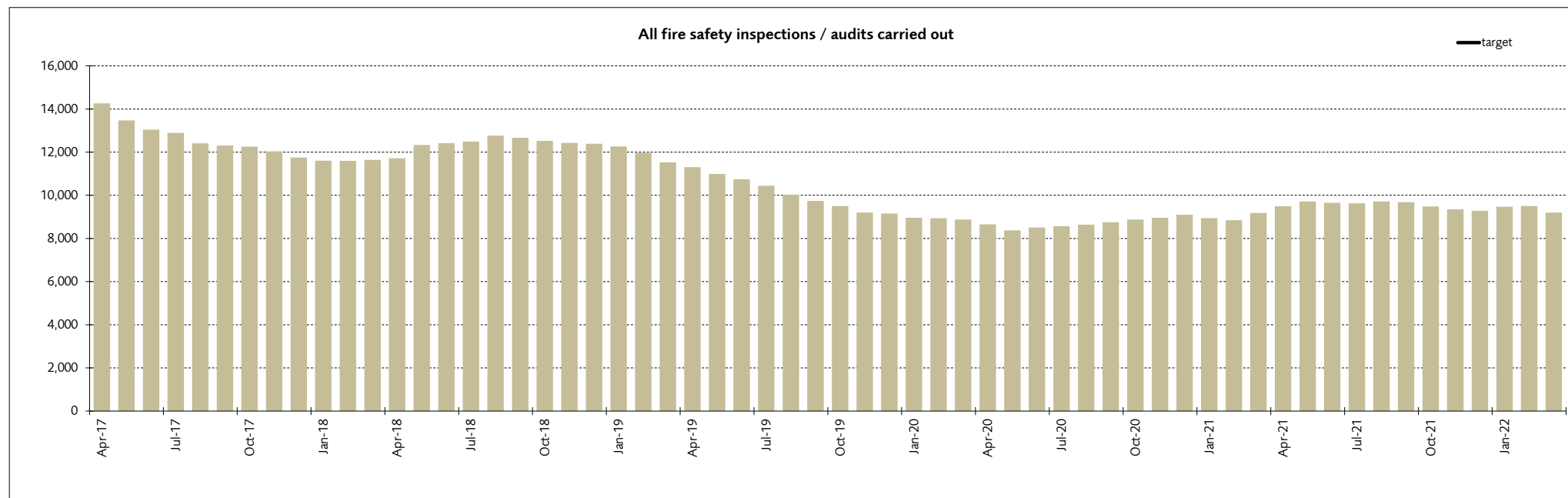
| CO1   |   |         | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | target |
|-------|---|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| HoFSt | Time spent by station staff on community safety (%)<br>rolling 12 month | 2017/18 | 12.3% | 12.2% | 12.2% | 12.3% | 12.4% | 12.4% | 12.4% | 12.5% | 12.5% | 12.5% | 12.6% | 12.6% | 10%    |
|       |   | 2018/19 | 12.6% | 12.7% | 12.6% | 12.4% | 12.4% | 12.4% | 12.4% | 12.4% | 12.4% | 12.4% | 12.4% | 12.4% | 10%    |
|       |   | 2019/20 | 12.4% | 12.4% | 12.5% | 12.4% | 12.3% | 12.2% | 12.1% | 12.0% | 11.9% | 11.9% | 11.8% | 11.4% | 10%    |
|       |   | 2020/21 | 10.8% | 10.2% | 9.5%  | 8.9%  | 8.6%  | 8.2%  | 7.8%  | 7.3%  | 6.8%  | 6.2%  | 5.6%  | 5.4%  | 10%    |
|       |   | 2021/22 | 5.4%  | 5.5%  | 5.7%  | 5.8%  | 6.0%  | 6.1%  | 6.3%  | 6.6%  | 6.7%  | 6.9%  | 7.1%  | 7.4%  | 10%    |



| HoFSt |   |                  | Q1    | Q2    | Q3    | Q4    | 19/20 | Q1   | Q2   | Q3   | Q4   | 20/21 | Q1   | Q2   | Q3   | Q4   | 21/22 |
|-------|---|------------------|-------|-------|-------|-------|-------|------|------|------|------|-------|------|------|------|------|-------|
| CO1   | Time spent by station staff on community safety | rolling 12 month | 12.5% | 12.2% | 11.9% | 11.4% | 11.4% | 9.5% | 8.2% | 6.8% | 5.4% | 5.4%  | 5.7% | 6.1% | 6.7% | 7.4% | 7.4%  |
|       |   | % in quarter     | 13.0% | 11.4% | 11.2% | 10.0% |       | 5.2% | 6.2% | 5.8% | 4.4% |       | 6.2% | 8.1% | 8.2% | 7.3% |       |

**AIM 1 : PREVENTION and PROTECTION***Influence and regulate the built environment*

| H10  |   |         | Apr    | May    | Jun    | Jul    | Aug    | Sep    | Oct    | Nov    | Dec    | Jan    | Feb    | Mar    | target |
|------|---|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| HoFS | All fire safety inspections / audits carried out rolling 12 month | 2017/18 | 14,259 | 13,472 | 13,043 | 12,891 | 12,407 | 12,309 | 12,256 | 12,035 | 11,751 | 11,606 | 11,601 | 11,645 | -      |
|      |   | 2018/19 | 11,719 | 12,333 | 12,415 | 12,487 | 12,769 | 12,665 | 12,520 | 12,430 | 12,387 | 12,264 | 11,969 | 11,527 | -      |
|      |   | 2019/20 | 11,303 | 10,989 | 10,745 | 10,443 | 10,031 | 9,742  | 9,498  | 9,202  | 9,152  | 8,960  | 8,935  | 8,879  | -      |
|      |   | 2020/21 | 8,652  | 8,375  | 8,506  | 8,563  | 8,640  | 8,756  | 8,879  | 8,960  | 9,098  | 8,944  | 8,845  | 9,182  | -      |
|      |   | 2021/22 | 9,497  | 9,712  | 9,651  | 9,629  | 9,711  | 9,685  | 9,482  | 9,347  | 9,279  | 9,469  | 9,503  | 9,202  | -      |



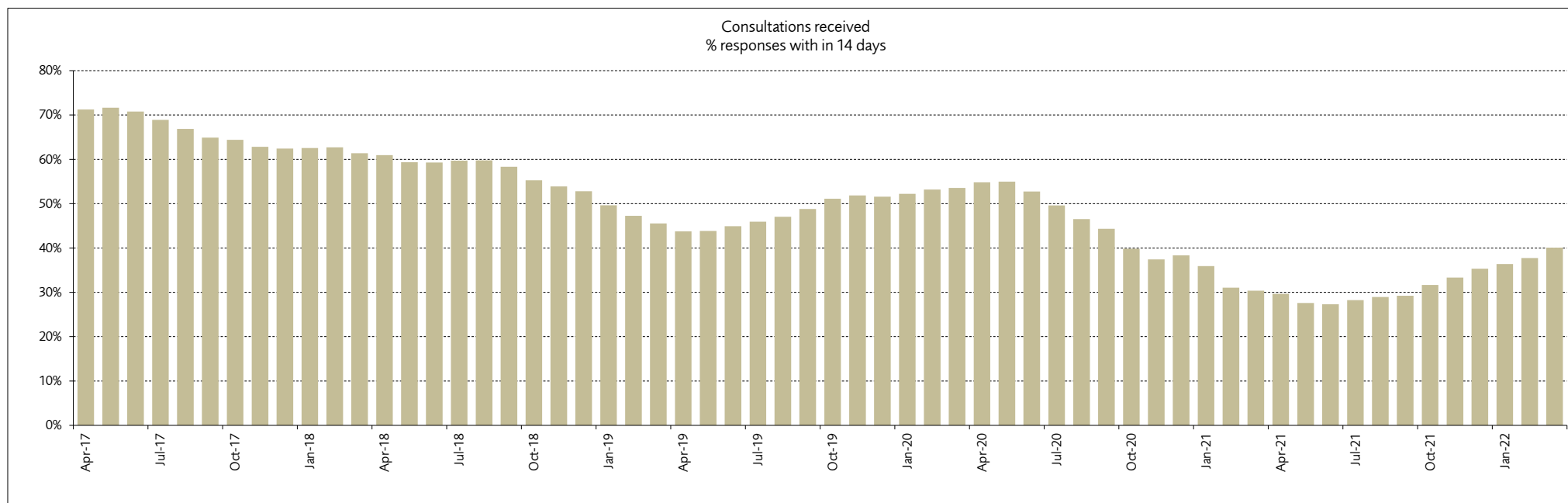
| HoFS |  |                   | Q1     | Q2    | Q3    | Q4    | 19/20        | Q1    | Q2    | Q3    | Q4    | 20/21        | Q1    | Q2    | Q3    | Q4    | 21/22        |
|------|--|-------------------|--------|-------|-------|-------|--------------|-------|-------|-------|-------|--------------|-------|-------|-------|-------|--------------|
| H10  | All fire safety inspections / audits carried out | rolling 12 month  | 10,745 | 9,742 | 9,152 | 8,879 | <b>8,879</b> | 8,506 | 8,756 | 9,098 | 9,182 | <b>9,182</b> | 9,651 | 9,685 | 9,279 | 9,202 | <b>9,202</b> |
|      |  | number in quarter | 2,407  | 2,220 | 2,075 | 2,177 |              | 2,034 | 2,470 | 2,417 | 2,261 |              | 2,503 | 2,504 | 2,011 | 2,184 |              |

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**AIM 1 : PREVENTION and PROTECTION**

*Influence and regulate the built environment*

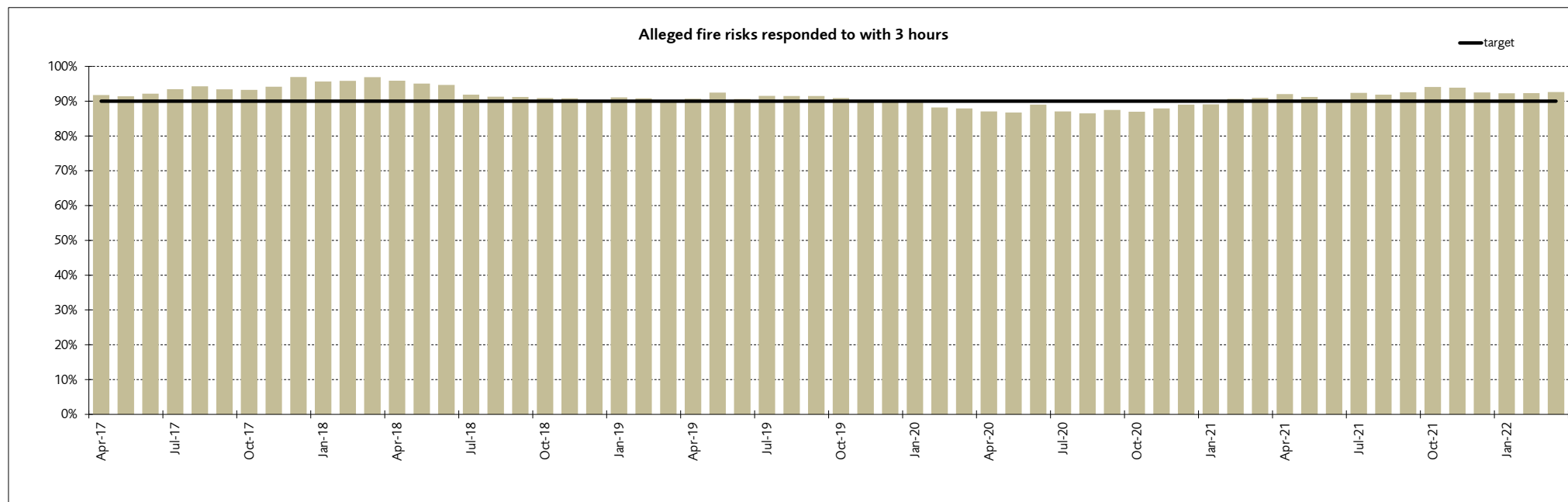
|      | IP7   |         | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | target |
|------|---|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| HoFS | <b>Consultations received</b><br>% responses with in 14 days<br><i>rolling 12 month</i> | 2017/18 | 71.2% | 71.7% | 70.8% | 68.9% | 66.9% | 64.9% | 64.4% | 62.8% | 62.4% | 62.6% | 62.7% | 61.4% | up     |
|      |   | 2018/19 | 61.0% | 59.3% | 59.3% | 59.7% | 59.8% | 58.3% | 55.3% | 53.9% | 52.8% | 49.6% | 47.3% | 45.5% | up     |
|      |   | 2019/20 | 43.7% | 43.9% | 44.9% | 45.9% | 47.0% | 48.8% | 51.1% | 51.9% | 51.6% | 52.2% | 53.2% | 53.5% | up     |
|      |   | 2020/21 | 54.8% | 55.0% | 52.8% | 49.6% | 46.5% | 44.3% | 39.8% | 37.4% | 38.3% | 35.9% | 31.0% | 30.4% | up     |
|      |   | 2021/22 | 29.7% | 27.6% | 27.3% | 28.2% | 29.0% | 29.2% | 31.7% | 33.3% | 35.3% | 36.4% | 37.7% | 40.1% | up     |



| HoFS |  |                   | Q1    | Q2    | Q3    | Q4    | 19/20 | Q1    | Q2    | Q3    | Q4    | 20/21 | Q1    | Q2    | Q3    | Q4    | 21/22 |
|------|--|-------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| IP7  | Consultations received<br>% responses within 14 days | rolling 12 month  | 44.9% | 48.8% | 51.6% | 53.5% | 53.5% | 52.8% | 44.3% | 38.3% | 30.4% | 30.4% | 27.3% | 29.2% | 35.3% | 40.1% | 40.1% |
|      |  | number in quarter | 53.6% | 65.9% | 47.8% | 45.2% |       | 42.7% | 28.7% | 19.3% | 32.8% |       | 30.5% | 37.4% | 41.3% | 60.3% |       |

**AIM 1 : PREVENTION and PROTECTION***Influence and regulate the built environment*

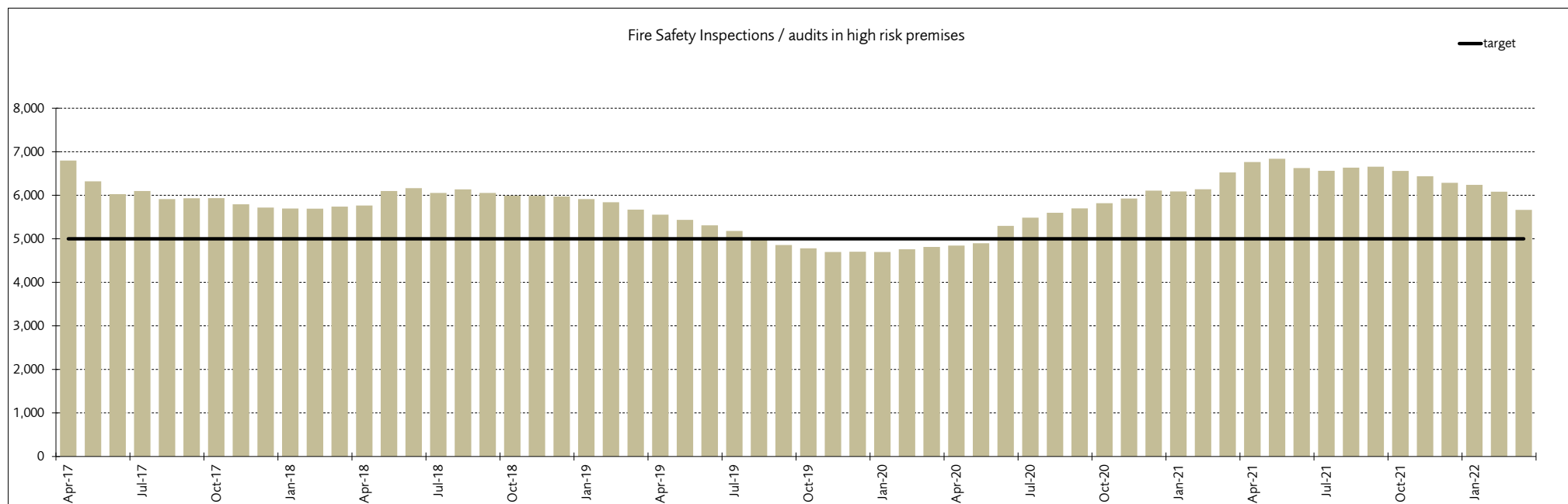
| CO2  |   |         | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | target |
|------|---|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| HoFS | Alleged fire risks responded to within 3 hours rolling 12 month | 2017/18 | 91.8% | 91.4% | 92.2% | 93.5% | 94.3% | 93.4% | 93.3% | 94.2% | 96.9% | 95.7% | 95.8% | 96.9% | 90%    |
|      |   | 2018/19 | 95.9% | 95.0% | 94.7% | 91.9% | 91.3% | 91.2% | 90.9% | 90.8% | 89.8% | 91.1% | 90.8% | 90.1% | 90%    |
|      |   | 2019/20 | 90.7% | 92.5% | 90.6% | 91.5% | 91.5% | 91.5% | 90.9% | 90.0% | 90.2% | 89.6% | 88.2% | 87.9% | 90%    |
|      |   | 2020/21 | 87.1% | 86.7% | 89.0% | 87.1% | 86.5% | 87.5% | 87.0% | 87.9% | 89.0% | 89.1% | 90.7% | 91.0% | 90%    |
|      |   | 2021/22 | 92.0% | 91.2% | 89.7% | 92.4% | 91.9% | 92.5% | 94.1% | 93.9% | 92.5% | 92.3% | 92.3% | 92.6% | 90%    |



| HoFS |  |                   | Q1    | Q2    | Q3    | Q4    | 19/20 | Q1    | Q2    | Q3    | Q4    | 20/21 | Q1    | Q2    | Q3    | Q4    | 21/22 |
|------|--|-------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CO2  | Alleged fire risks responded to within 3 hours | rolling 12 month  | 90.6% | 91.5% | 90.2% | 87.9% | 87.9% | 89.0% | 87.5% | 89.0% | 91.0% | 91.0% | 89.7% | 92.5% | 92.5% | 92.6% | 92.6% |
|      |  | number in quarter | 91.7% | 87.0% | 87.0% | 77.8% |       | 96.3% | 82.8% | 92.3% | 93.1% |       | 90.5% | 94.6% | 92.3% | 93.8% |       |

**AIM 1 : PREVENTION and PROTECTION***Influence and regulate the built environment*

| CX6  |   |         | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | target |
|------|---|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| HoFS | Fire safety inspections / audits in high risk premises rolling 12 month | 2017/18 | 6,796 | 6,319 | 6,024 | 6,096 | 5,911 | 5,932 | 5,935 | 5,792 | 5,717 | 5,695 | 5,691 | 5,738 | 5,000  |
|      |   | 2018/19 | 5,764 | 6,098 | 6,163 | 6,054 | 6,135 | 6,052 | 5,990 | 5,988 | 5,972 | 5,911 | 5,839 | 5,671 | 5,000  |
|      |   | 2019/20 | 5,553 | 5,435 | 5,308 | 5,180 | 4,999 | 4,857 | 4,781 | 4,697 | 4,704 | 4,698 | 4,761 | 4,813 | 5,000  |
|      |   | 2020/21 | 4,845 | 4,897 | 5,296 | 5,485 | 5,599 | 5,698 | 5,817 | 5,925 | 6,108 | 6,088 | 6,137 | 6,523 | 5,000  |
|      |   | 2021/22 | 6,762 | 6,839 | 6,624 | 6,562 | 6,633 | 6,657 | 6,560 | 6,437 | 6,285 | 6,239 | 6,082 | 5,664 | 5,000  |

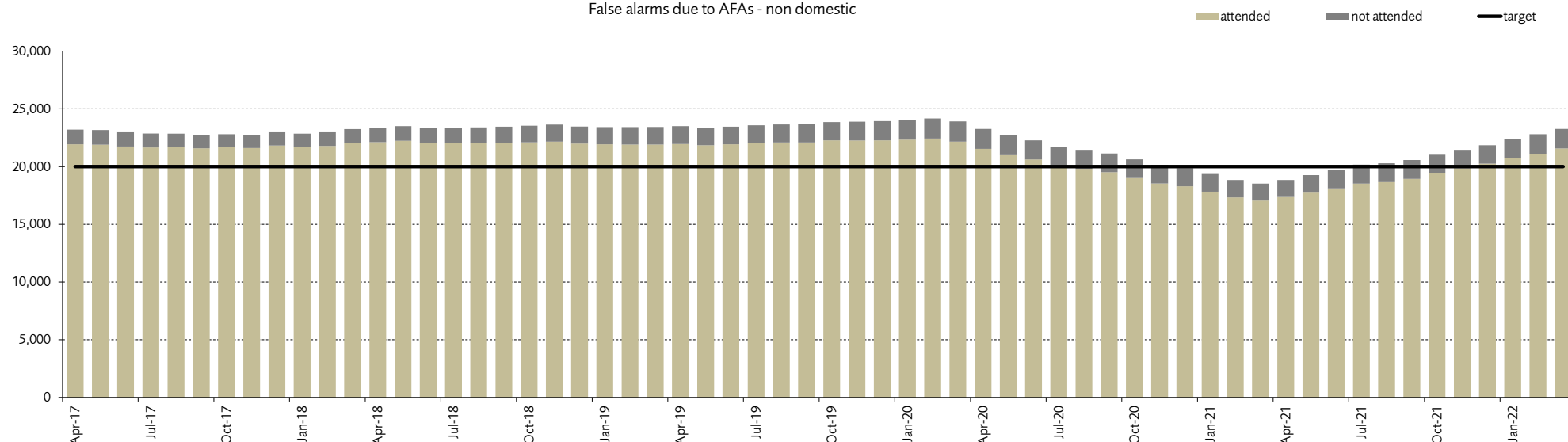


| HoFS |  |                   | Q1    | Q2    | Q3    | Q4    | 19/20 | Q1    | Q2    | Q3    | Q4    | 20/21 | Q1    | Q2    | Q3    | Q4    | 20/21 |
|------|--|-------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CX6  | Fire safety inspections / audits in high risk premises | rolling 12 month  | 5,308 | 4,857 | 4,704 | 4,813 | 4,813 | 5,296 | 5,698 | 6,108 | 6,523 | 6,523 | 6,624 | 6,657 | 6,285 | 5,664 | 5,664 |
|      |  | number in quarter | 1,205 | 1,176 | 1,108 | 1,324 |       | 1,688 | 1,578 | 1,518 | 1,739 |       | 1,789 | 1,611 | 1,146 | 1,118 |       |

**AIM 1 : PREVENTION and PROTECTION***Influence and regulate the built environment*

| H11  |  |         | Apr    | May    | Jun    | Jul    | Aug    | Sep    | Oct    | Nov    | Dec    | Jan    | Feb    | Mar    | target |
|------|--|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| HoFS | False alarms due to AFAs - non domestic rolling 12 month | 2017/18 | 21,936 | 21,894 | 21,739 | 21,655 | 21,660 | 21,580 | 21,668 | 21,604 | 21,820 | 21,691 | 21,786 | 22,020 | 20,000 |
|      |  | 2018/19 | 22,117 | 22,229 | 22,032 | 22,045 | 22,042 | 22,074 | 22,100 | 22,165 | 21,993 | 21,934 | 21,908 | 21,909 | 20,000 |
|      |  | 2019/20 | 21,950 | 21,851 | 21,929 | 22,042 | 22,084 | 22,088 | 22,263 | 22,252 | 22,266 | 22,330 | 22,424 | 22,156 | 20,000 |
|      |  | 2020/21 | 21,536 | 20,990 | 20,616 | 20,066 | 19,807 | 19,513 | 19,009 | 18,542 | 18,290 | 17,827 | 17,332 | 17,052 | 20,000 |
|      |  | 2021/22 | 17,360 | 17,740 | 18,116 | 18,525 | 18,662 | 18,932 | 19,404 | 19,852 | 20,249 | 20,720 | 21,104 | 21,567 | 20,000 |

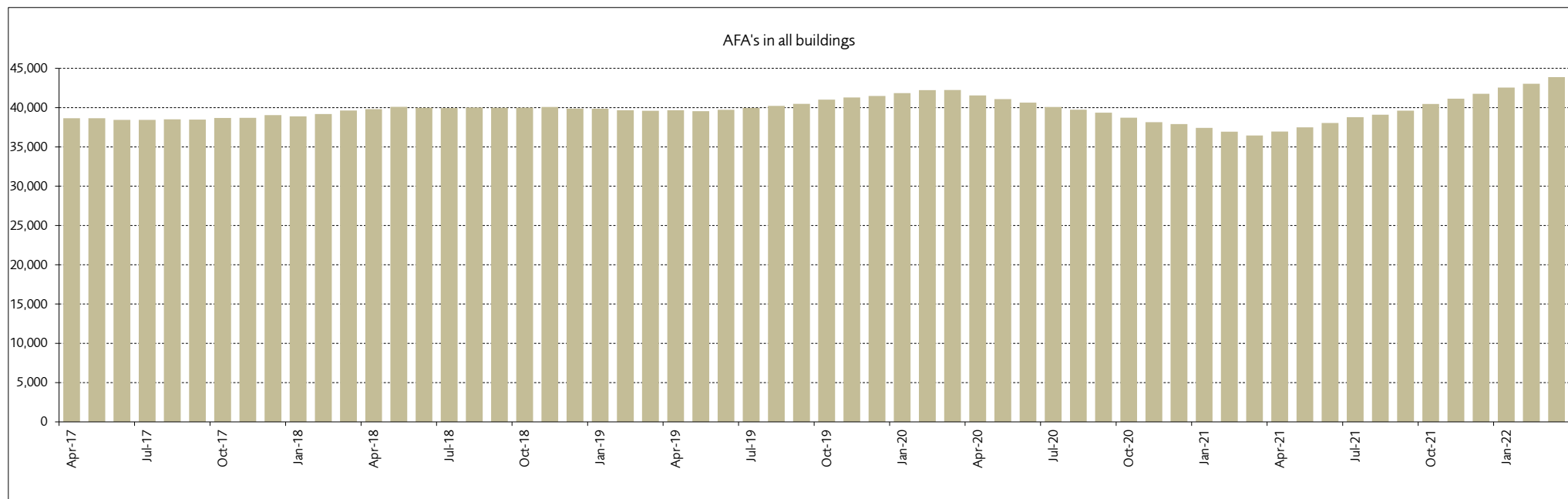
False alarms due to AFAs - non domestic



| HoFS |   |                                   | Q1     | Q2     | Q3     | Q4     | 19/20  | Q1     | Q2     | Q3     | Q4     | 20/21  | Q1     | Q2     | Q3     | Q4     | 21/22  |
|------|---|-----------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| H11  | False alarms due to AFAs - non domestic | rolling 12 month                  | 21,929 | 22,088 | 22,266 | 22,156 | 22,156 | 20,616 | 19,513 | 18,290 | 17,052 | 17,052 | 18,116 | 18,932 | 20,249 | 21,567 | 21,567 |
|      |   | per 1,000 non domestic properties | 76.89  | 77.45  | 78.08  | 77.69  | 77.69  | 72.29  | 68.42  | 64.13  | 59.79  | 59.79  | 63.52  | 66.39  | 71.00  | 75.63  | 75.63  |
|      |   | number in quarter                 | 5,233  | 5,825  | 5,924  | 5,174  |        | 3,693  | 4,722  | 4,701  | 3,936  |        | 4,757  | 5,538  | 6,018  | 5,254  |        |

**AIM 1 : PREVENTION and PROTECTION***Influence and regulate the built environment*

| CX7  |  |         | Apr    | May    | Jun    | Jul    | Aug    | Sep    | Oct    | Nov    | Dec    | Jan    | Feb    | Mar    |
|------|--|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| HoFS | AFA's in all buildings<br>rolling 12 month | 2017/18 | 38,640 | 38,652 | 38,445 | 38,434 | 38,500 | 38,467 | 38,676 | 38,700 | 39,048 | 38,895 | 39,188 | 39,626 |
|      |  | 2018/19 | 39,811 | 40,102 | 39,971 | 39,950 | 40,004 | 39,979 | 39,993 | 40,078 | 39,865 | 39,853 | 39,664 | 39,590 |
|      |  | 2019/20 | 39,660 | 39,538 | 39,719 | 39,954 | 40,224 | 40,485 | 41,013 | 41,283 | 41,480 | 41,847 | 42,219 | 42,233 |
|      |  | 2020/21 | 41,557 | 41,083 | 40,628 | 40,088 | 39,736 | 39,360 | 38,722 | 38,139 | 37,909 | 37,417 | 36,927 | 36,455 |
|      |  | 2021/22 | 36,949 | 37,492 | 38,035 | 38,785 | 39,094 | 39,610 | 40,468 | 41,131 | 41,764 | 42,551 | 43,042 | 43,886 |



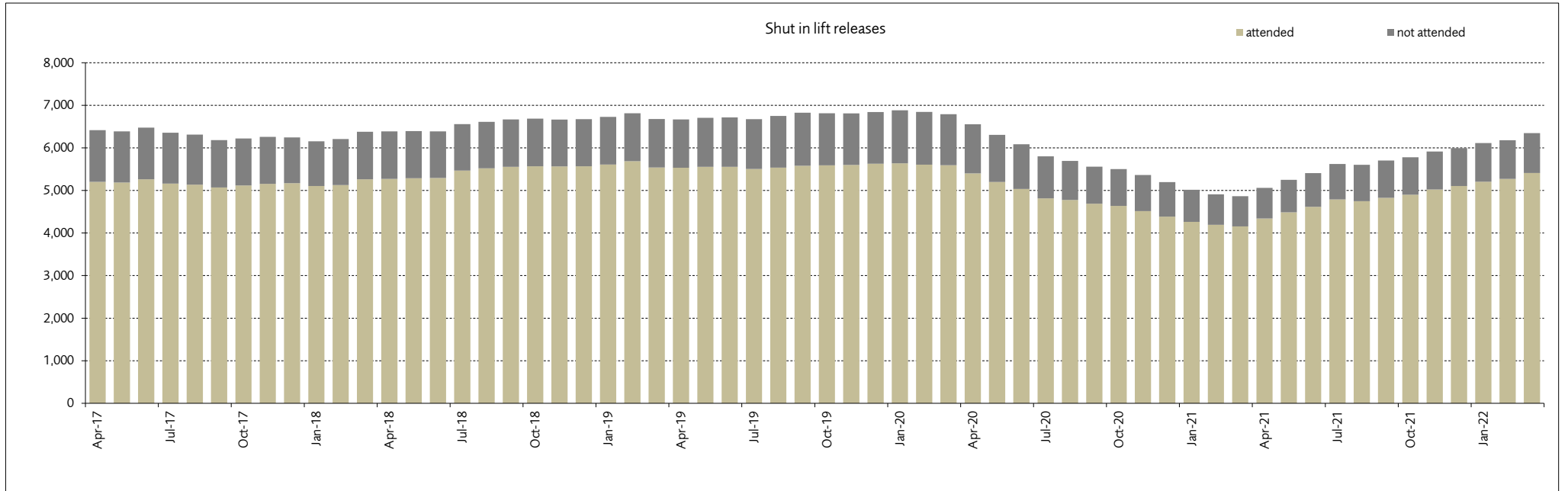


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**AIM 1 : PREVENTION and PROTECTION**

*Influence and regulate the built environment*

|       | IP8                                       |         | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | target |
|-------|---|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| HoFSt | Shut in lift releases<br>rolling 12 month | 2017/18 | 5,202 | 5,186 | 5,261 | 5,161 | 5,135 | 5,070 | 5,118 | 5,155 | 5,172 | 5,104 | 5,128 | 5,263 | down   |
|       |   | 2018/19 | 5,271 | 5,288 | 5,294 | 5,468 | 5,521 | 5,557 | 5,569 | 5,564 | 5,567 | 5,609 | 5,687 | 5,540 | down   |
|       |   | 2019/20 | 5,533 | 5,557 | 5,554 | 5,504 | 5,536 | 5,582 | 5,590 | 5,601 | 5,627 | 5,638 | 5,605 | 5,594 | down   |
|       |   | 2020/21 | 5,401 | 5,199 | 5,035 | 4,815 | 4,778 | 4,687 | 4,639 | 4,515 | 4,385 | 4,263 | 4,194 | 4,154 | down   |
|       |   | 2021/22 | 4,340 | 4,487 | 4,615 | 4,788 | 4,749 | 4,827 | 4,900 | 5,022 | 5,104 | 5,204 | 5,271 | 5,410 | down   |



| HoFSt |                       |                   | Q1    | Q2    | Q3    | Q4    | 19/20 | Q1    | Q2    | Q3    | Q4    | 20/21 | Q1    | Q2    | Q3    | Q4    | 21/22 |
|-------|-----------------------|-------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| IP8   | Shut in lift releases | rolling 12 month  | 5,554 | 5,582 | 5,627 | 5,594 | 5,594 | 5,035 | 4,687 | 4,385 | 4,154 | 4,154 | 4,615 | 4,827 | 5,104 | 5,410 | 5,410 |
|       |                       | number in quarter | 1,406 | 1,550 | 1,423 | 1,215 |       | 847   | 1,202 | 1,121 | 984   |       | 1,308 | 1,414 | 1,398 | 1,290 |       |



## Aim 2 – RESPONSE and RESILIENCE

The London Safety Plan sets out our strategic approach to response and what we'll do to continue to improve our operations. We also need to have resilience – to ensure we have the appropriate arrangements in place to respond to emergencies, whilst maintaining our core service provision.

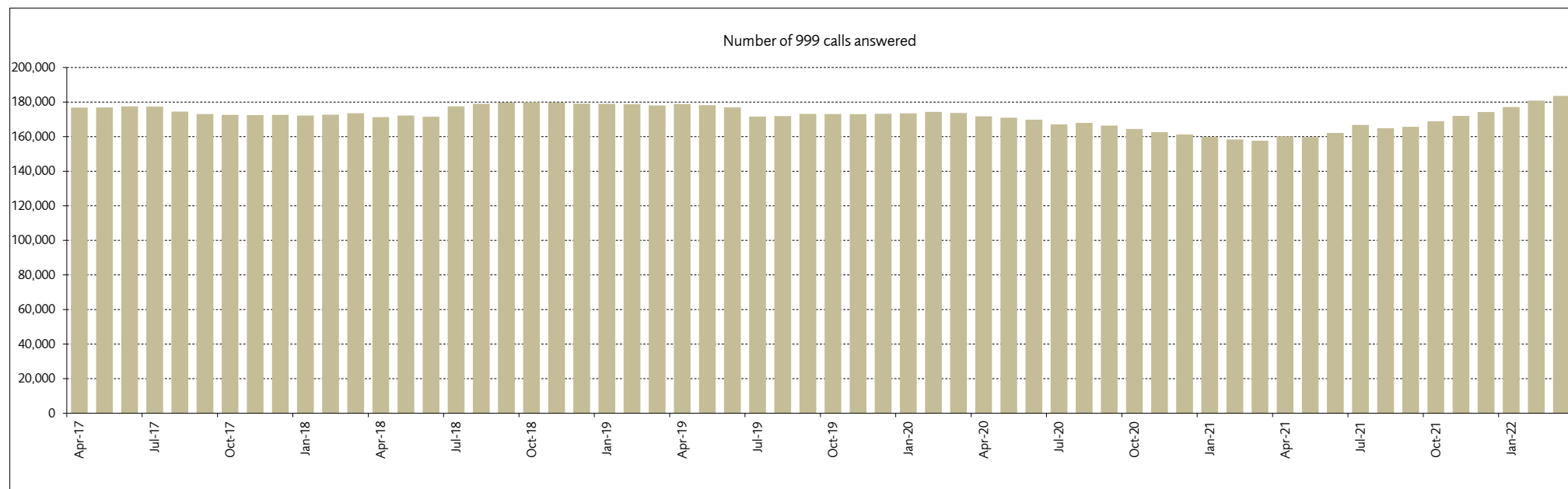
We'll deliver this aim by:

- Planning and preparing for emergencies that may happen and making a high quality, effective and resilient response to them.
- To use our resources in a flexible and efficient way arriving at incidents as quickly as we can.

Our commitments under this aim focus on activities that help deliver a world class operational response service, and by working with our partners to address identified risks, at a local and national level to ensure continuity of service.

**AIM 2 : RESPONSE and RESILIENCE***A response that is high quality, effective and resilient*

|       | CX8A  |         | Apr     | May     | Jun     | Jul     | Aug     | Sep     | Oct     | Nov     | Dec     | Jan     | Feb     | Mar     |
|-------|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| HoCRM | Number of 999 calls answered rolling 12 month | 2017/18 | 176,776 | 176,884 | 177,507 | 177,365 | 174,461 | 173,051 | 172,636 | 172,473 | 172,618 | 172,253 | 172,675 | 173,561 |
|       |   | 2018/19 | 171,313 | 172,235 | 171,538 | 177,474 | 178,996 | 179,692 | 179,900 | 179,735 | 179,033 | 178,960 | 178,731 | 178,073 |
|       |   | 2019/20 | 178,841 | 178,229 | 176,943 | 171,571 | 171,911 | 173,141 | 173,086 | 173,003 | 173,250 | 173,503 | 174,325 | 173,690 |
|       |   | 2020/21 | 171,788 | 170,949 | 169,787 | 167,095 | 167,927 | 166,420 | 164,458 | 162,552 | 161,266 | 159,854 | 158,353 | 157,727 |
|       |   | 2021/22 | 160,141 | 159,787 | 162,129 | 166,822 | 164,850 | 165,666 | 168,909 | 171,996 | 174,238 | 177,121 | 180,854 | 183,580 |

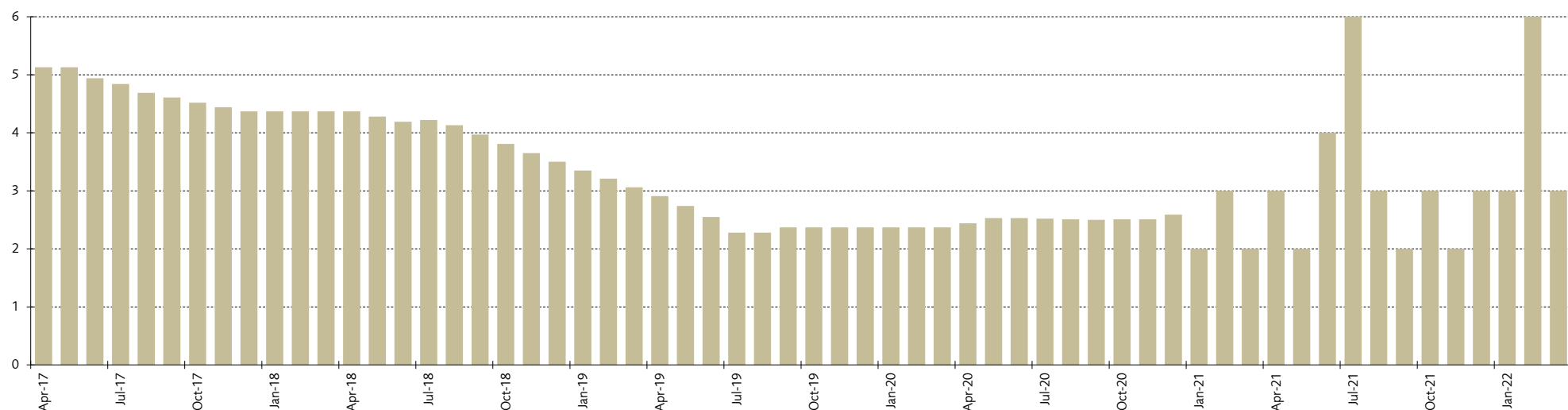


| HoCRM |                              |                   | Q1      | Q2      | Q3      | Q4      | 19/20   | Q1      | Q2      | Q3      | Q4      | 20/21   | Q1      | Q2      | Q3      | Q4      | 21/22   |
|-------|------------------------------|-------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| CX8A  | Number of 999 calls answered | rolling 12 month  | 176,943 | 173,141 | 173,250 | 173,690 | 173,690 | 169,787 | 166,420 | 161,266 | 157,727 | 157,727 | 162,129 | 165,666 | 174,238 | 183,580 | 183,580 |
|       |                              | number in quarter | 44,130  | 48,812  | 42,038  | 38,710  |         | 40,227  | 45,445  | 36,884  | 35,171  |         | 44,629  | 48,982  | 45,456  | 44,513  |         |

**AIM 2 : RESPONSE and RESILIENCE***A response that is high quality, effective and resilient*

|       | CX8B   |         | Apr  | May  | Jun  | Jul  | Aug  | Sep  | Oct  | Nov  | Dec  | Jan  | Feb  | Mar  |
|-------|--|---------|------|------|------|------|------|------|------|------|------|------|------|------|
| HoCRM | Average time to answer an emergency (999) call (seconds)<br>rolling 12 month | 2017/18 | 5.13 | 5.13 | 4.94 | 4.84 | 4.69 | 4.61 | 4.52 | 4.44 | 4.37 | 4.37 | 4.37 | 4.37 |
|       |  | 2018/19 | 4.37 | 4.28 | 4.19 | 4.22 | 4.13 | 3.97 | 3.81 | 3.65 | 3.50 | 3.35 | 3.21 | 3.06 |
|       |  | 2019/20 | 2.91 | 2.74 | 2.55 | 2.28 | 2.28 | 2.37 | 2.37 | 2.37 | 2.37 | 2.37 | 2.37 | 2.37 |
|       |  | 2020/21 | 2.44 | 2.53 | 2.53 | 2.52 | 2.51 | 2.50 | 2.51 | 2.51 | 2.59 | 2.00 | 3.00 | 2.00 |
|       |  | 2021/22 | 3.00 | 2.00 | 4.00 | 9.00 | 3.00 | 2.00 | 3.00 | 2.00 | 3.00 | 3.00 | 7.00 | 3.00 |

Average time to answer an emergency (999) call (seconds)



| HoCRM |  |                  | Q1   | Q2   | Q3   | Q4   | 19/20 | Q1   | Q2   | Q3   | Q4   | 20/21 | Q1   | Q2   | Q3   | Q4   | 21/22 |
|-------|--|------------------|------|------|------|------|-------|------|------|------|------|-------|------|------|------|------|-------|
| CX8B  | Average time to answer an emergency (999) call (seconds) | rolling 12 month | 2.55 | 2.37 | 2.37 | 2.37 | 2.37  | 2.53 | 2.50 | 2.59 | 2.00 | 2.00  | 4.00 | 2.00 | 3.00 | 3.00 | 3.00  |
|       |  | quarter          | 2.34 | 3.00 | 2.00 | 2.00 |       | 3.00 | 3.00 | 2.33 | 2.33 |       | 3.05 | 5.10 | 2.67 | 4.38 |       |

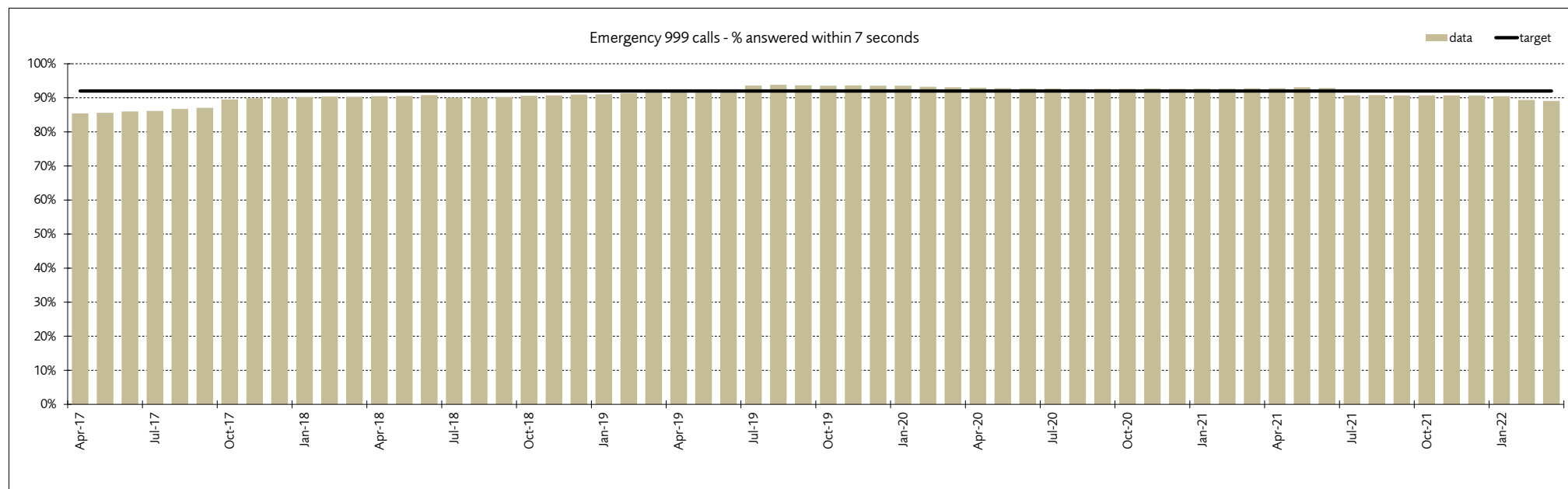
Note: Data for October and up to 16 November (Vison go-live: 17/11/2015) has been estimated, this due to missing data for that period.

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**AIM 2 : RESPONSE and RESILIENCE**

*A response that is high quality, effective and resilient*

|       | CO3   |         | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | target |
|-------|---|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| HoCRM | Emergency 999 calls -<br>% answered within 7<br>seconds<br>rolling 12 month | 2017/18 | 85.4% | 85.6% | 86.0% | 86.2% | 86.7% | 87.1% | 89.5% | 89.9% | 90.1% | 90.3% | 90.4% | 90.3% | 92%    |
|       |   | 2018/19 | 90.5% | 90.5% | 90.8% | 90.0% | 90.1% | 90.3% | 90.6% | 90.7% | 91.0% | 91.0% | 91.3% | 91.7% | 92%    |
|       |   | 2019/20 | 91.8% | 92.1% | 92.4% | 93.6% | 93.8% | 93.7% | 93.5% | 93.7% | 93.6% | 93.5% | 93.3% | 93.1% | 92%    |
|       |   | 2020/21 | 93.0% | 92.8% | 92.7% | 92.7% | 92.5% | 92.6% | 92.6% | 92.7% | 92.6% | 92.6% | 92.6% | 92.8% | 92%    |
|       |   | 2021/22 | 92.8% | 93.1% | 92.9% | 90.7% | 90.8% | 90.7% | 90.7% | 90.7% | 90.7% | 90.5% | 89.4% | 89.1% | 92%    |

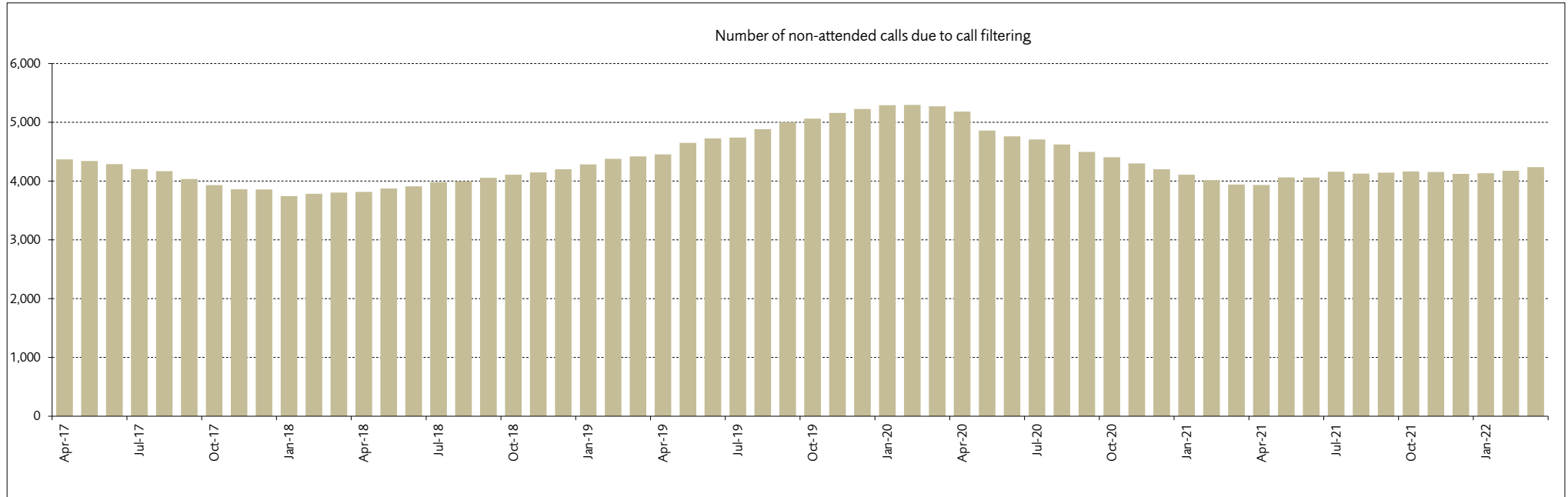


| HoCRM |   |                  | Q1    | Q2    | Q3    | Q4    | 19/20 | Q1    | Q2    | Q3    | Q4    | 20/21 | Q1    | Q2    | Q3    | Q4    | 21/22 |
|-------|---|------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CO3   | Emergency 999 calls -<br>% answered within 7<br>seconds | rolling 12 month | 92.4% | 93.7% | 93.6% | 93.1% | 93.1% | 92.7% | 92.6% | 92.6% | 92.8% | 92.8% | 92.9% | 90.7% | 90.7% | 89.1% | 89.1% |
|       |   | % in quarter     | 93.0% | 91.9% | 94.1% | 93.7% |       | 91.5% | 91.2% | 94.2% | 94.5% |       | 92.1% | 84.3% | 93.4% | 87.2% |       |

Note: Data for October and up to 16 November (Vison go-live: 17/11/2015) has been estimated, this due to missing data for that period.

**AIM 2 : RESPONSE and RESILIENCE***A response that is high quality, effective and resilient*

| IP9   |   |         | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | target |
|-------|---|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| HoCRM | Number of non-attended calls due to call filtering rolling 12 month | 2017/18 | 4,369 | 4,341 | 4,289 | 4,204 | 4,168 | 4,036 | 3,931 | 3,859 | 3,857 | 3,745 | 3,784 | 3,804 | up     |
|       |   | 2018/19 | 3,816 | 3,875 | 3,910 | 3,982 | 3,995 | 4,056 | 4,109 | 4,148 | 4,201 | 4,283 | 4,379 | 4,420 | up     |
|       |   | 2019/20 | 4,454 | 4,650 | 4,727 | 4,740 | 4,884 | 5,004 | 5,062 | 5,159 | 5,227 | 5,291 | 5,295 | 5,272 | up     |
|       |   | 2020/21 | 5,182 | 4,859 | 4,762 | 4,708 | 4,622 | 4,497 | 4,407 | 4,300 | 4,201 | 4,110 | 4,016 | 3,940 | up     |
|       |   | 2021/22 | 3,933 | 4,062 | 4,060 | 4,159 | 4,127 | 4,143 | 4,164 | 4,155 | 4,123 | 4,134 | 4,175 | 4,238 | up     |



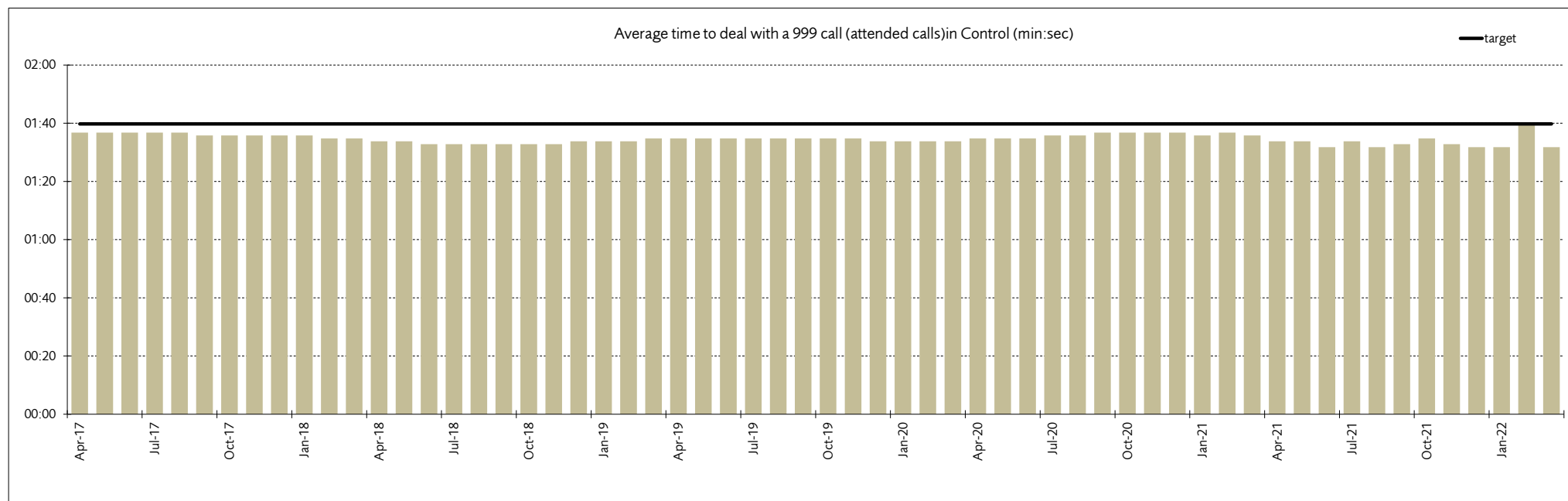
| HoCRM |  |                   | Q1    | Q2    | Q3    | Q4    | 19/20 | Q1    | Q2    | Q3    | Q4    | 20/21 | Q1    | Q2    | Q3    | Q4    | 21/22 |
|-------|--|-------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| IP9   | Number of non-attended calls due to call filtering | rolling 12 month  | 4,727 | 5,004 | 5,227 | 5,272 | 5,272 | 4,762 | 4,497 | 4,201 | 3,940 | 3,940 | 4,060 | 4,143 | 4,123 | 4,238 | 4,238 |
|       |  | number in quarter | 1,416 | 1,319 | 1,343 | 1,194 |       | 906   | 1,054 | 1,047 | 933   |       | 1,026 | 1,137 | 1,027 | 1,048 |       |

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**AIM 2 : RESPONSE and RESILIENCE**

*A response that is high quality, effective and resilient*

|       | H12   |         | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | target |
|-------|---|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| HoCRM | Average time to deal with a 999 call (attended calls) in Control (min:sec) rolling 12 month | 2017/18 | 01:37 | 01:37 | 01:37 | 01:37 | 01:37 | 01:36 | 01:36 | 01:36 | 01:36 | 01:36 | 01:35 | 01:35 | 01:40  |
|       |   | 2018/19 | 01:34 | 01:34 | 01:33 | 01:33 | 01:33 | 01:33 | 01:33 | 01:33 | 01:34 | 01:34 | 01:34 | 01:35 | 01:40  |
|       |   | 2019/20 | 01:35 | 01:35 | 01:35 | 01:35 | 01:35 | 01:35 | 01:35 | 01:35 | 01:34 | 01:34 | 01:34 | 01:34 | 01:40  |
|       |   | 2020/21 | 01:35 | 01:35 | 01:35 | 01:36 | 01:36 | 01:37 | 01:37 | 01:37 | 01:37 | 01:36 | 01:37 | 01:36 | 01:40  |
|       |   | 2021/22 | 01:34 | 01:34 | 01:32 | 01:34 | 01:32 | 01:33 | 01:35 | 01:33 | 01:32 | 01:32 | 01:40 | 01:32 | 01:40  |



| HoCRM |  |                  | Q1    | Q2    | Q3    | Q4    | 19/20 | Q1    | Q2    | Q3    | Q4    | 20/21 | Q1    | Q2    | Q3    | Q4    | 21/22 |
|-------|--|------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| H12   | Av. time to deal with a 999 call (attended calls) in Control (min:sec) | rolling 12 month | 01:35 | 01:35 | 01:34 | 01:34 | 01:34 | 01:35 | 01:37 | 01:37 | 01:36 | 01:36 | 01:32 | 01:33 | 01:32 | 01:32 | 01:32 |
|       |  | quarter          | 01:36 | 01:34 | 01:34 | 01:35 |       | 01:40 | 01:39 | 01:35 | 01:36 |       | 01:33 | 01:33 | 01:33 | 01:35 |       |

Note: Data for call handling has been revised. Examination has shown that data previously reported since go-live of the Vision mobilising system (in November 2015) wrongly included non-attended calls, and none of the data excluded calls with very extended times (e.g. of an hour or more), nor calls which were not treated as an emergency. The rules for the calculation of attendance times have now been applied to call handling data which produces the revised and correct data set in this digest.



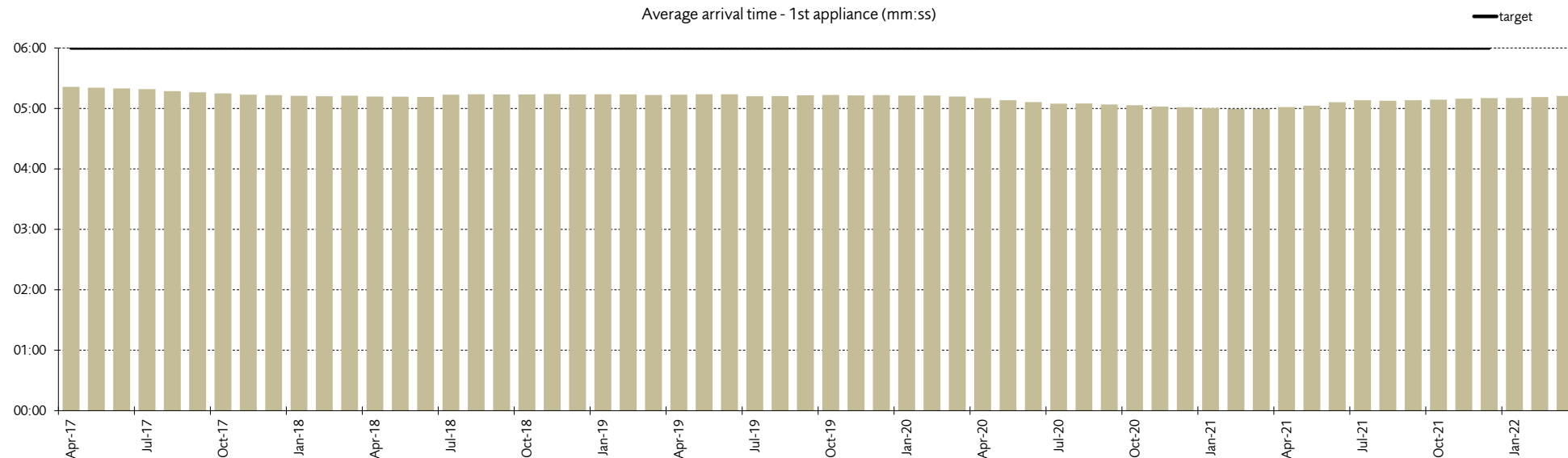
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**AIM 2 : RESPONSE and RESILIENCE**

*A response that is high quality, effective and resilient*

| H13   |  |         | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | target |
|-------|--|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| HoFSt | Average arrival time - 1st appliance (mm:ss)<br>rolling 12 month | 2017/18 | 05:21 | 05:21 | 05:20 | 05:19 | 05:17 | 05:16 | 05:15 | 05:14 | 05:13 | 05:12 | 05:12 | 05:13 | 06:00  |
|       |  | 2018/19 | 05:12 | 05:12 | 05:11 | 05:14 | 05:14 | 05:14 | 05:14 | 05:14 | 05:14 | 05:14 | 05:14 | 05:13 | 06:00  |
|       |  | 2019/20 | 05:14 | 05:14 | 05:14 | 05:12 | 05:12 | 05:13 | 05:13 | 05:13 | 05:13 | 05:13 | 05:13 | 05:12 | 06:00  |
|       |  | 2020/21 | 05:10 | 05:08 | 05:06 | 05:05 | 05:05 | 05:04 | 05:03 | 05:02 | 05:01 | 05:00 | 04:59 | 04:59 | 06:00  |
|       |  | 2021/22 | 05:01 | 05:03 | 05:06 | 05:08 | 05:08 | 05:08 | 05:09 | 05:10 | 05:10 | 05:10 | 05:11 | 05:12 | 06:00  |

Average arrival time - 1st appliance (mm:ss)



| HoFSt |  |                  | Q1    | Q2    | Q3    | Q4    | 19/20 | Q1    | Q2    | Q3    | Q4    | 20/21 | Q1    | Q2    | Q3    | Q4    | 20/21 |
|-------|--|------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| H13   | Average arrival time - 1st appliance (mm:ss) | rolling 12 month | 05:14 | 05:13 | 05:13 | 05:12 | 05:12 | 05:06 | 05:04 | 05:01 | 04:59 | 04:59 | 05:06 | 05:08 | 05:10 | 05:12 | 05:12 |
|       |  | time for quarter | 05:13 | 05:17 | 05:10 | 05:08 |       | 04:48 | 05:07 | 05:03 | 04:58 |       | 05:15 | 05:14 | 05:08 | 05:12 |       |

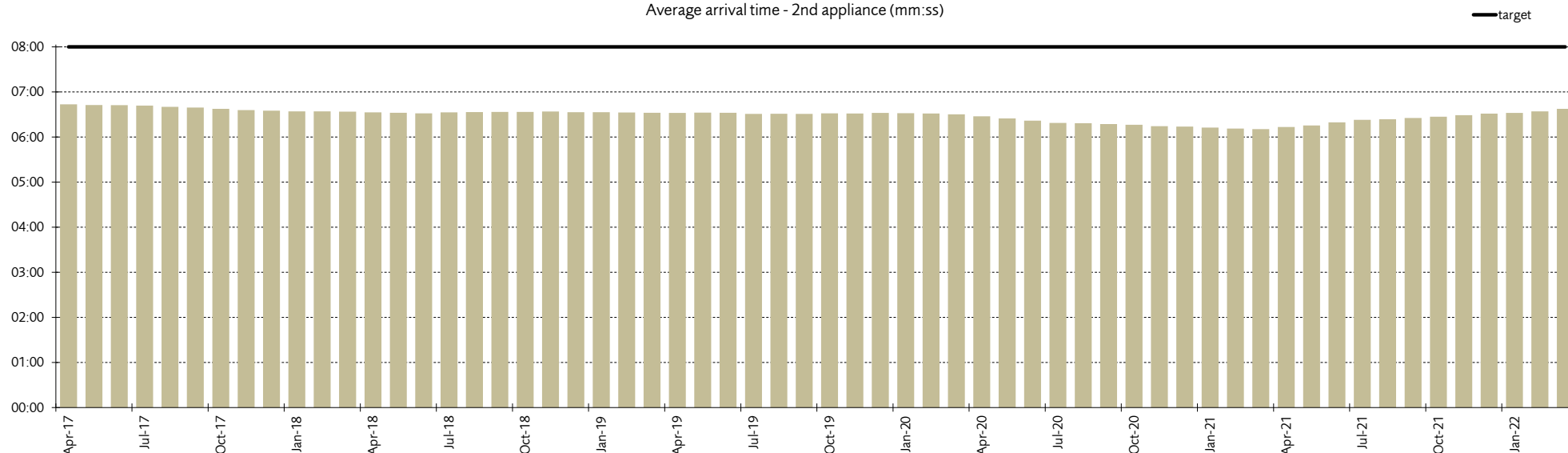
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**AIM 2 : RESPONSE and RESILIENCE**

*A response that is high quality, effective and resilient*

| H14   |  |         | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | target |
|-------|--|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| HoFSt | Average arrival time - 2nd appliance (mm:ss)<br>rolling 12 month | 2017/18 | 06:44 | 06:43 | 06:42 | 06:42 | 06:40 | 06:39 | 06:37 | 06:36 | 06:35 | 06:34 | 06:34 | 06:34 | 08:00  |
|       |  | 2018/19 | 06:33 | 06:32 | 06:32 | 06:33 | 06:33 | 06:33 | 06:33 | 06:34 | 06:33 | 06:33 | 06:33 | 06:32 | 08:00  |
|       |  | 2019/20 | 06:32 | 06:32 | 06:32 | 06:31 | 06:31 | 06:31 | 06:31 | 06:31 | 06:32 | 06:32 | 06:31 | 06:30 | 08:00  |
|       |  | 2020/21 | 06:27 | 06:25 | 06:22 | 06:19 | 06:18 | 06:17 | 06:16 | 06:14 | 06:14 | 06:13 | 06:11 | 06:11 | 08:00  |
|       |  | 2021/22 | 06:13 | 06:15 | 06:20 | 06:23 | 06:24 | 06:25 | 06:27 | 06:29 | 06:31 | 06:32 | 06:34 | 06:38 | 08:00  |

Average arrival time - 2nd appliance (mm:ss)



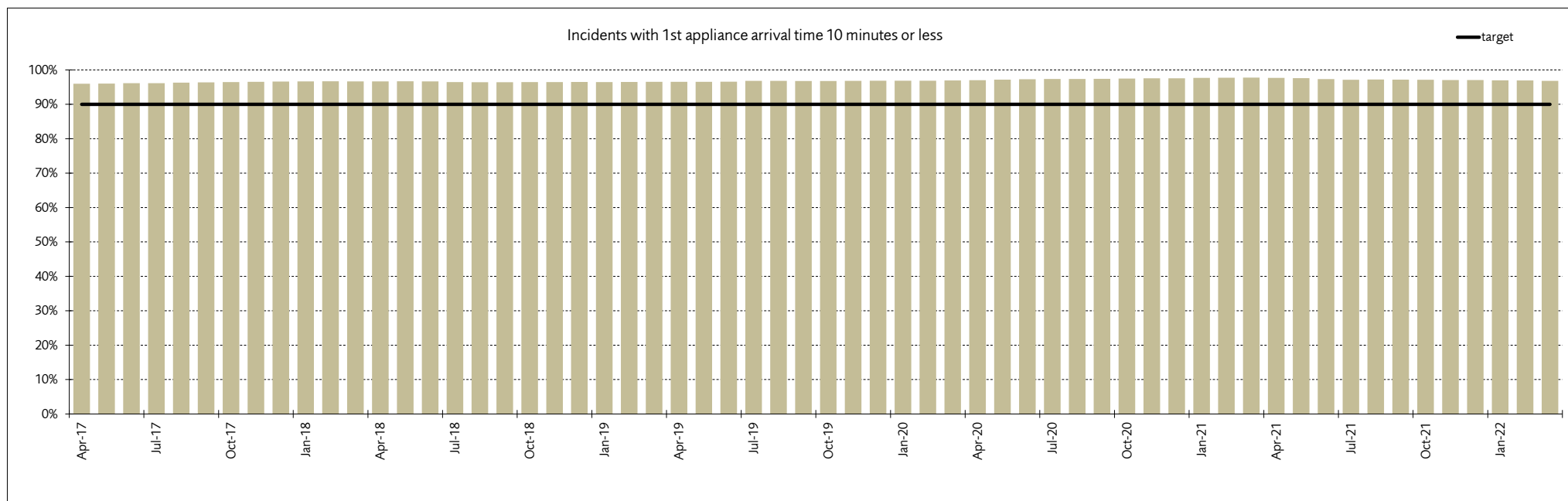
| HoFSt |  |                  | Q1    | Q2    | Q3    | Q4    | 19/20 | Q1    | Q2    | Q3    | Q4    | 20/21 | Q1    | Q2    | Q3    | Q4    | 21/22 |
|-------|--|------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| H14   | Average arrival time - 2nd appliance (mm:ss) | rolling 12 month | 06:32 | 06:31 | 06:32 | 06:30 | 06:30 | 06:22 | 06:17 | 06:14 | 06:11 | 06:11 | 06:20 | 06:25 | 06:31 | 06:38 | 06:38 |
|       |  | time for quarter | 06:28 | 06:38 | 06:29 | 06:24 |       | 05:53 | 06:19 | 06:24 | 06:05 |       | 06:10 | 06:38 | 06:40 | 06:38 |       |

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**AIM 2 : RESPONSE and RESILIENCE**

*A response that is high quality, effective and resilient*

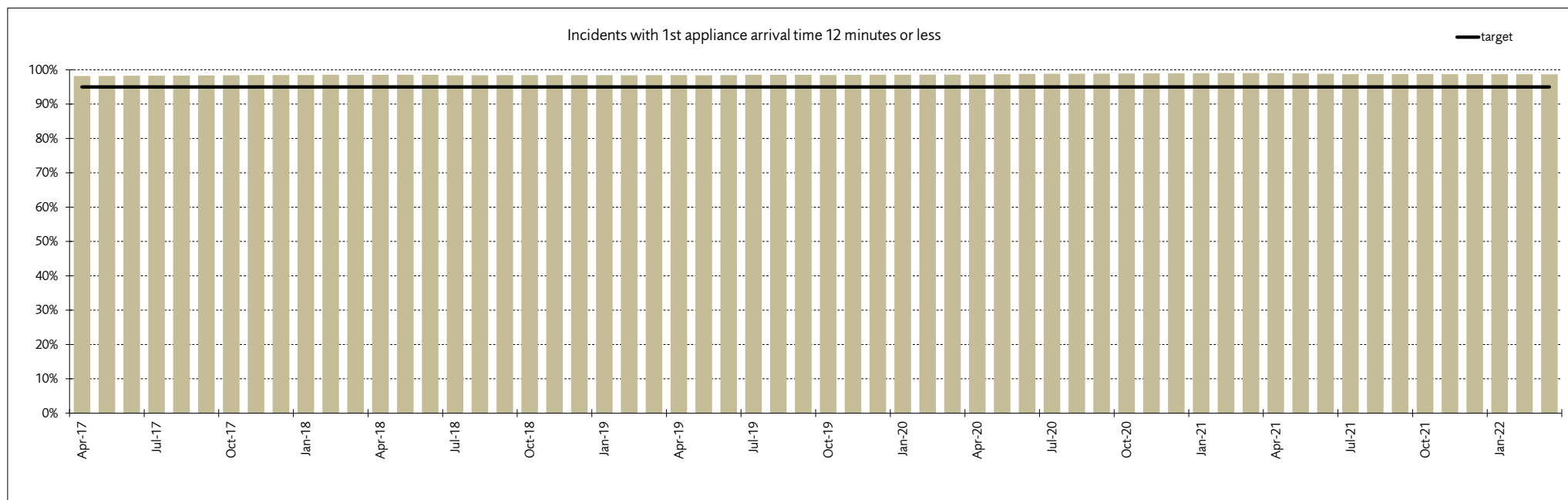
|       | H15   |         | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | target |
|-------|---|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| HoFSt | Incidents with 1st appliance arrival time 10 minutes or less (%)<br><i>rolling 12 month</i> | 2017/18 | 96.0% | 96.0% | 96.1% | 96.2% | 96.3% | 96.4% | 96.5% | 96.6% | 96.6% | 96.7% | 96.7% | 96.7% | 90%    |
|       |   | 2018/19 | 96.7% | 96.7% | 96.7% | 96.5% | 96.4% | 96.4% | 96.5% | 96.5% | 96.5% | 96.5% | 96.5% | 96.5% | 90%    |
|       |   | 2019/20 | 96.6% | 96.5% | 96.6% | 96.8% | 96.8% | 96.8% | 96.8% | 96.8% | 96.9% | 96.9% | 96.9% | 97.0% | 90%    |
|       |   | 2020/21 | 97.0% | 97.2% | 97.3% | 97.4% | 97.4% | 97.4% | 97.5% | 97.6% | 97.6% | 97.7% | 97.7% | 97.8% | 90%    |
|       |   | 2021/22 | 97.7% | 97.6% | 97.3% | 97.2% | 97.2% | 97.2% | 97.1% | 97.0% | 97.1% | 97.0% | 96.9% | 96.8% | 90%    |



| HoFSt |  |                    | Q1    | Q2    | Q3    | Q4    | 19/20 | Q1    | Q2    | Q3    | Q4    | 20/21 | Q1    | Q2    | Q3    | Q4    | 21/22 |
|-------|--|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| H15   | Incidents with 1st appliance arrival time 10 minutes or less (%) | rolling 12 month % | 96.6% | 96.8% | 96.9% | 97.0% | 97.0% | 97.3% | 97.4% | 97.6% | 97.8% | 97.8% | 97.3% | 97.2% | 97.1% | 96.8% | 96.8% |
|       |  | % in quarter       | 0.0%  | 0.0%  | 0.0%  | 0.0%  |       | 0.0%  | 0.0%  | 0.0%  | 0.0%  |       | 0.0%  | 0.0%  | 0.0%  | 0.0%  |       |

**AIM 2 : RESPONSE and RESILIENCE***A response that is high quality, effective and resilient*

| H16   |   |         | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | target |
|-------|---|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| HoFSt | Incidents with 1st appliance arrival time 12 minutes or less (%)<br><i>rolling 12 month</i> | 2017/18 | 98.2% | 98.2% | 98.3% | 98.3% | 98.3% | 98.4% | 98.4% | 98.5% | 98.5% | 98.5% | 98.5% | 98.5% | 95%    |
|       |   | 2018/19 | 98.5% | 98.5% | 98.5% | 98.4% | 98.4% | 98.4% | 98.4% | 98.4% | 98.4% | 98.4% | 98.4% | 98.4% | 95%    |
|       |   | 2019/20 | 98.4% | 98.4% | 98.4% | 98.6% | 98.5% | 98.5% | 98.5% | 98.5% | 98.6% | 98.6% | 98.6% | 98.6% | 95%    |
|       |   | 2020/21 | 98.7% | 98.7% | 98.8% | 98.8% | 98.9% | 98.9% | 98.9% | 98.9% | 99.0% | 99.0% | 99.0% | 99.0% | 95%    |
|       |   | 2021/22 | 99.0% | 99.0% | 98.9% | 98.7% | 98.8% | 98.8% | 98.8% | 98.7% | 98.8% | 98.7% | 98.7% | 98.7% | 95%    |



| HoFSt |  |                    | Q1    | Q2    | Q3    | Q4    | 19/20 | Q1    | Q2    | Q3    | Q4    | 20/21 | Q1    | Q2    | Q3    | Q4    | 21/22 |
|-------|--|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| H16   | Incidents with 1st appliance arrival time 12 minutes or less (%) | rolling 12 month % | 98.4% | 98.5% | 98.6% | 98.6% | 98.6% | 98.8% | 98.9% | 99.0% | 99.0% | 99.0% | 98.9% | 98.8% | 98.8% | 98.7% | 98.7% |
|       |  | % in quarter       | 98.4% | 98.4% | 98.8% | 98.8% |       | 99.2% | 98.8% | 99.1% | 99.1% |       | 98.5% | 98.5% | 99.0% | 98.7% |       |

## Aim 3 – PEOPLE and RESOURCES

We intend to develop and train our staff to their full potential, whilst at the same time transforming the Brigade so that it is a place where people want to work, and have the opportunity to influence how we work. We will also maximise how we spend our money

We'll deliver this aim by:

- Developing and training our staff to their full potential, at the same time transforming the Brigade so that it is a place where people want to work, and have the opportunity to influence how we work.
- Maximising how we spend our money, ensuring that the Brigade is supported through intelligent systems and data, property investment, procurement, vehicles and equipment.

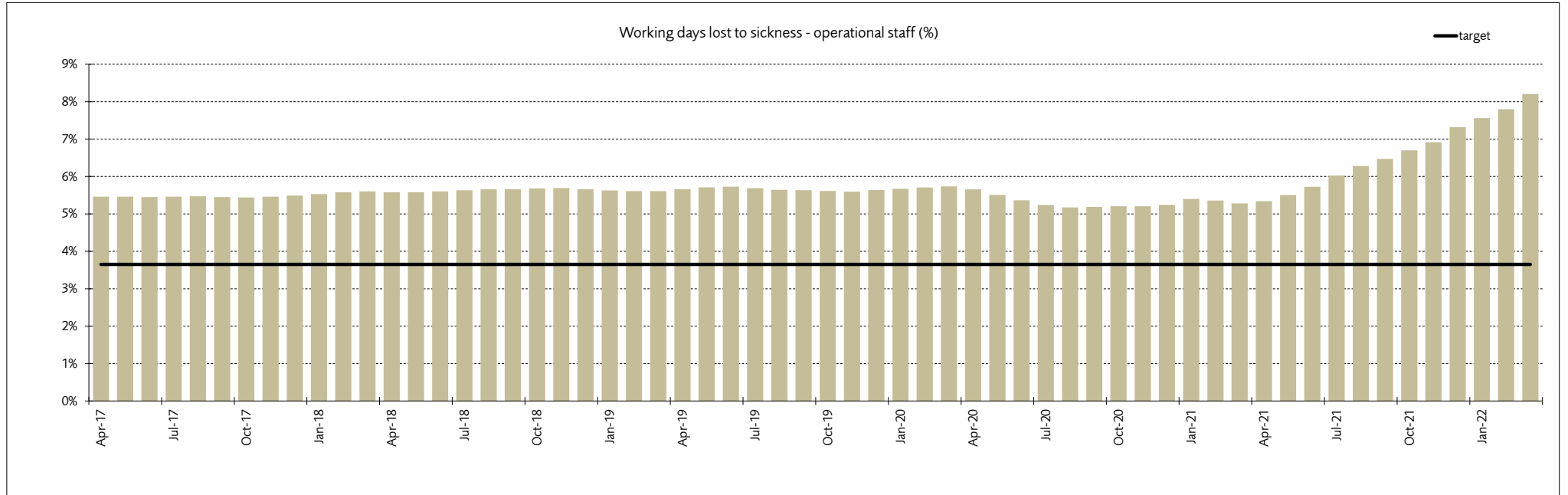
Our commitments under this aim focus on activities that develop a positive and healthy culture ensuring that our staff have the right knowledge and skills to do their jobs, and by minimising our costs and providing value for money for Londoners.

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**AIM 3 : PEOPLE and RESOURCES**

*A professional organisation*

|      | CO6A  |         | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | target |
|------|---|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| HoPS | Working days lost to sickness - operational staff (%)<br>rolling 12 month | 2017/18 | 5.46% | 5.46% | 5.45% | 5.46% | 5.47% | 5.45% | 5.44% | 5.46% | 5.49% | 5.53% | 5.58% | 5.60% | 3.65%  |
|      |   | 2018/19 | 5.58% | 5.58% | 5.60% | 5.63% | 5.66% | 5.66% | 5.68% | 5.69% | 5.66% | 5.63% | 5.61% | 5.61% | 3.65%  |
|      |   | 2019/20 | 5.66% | 5.71% | 5.73% | 5.69% | 5.65% | 5.63% | 5.61% | 5.59% | 5.64% | 5.67% | 5.71% | 5.74% | 3.65%  |
|      |   | 2020/21 | 5.66% | 5.51% | 5.36% | 5.24% | 5.17% | 5.19% | 5.20% | 5.20% | 5.24% | 5.40% | 5.36% | 5.28% | 3.65%  |
|      |   | 2021/22 | 5.34% | 5.50% | 5.72% | 6.02% | 6.28% | 6.47% | 6.70% | 6.91% | 7.32% | 7.56% | 7.80% | 8.21% | 3.65%  |



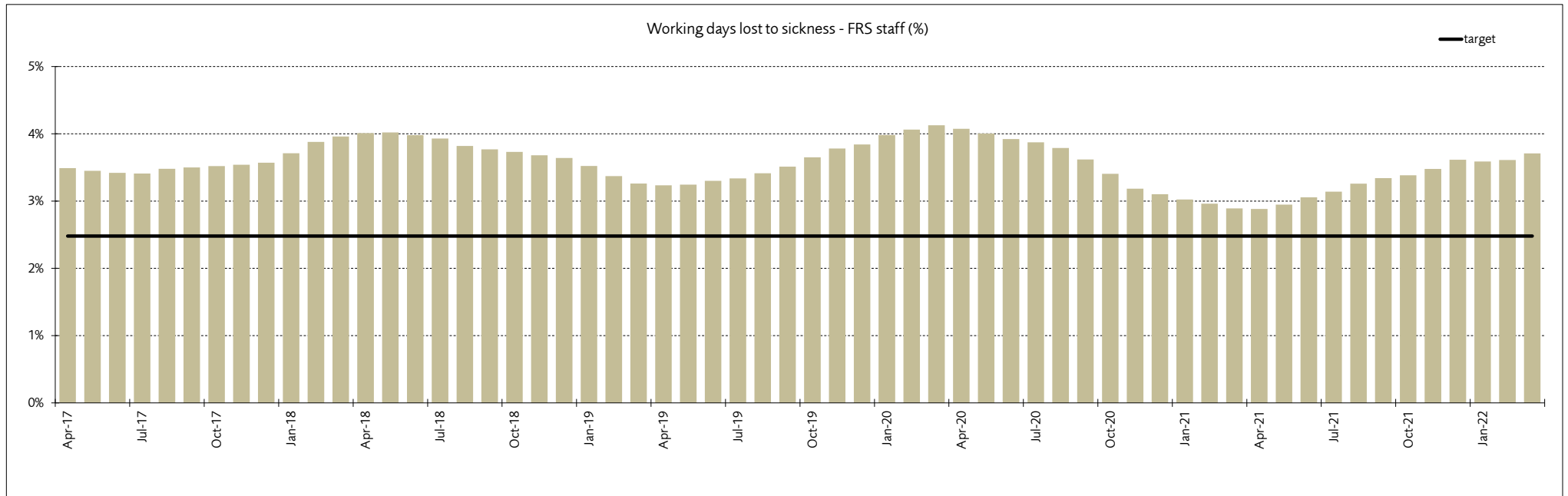
| HoHRM |   |                              | Q1   | Q2   | Q3   | Q4   | 19/20 | Q1   | Q2   | Q3   | Q4   | 20/21 | Q1   | Q2   | Q3   | Q4   | 21/22 |
|-------|---|------------------------------|------|------|------|------|-------|------|------|------|------|-------|------|------|------|------|-------|
| CO6A  | Working days lost to sickness - operational staff (%) | rolling 12 month %           | 5.7% | 5.6% | 5.6% | 5.7% | 5.7%  | 5.4% | 5.2% | 5.2% | 5.3% | 5.3%  | 5.7% | 6.5% | 7.3% | 8.2% | 8.2%  |
|       |   | % for quarter                | 5.6% | 5.9% | 5.9% | 5.6% |       | 4.1% | 5.2% | 6.1% | 5.8% |       | 5.9% | 8.2% | 9.5% | 9.3% |       |
|       |   | number for rolling 12 months | 10.5 | 10.3 | 10.3 | 10.5 | 10.5  | 9.8  | 9.5  | 9.6  | 9.6  | 9.6   | 10.4 | 11.8 | 13.4 | 15.0 | 15.0  |

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AIM 3 : PEOPLE and RESOURCES

A professional organisation

| CO6B |   |         | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | target |
|------|---|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| HoPS | Working days lost to sickness - FRS staff (%)<br>rolling 12 month | 2017/18 | 3.49% | 3.45% | 3.42% | 3.41% | 3.48% | 3.50% | 3.52% | 3.54% | 3.57% | 3.71% | 3.88% | 3.96% | 2.48%  |
|      |   | 2018/19 | 4.01% | 4.02% | 3.98% | 3.93% | 3.82% | 3.77% | 3.73% | 3.68% | 3.64% | 3.52% | 3.37% | 3.26% | 2.48%  |
|      |   | 2019/20 | 3.23% | 3.24% | 3.30% | 3.34% | 3.41% | 3.51% | 3.65% | 3.78% | 3.84% | 3.98% | 4.06% | 4.13% | 2.48%  |
|      |   | 2020/21 | 4.07% | 4.00% | 3.92% | 3.87% | 3.79% | 3.62% | 3.40% | 3.18% | 3.10% | 3.02% | 2.96% | 2.89% | 2.48%  |
|      |   | 2021/22 | 2.88% | 2.95% | 3.06% | 3.14% | 3.26% | 3.34% | 3.38% | 3.48% | 3.61% | 3.59% | 3.61% | 3.71% | 2.48%  |



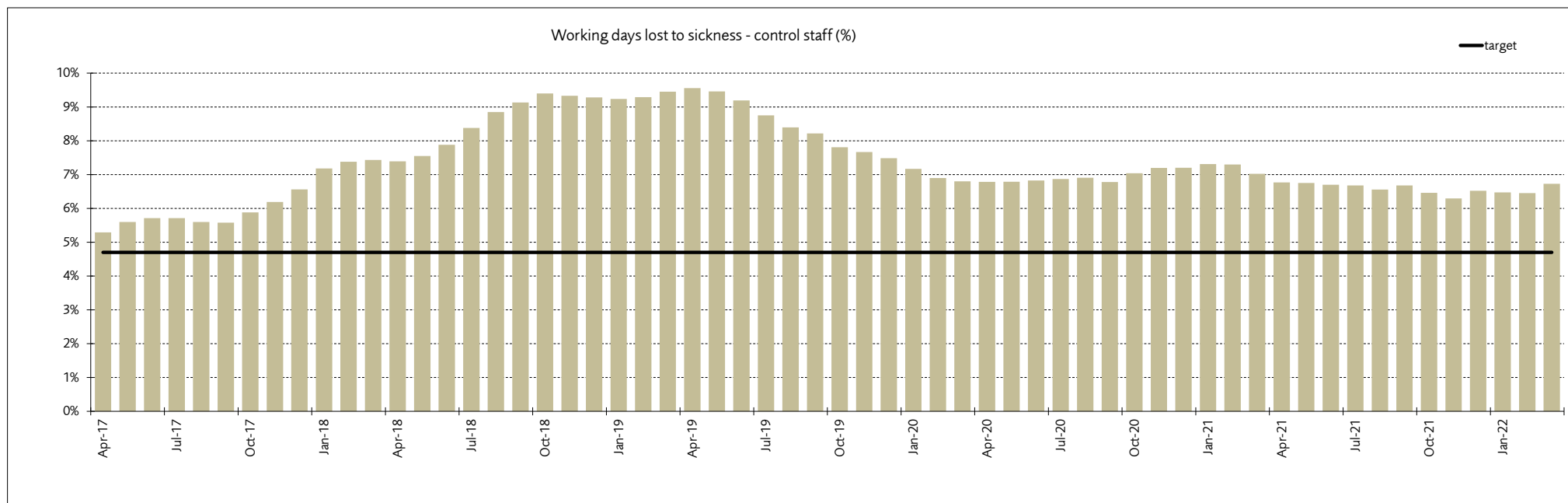
| HoPS |   |                              | Q1   | Q2   | Q3   | Q4   | 19/20 | Q1   | Q2   | Q3   | Q4   | 20/21 | Q1   | Q2   | Q3   | Q4   | 21/22 |
|------|---|------------------------------|------|------|------|------|-------|------|------|------|------|-------|------|------|------|------|-------|
| CO6B | Working days lost to sickness - FRS staff (%) | rolling 12 month %           | 3.3% | 3.5% | 3.8% | 4.1% | 4.1%  | 3.9% | 3.6% | 3.1% | 2.9% | 2.9%  | 3.1% | 3.3% | 3.6% | 3.7% | 3.7%  |
|      |   | % for quarter                | 3.3% | 3.7% | 5.0% | 4.5% |       | 2.5% | 2.5% | 2.9% | 3.6% |       | 3.2% | 3.7% | 4.0% | 4.0% |       |
|      |   | number for rolling 12 months | 8.6  | 9.1  | 10.0 | 10.7 | 10.7  | 10.2 | 9.4  | 8.1  | 7.5  | 7.5   | 7.9  | 8.7  | 9.4  | 9.6  | 9.6   |

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AIM 3 : PEOPLE and RESOURCES

A professional organisation

|      | CO6C  |         | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | target |
|------|---|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| HoPS | Working days lost to sickness - control staff (%)<br>rolling 12 month | 2017/18 | 5.29% | 5.60% | 5.71% | 5.71% | 5.60% | 5.58% | 5.88% | 6.19% | 6.56% | 7.18% | 7.38% | 7.43% | 4.70%  |
|      |   | 2018/19 | 7.39% | 7.55% | 7.88% | 8.38% | 8.85% | 9.13% | 9.40% | 9.33% | 9.28% | 9.24% | 9.29% | 9.45% | 4.70%  |
|      |   | 2019/20 | 9.55% | 9.46% | 9.19% | 8.75% | 8.40% | 8.22% | 7.81% | 7.67% | 7.49% | 7.17% | 6.90% | 6.80% | 4.70%  |
|      |   | 2020/21 | 6.79% | 6.79% | 6.82% | 6.87% | 6.91% | 6.78% | 7.04% | 7.20% | 7.20% | 7.31% | 7.30% | 7.02% | 4.70%  |
|      |   | 2021/22 | 6.77% | 6.75% | 6.70% | 6.68% | 6.56% | 6.68% | 6.46% | 6.29% | 6.52% | 6.47% | 6.45% | 6.73% | 4.70%  |



| HoPS |   |                              | Q1   | Q2   | Q3   | Q4   | 19/20 | Q1   | Q2   | Q3   | Q4   | 20/21 | Q1   | Q2   | Q3   | Q4   | 21/22 |
|------|---|------------------------------|------|------|------|------|-------|------|------|------|------|-------|------|------|------|------|-------|
| CO6C | Working days lost to sickness - control staff (%) | rolling 12 month %           | 9.2% | 8.2% | 7.5% | 6.8% | 6.8%  | 6.8% | 6.8% | 7.2% | 7.0% | 7.0%  | 6.7% | 6.7% | 6.5% | 6.7% | 6.7%  |
|      |   | % for quarter                | 6.4% | 5.8% | 6.7% | 8.3% |       | 6.5% | 5.7% | 8.3% | 7.6% |       | 5.2% | 5.7% | 7.6% | 8.3% |       |
|      |   | number for rolling 12 months | 16.8 | 15.0 | 13.7 | 12.4 | 12.4  | 12.5 | 12.4 | 13.1 | 12.8 | 12.8  | 12.2 | 12.2 | 11.9 | 12.3 | 12.3  |



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**AIM 3 : PEOPLE and RESOURCES**

*A professional organisation*

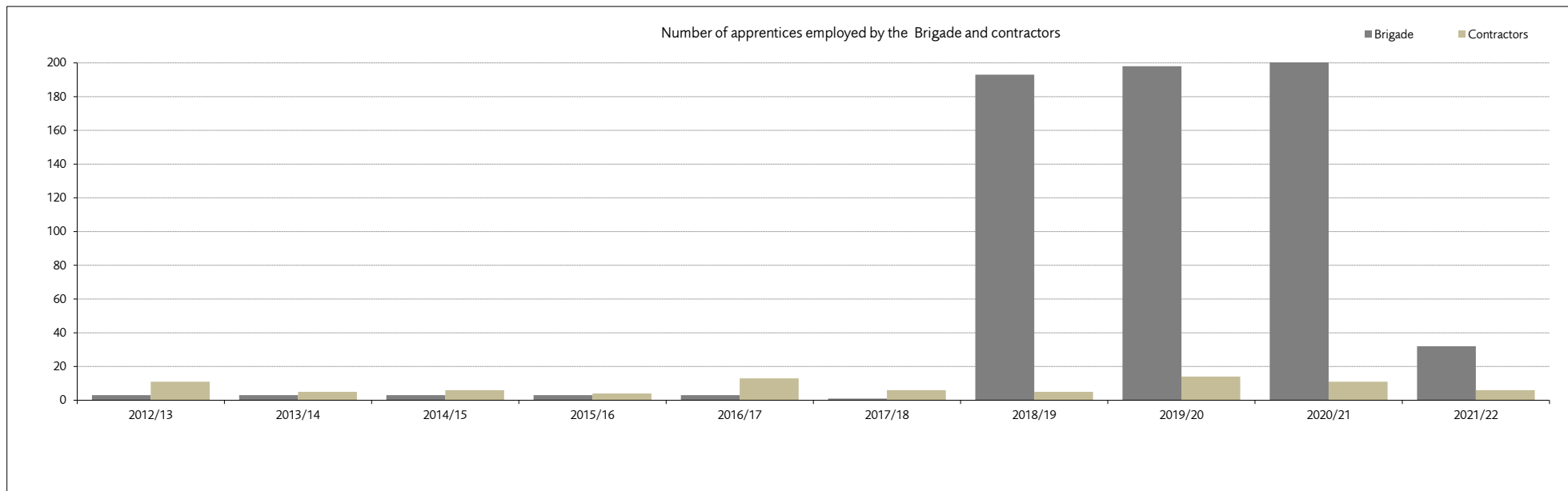
|      | IP10A  | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2021/22 | 2021/22 |
|------|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| HoPS | Number of apprentices employed by the Brigade (FTE)*<br><i>Annual data</i> | 3       | 3       | 3       | 3       | 3       | 1       | 193     | 198     | 237     | 32      |

|        |
|--------|
| target |
| up     |

Note: \*Data for indicator IP10A in 2018/19 - From Nov 2018 trainee firefighters are classed as apprentices

|     | IP10B   | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|-----|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| HoP | Number of apprentices employed by contractors (FTE)<br><i>Annual data</i> | 11      | 5       | 6       | 4       | 13      | 6       | 5       | 14      | 11      | 6       |

|        |
|--------|
| target |
| up     |



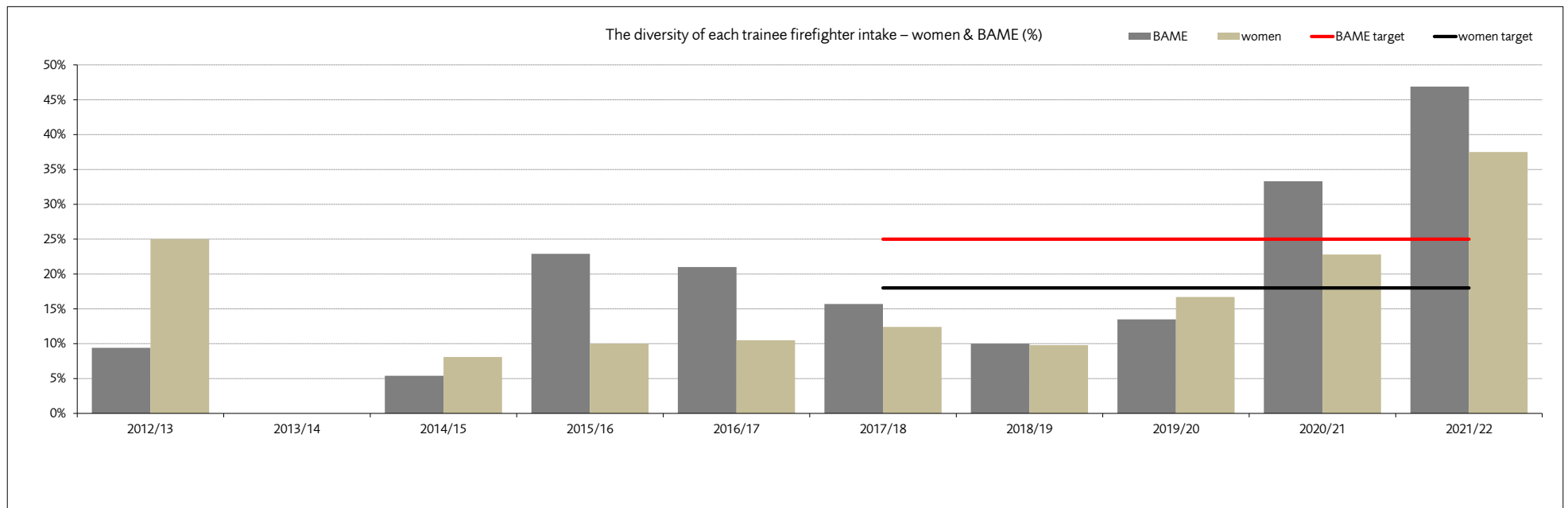
Note: Data for 2020/21 for 'IP10B - Number of apprentices employed by contractors (FTE) ' is not available yet

## AIM 3 : PEOPLE and RESOURCES

## Inclusion

| CO7A |  |        | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|------|--|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| HoPS | Improve the ethnic diversity (BAME) of each trainee firefighter intake<br><i>Annual data</i> | Actual | 9.4%    | -       | 5.4%    | 22.9%   | 21.0%   | 15.7%   | 10.0%   | 13.5%   | 33.3%   | 46.9%   |
|      |  | Target | 0.0%    | 0.0%    | 0.0%    | 0.0%    | 0.0%    | 25.0%   | 25.0%   | 25.0%   | 25.0%   | 25.0%   |

| CO7B |   |        | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|------|---|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| HoPS | Improve the gender diversity (Woman) of each trainee firefighter intake<br><i>Annual data</i> | Actual | 25.0%   | -       | 8.1%    | 10.0%   | 10.5%   | 12.4%   | 9.8%    | 16.7%   | 22.8%   | 37.5%   |
|      |   | Target | 0.0%    | 0.0%    | 0.0%    | 0.0%    | 0.0%    | 18.0%   | 18.0%   | 18.0%   | 18.0%   | 18.0%   |



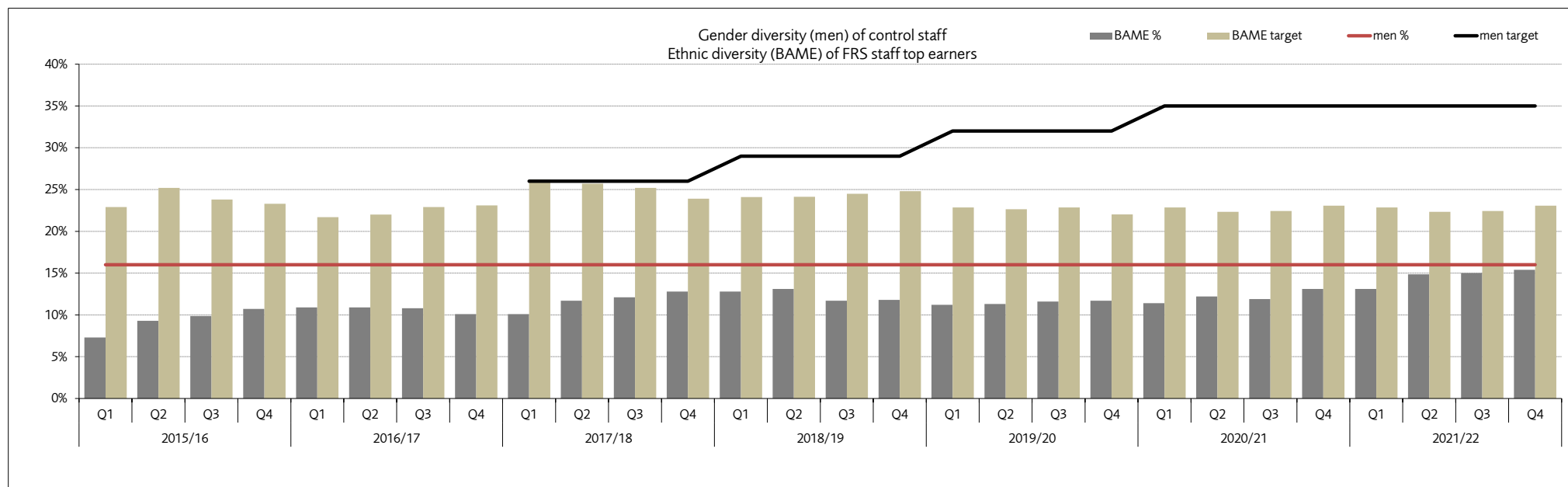
| HoPS |   |            | Q1    | Q2    | Q3    | Q4    | 19/20 | Q1    | Q2    | Q3    | Q4    | 20/21 | Q1    | Q2    | Q3    | Q4    | 21/22 |
|------|---|------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CO7A | Improve the ethnic diversity (BAME) of each trainee firefighter intake  | No.        | 28    | 33    | 39    | 37    | 37    | 51    | 71    | 82    | 79    | 79    | 65    | 36    | 16    | 15    | 15    |
|      |   | % as at... | 6.9%  | 8.0%  | 10.7% | 13.5% | 13.5% | 20.1% | 29.3% | 31.5% | 33.3% | 33.3% | 35.5% | 35.6% | 32.0% | 46.9% | 47%   |
| CO7B | Improve the gender diversity (Woman) of each trainee firefighter intake | No.        | 41    | 44    | 47    | 46    | 46    | 56    | 65    | 61    | 54    | 54    | 40    | 21    | 15    | 12    | 12    |
|      |   | % as at... | 10.2% | 10.7% | 12.9% | 16.7% | 16.7% | 22.0% | 26.9% | 23.5% | 22.8% | 22.8% | 21.9% | 20.8% | 30.0% | 37.5% | 37.5% |

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Inclusion

|      | CO8                                     |         | Q1    | Q2    | Q3    | Q4    | target | CO9  | Q1    | Q2    | Q3    | Q4    | target |
|------|---|---------|-------|-------|-------|-------|--------|--|-------|-------|-------|-------|--------|
| HoPS | Gender diversity (men) of control staff | 2017/18 | 26.2% | 25.7% | 25.2% | 23.9% | 26%    | Ethnic diversity (BAME) of FRS staff top earners | 10.1% | 11.7% | 12.1% | 12.8% | 16%    |
|      |   | 2018/19 | 24.1% | 24.1% | 24.5% | 24.8% | 29%    |  | 12.8% | 13.1% | 11.7% | 11.8% | 16%    |
|      |   | 2019/20 | 22.9% | 22.6% | 22.9% | 22.0% | 32%    |  | 11.2% | 11.3% | 11.6% | 11.7% | 16%    |
|      |   | 2020/21 | 22.9% | 22.3% | 22.4% | 23.1% | 35%    |  | 11.4% | 12.2% | 11.9% | 13.1% | 16%    |
|      |   | 2021/22 | 22.9% | 22.3% | 22.4% | 23.1% | 35%    |  | 13.1% | 14.9% | 15.0% | 15.4% | 16%    |



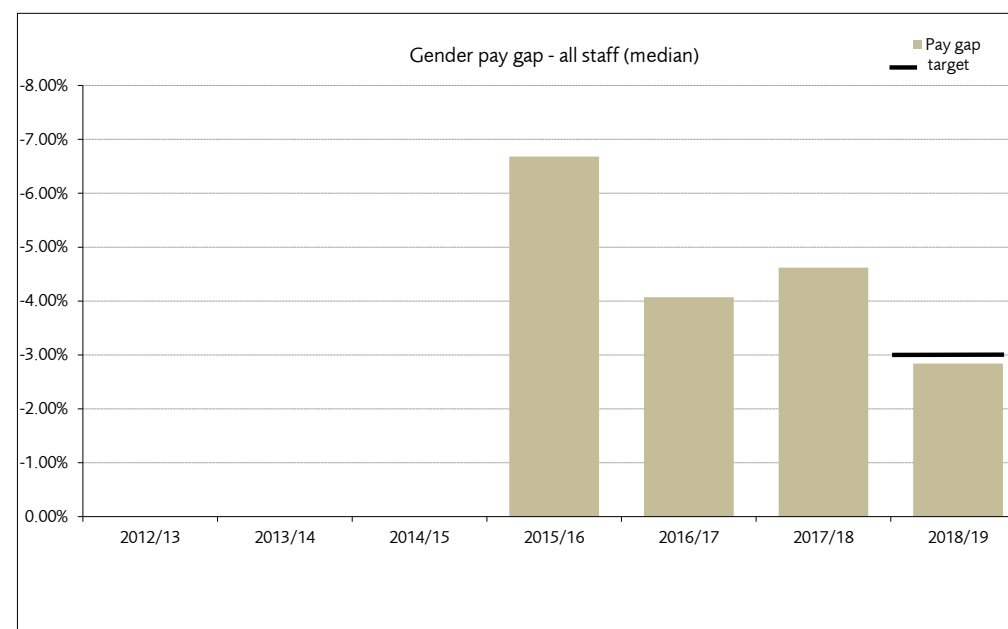
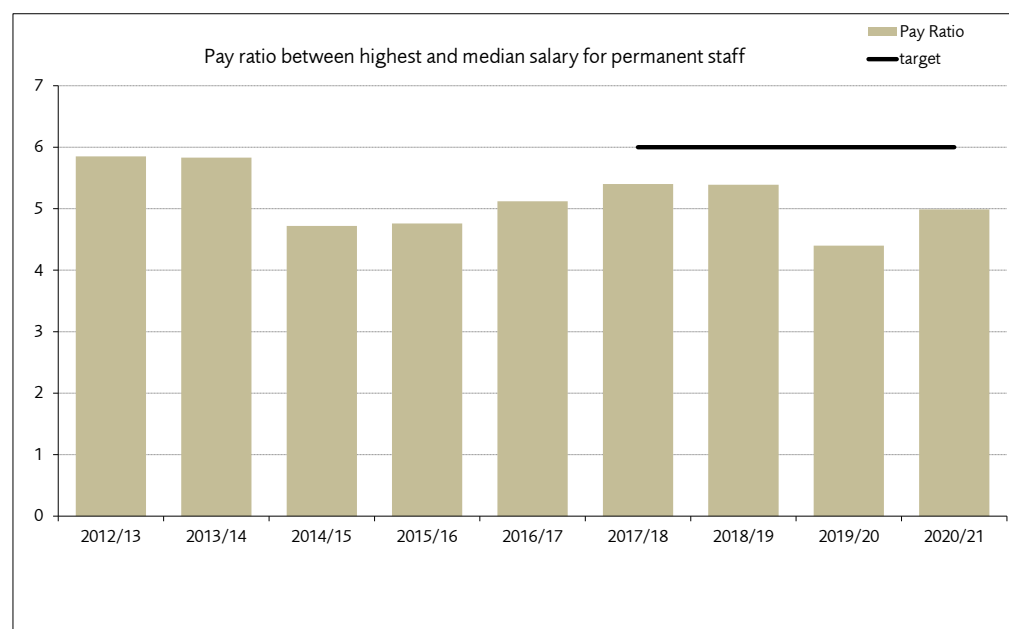
| HoPS |  |            | Q1    | Q2    | Q3    | Q4    | 19/20 | Q1    | Q2    | Q3    | Q4    | 20/21 | Q1    | Q2    | Q3    | Q4    | 21/22 |
|------|--|------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CO8  | Gender diversity (men) of control staff          | No.        | 24    | 24    | 24    | 24    | 24    | 24    | 23    | 24    | 24    | 24    | 24    | 23    | 24    | 24    | 24    |
|      |  | % as at... | 22.9% | 22.6% | 22.9% | 22.0% | 22.0% | 22.9% | 22.3% | 22.4% | 23.1% | 23.1% | 22.9% | 22.3% | 22.4% | 23.1% | 23.1% |
| CO9  | Ethnic diversity (BAME) of FRS staff top earners | No.        | 19    | 19    | 20    | 20    | 20    | 20    | 22    | 22    | 26    | 26    | 26    | 30    | 30    | 31    | 31    |
|      |  | % as at... | 11.2% | 11.3% | 11.6% | 11.7% | 11.7% | 11.4% | 12.2% | 11.9% | 13.1% | 13.1% | 13.1% | 14.9% | 15.0% | 15.4% | 15.4% |

## AIM 3 : PEOPLE and RESOURCES

## Inclusion

| CO10A |   |        | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|-------|---|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| HoPS  | Pay ratio between highest and median salary for permanent staff<br><i>Annual data</i> | Actual | 5.85    | 5.83    | 4.72    | 4.76    | 5.12    | 5.40    | 5.39    | 4.40    | 4.99    |
|       |   | Target | 0.00    | 0.00    | 0.00    | 0.00    | 0.00    | 6.00    | 6.00    | 6.00    | 6.00    |

| CO10B |   |        | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 |
|-------|---|--------|---------|---------|---------|---------|---------|---------|---------|
| HoPS  | Gender pay gap - all staff (median)<br><i>Annual data</i> | Actual | -       | -       | -       | -6.68%  | -4.07%  | -4.62%  | -2.84%  |
|       |   | Target | 0.00    | 0.00    | 0.00    | 0.00    | 0.00    | ±3%     | ±3%     |



Note: Before 2015/16 Data for CO10B- Gender pay gap is not available

Note: Data from 2019/20 CO10B - Gender pay gap - all staff (median) is not available

## AIM 3 : PEOPLE and RESOURCES

## Inclusion

|       |   |            | Q1    | Q2    | Q3    | Q4    | 2019/20 | Q1    | Q2    | Q3    | Q4    | 2020/21 | Q1    | Q2    | Q3    | Q4    | 2021/22 |
|-------|---|------------|-------|-------|-------|-------|---------|-------|-------|-------|-------|---------|-------|-------|-------|-------|---------|
| CX10A | % of workforce Operational staff women    | % as at... | 7.4%  | 7.4%  | 7.7%  | 8.0%  | 8.0%    | 8.3%  | 8.6%  | 8.7%  | 8.9%  | 8.9%    | 9.0%  | 9.1%  | 9.2%  | 9.4%  | 9.4%    |
|       |   | number     | 356   | 358   | 370   | 383   |         | 399   | 415   | 421   | 428   |         | 426   | 424   | 422   | 425   |         |
| CX10B | % of workforce FRS staff women            | % as at... | 50.7% | 50.4% | 50.8% | 50.7% | 50.7%   | 51.3% | 51.6% | 52.6% | 51.9% | 51.9%   | 51.7% | 51.1% | 50.6% | 50.7% | 50.7%   |
|       |   | number     | 420   | 424   | 431   | 446   |         | 449   | 452   | 474   | 475   |         | 484   | 485   | 484   | 478   |         |
| CX10C | % of workforce control staff women        | % as at... | 77.1% | 77.4% | 77.1% | 78.0% | 78.0%   | 77.1% | 77.7% | 77.6% | 76.9% | 76.9%   | 77.6% | 76.4% | 76.1% | 76.8% | 76.8%   |
|       |   | number     | 81    | 82    | 81    | 85    |         | 81    | 80    | 83    | 80    |         | 83    | 84    | 86    | 86    |         |
| CX11A | % of workforce Operational staff BAME     | % as at... | 13.1% | 13.1% | 13.3% | 13.4% | 13.4%   | 13.6% | 13.9% | 14.2% | 14.3% | 14.3%   | 14.4% | 14.5% | 14.6% | 14.8% | 14.8%   |
|       |   | number     | 633   | 631   | 638   | 640   |         | 654   | 675   | 692   | 691   |         | 684   | 674   | 670   | 673   |         |
| CX11B | % of workforce FRS staff BAME             | % as at... | 29.8% | 29.6% | 29.4% | 29.0% | 29.0%   | 29.3% | 29.0% | 28.6% | 28.9% | 28.9%   | 28.9% | 29.2% | 29.6% | 29.3% | 29.3%   |
|       |   | number     | 247   | 249   | 249   | 255   |         | 256   | 254   | 258   | 264   |         | 271   | 277   | 283   | 276   |         |
| CX11C | % of workforce control staff BAME         | % as at... | 10.5% | 12.3% | 12.4% | 12.8% | 12.8%   | 13.3% | 13.6% | 14.0% | 13.5% | 13.5%   | 13.1% | 12.7% | 14.2% | 14.3% | 14.3%   |
|       |   | number     | 11    | 13    | 13    | 14    |         | 14    | 14    | 15    | 14    |         | 14    | 14    | 16    | 16    |         |
| CX12A | % of workforce Operational staff disabled | % as at... | 5.8%  | 5.9%  | 5.8%  | 6.0%  | 6.0%    | 6.0%  | 6.1%  | 6.1%  | 6.4%  | 6.4%    | 6.8%  | 6.8%  | 6.7%  | 6.6%  | 6.6%    |
|       |   | number     | 281   | 285   | 280   | 287   |         | 287   | 293   | 295   | 307   |         | 323   | 315   | 307   | 301   |         |
| CX12B | % of workforce FRS staff disabled         | % as at... | 14.4% | 14.3% | 14.0% | 14.0% | 14.0%   | 14.2% | 13.7% | 13.1% | 13.0% | 13.0%   | 13.1% | 13.3% | 13.2% | 13.1% | 13.1%   |
|       |   | number     | 119   | 120   | 119   | 123   |         | 124   | 120   | 117   | 120   |         | 123   | 126   | 126   | 123   |         |
| CX12C | % of workforce control staff disabled     | % as at... | 12.4% | 11.3% | 10.5% | 10.1% | 10.1%   | 9.5%  | 9.7%  | 9.3%  | 9.5%  | 9.5%    | 9.3%  | 10.9% | 10.6% | 10.7% | 10.7%   |
|       |   | number     | 13    | 12    | 11    | 11    |         | 10    | 10    | 10    | 10    |         | 10    | 12    | 12    | 12    |         |
| CX13A | % of workforce Operational staff LGB      | % as at... | 4.8%  | 4.9%  | 5.1%  | 5.1%  | 5.1%    | 5.1%  | 5.3%  | 5.5%  | 5.5%  | 5.5%    | 5.8%  | 5.8%  | 5.9%  | 5.9%  | 5.9%    |
|       |   | number     | 233   | 237   | 244   | 243   |         | 245   | 257   | 265   | 266   |         | 276   | 271   | 269   | 267   |         |
| CX13B | % of workforce FRS staff LGB              | % as at... | 5.1%  | 5.2%  | 4.8%  | 5.0%  | 5.0%    | 5.0%  | 5.0%  | 5.4%  | 5.6%  | 5.6%    | 5.7%  | 5.7%  | 5.9%  | 6.1%  | 6.1%    |
|       |   | number     | 42    | 44    | 41    | 44    |         | 44    | 44    | 49    | 51    |         | 53    | 54    | 56    | 57    |         |
| CX13C | % of workforce control staff LGB          | % as at... | 4.8%  | 5.7%  | 6.7%  | 6.4%  | 6.4%    | 5.7%  | 5.8%  | 5.6%  | 5.8%  | 5.8%    | 5.7%  | 5.8%  | 6.5%  | 6.7%  | 6.7%    |
|       |   | number     | 5     | 6     | 7     | 7     |         | 6     | 6     | 6     | 6     |         | 6     | 6     | 7     | 7     |         |

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## Inclusion

|       |  |                    | Q1    | Q2    | Q3     | Q4     | 2019/20 | Q1    | Q2    | Q3    | Q4    | 2020/21 | Q1     | Q2     | Q3     | Q4     | 2021/22 |
|-------|--|--------------------|-------|-------|--------|--------|---------|-------|-------|-------|-------|---------|--------|--------|--------|--------|---------|
| CX14A | Promoted staff to reflect the ethnic diversity (BAME) – Operational staff  | % rolling 12 month | 15.6% | 13.7% | 14.9%  | 13.5%  | 13.5%   | 11.3% | 12.3% | 10.4% | 10.4% | 10.4%   | 8.5%   | 9.1%   | 8.1%   | 15.7%  | 15.7%   |
|       |  | number             | 52    | 43    | 80     | 75     |         | 53    | 49    | 17    | 17    |         | 21     | 23     | 19     | 37     |         |
| CX14B | Promoted staff to reflect the ethnic diversity (BAME) – FRS staff          | % rolling 12 month | 25.0% | 26.1% | 31.0%  | 35.4%  | 35.4%   | 29.8% | 27.3% | 18.2% | 20.4% | 20.4%   | 18.2%  | 18.2%  | 18.2%  | 18.2%  | 18.2%   |
|       |  | number             | 21    | 24    | 26     | 23     |         | 17    | 15    | 10    | 10    |         | 13     | 17     | 18     | 15     |         |
| CX14C | Promoted staff to reflect the ethnic diversity (BAME) – Control staff      | % rolling 12 month | 0.0%  | 0.0%  | 0.0%   | 0.0%   | 0.0%    | 0.0%  | 0.0%  | 0.0%  | 0.0%  | 0.0%    | 33.3%  | 33.3%  | 33.3%  | 33.3%  | 33.3%   |
|       |  | number             | 0     | 0     | 0      | 0      |         | 0     | 0     | 0     | 0     |         | 1      | 1      | 1      | 0      |         |
| CX14D | Promoted staff to reflect the gender diversity (Women) – Operational staff | % rolling 12 month | 6.6%  | 6.7%  | 5.8%   | 5.2%   | 5.2%    | 4.9%  | 5.3%  | 4.9%  | 4.9%  | 4.9%    | 4.9%   | 4.9%   | 4.9%   | 4.9%   | 4.9%    |
|       |  | number             | 22    | 21    | 31     | 29     |         | 23    | 21    | 8     | 8     |         | 12     | 14     | 14     | 24     |         |
| CX14E | Promoted staff to reflect the gender diversity (Women) – FRS staff         | % rolling 12 month | 58.3% | 58.7% | 59.5%  | 66.2%  | 66.2%   | 63.2% | 63.6% | 58.1% | 53.1% | 53.1%   | 58.2%  | 58.2%  | 58.2%  | 58.2%  | 58.2%   |
|       |  | number             | 49    | 54    | 50     | 43     |         | 36    | 35    | 32    | 26    |         | 32     | 28     | 26     | 28     |         |
| CX14F | Promoted staff to reflect the gender diversity (Women) – Control staff     | % rolling 12 month | 66.7% | 66.7% | 100.0% | 100.0% | 100%    | 75.0% | 75.0% | 66.6% | 0.0%  | 0%      | 100.0% | 100.0% | 100.0% | 100.0% | 100%    |
|       |  | number             | 2     | 2     | 1      | 3      |         | 3     | 3     | 2     | 0     |         | 3      | 3      | 3      | 0      |         |
| CX14G | Promoted staff to reflect the disability diversity – Operational staff     | % rolling 12 month | 5.1%  | 6.7%  | 6.1%   | 7.2%   | 7.2%    | 7.5%  | 7.0%  | 0.6%  | 6.1%  | 6.1%    | 5.3%   | 5.3%   | 5.3%   | 5.3%   | 5.3%    |
|       |  | number             | 17    | 21    | 33     | 40     |         | 35    | 28    | 1     | 10    |         | 13     | 12     | 12     | 14     |         |
| CX14H | Promoted staff to reflect the disability diversity – FRS staff             | % rolling 12 month | 13.1% | 12.0% | 13.1%  | 13.8%  | 13.8%   | 12.3% | 9.1%  | 3.6%  | 12.2% | 12.2%   | 18.2%  | 18.2%  | 18.2%  | 18.2%  | 18.2%   |
|       |  | number             | 11    | 11    | 11     | 9      |         | 7     | 5     | 2     | 6     |         | 10     | 10     | 8      | 7      |         |
| CX14J | Promoted staff to reflect the disability diversity – Control staff         | % rolling 12 month | 0.0%  | 0.0%  | 0.0%   | 0.0%   | 0.0%    | 25.0% | 25.0% | 0.0%  | 0.0%  | 0.0%    | 33.3%  | 33.3%  | 33.3%  | 33.3%  | 33.3%   |
|       |  | number             | 0     | 0     | 0      | 0      |         | 1     | 1     | 0     | 0     |         | 1      | 1      | 1      | 0      |         |
| CX14K | Promoted staff to reflect the LGB diversity – Operational staff            | % rolling 12 month | 4.8%  | 4.1%  | 5.6%   | 5.2%   | 5.2%    | 5.8%  | 6.3%  | 4.3%  | 4.3%  | 4.3%    | 4.9%   | 4.9%   | 4.9%   | 4.9%   | 4.9%    |
|       |  | number             | 16    | 13    | 30     | 29     |         | 27    | 25    | 7     | 7     |         | 12     | 12     | 10     | 13     |         |
| CX14L | Promoted staff to reflect the LGB diversity – FRS staff                    | % rolling 12 month | 6.0%  | 6.5%  | 6.0%   | 3.1%   | 3.1%    | 5.3%  | 5.5%  | 5.5%  | 6.1%  | 6.1%    | 5.5%   | 5.5%   | 5.5%   | 5.5%   | 5.5%    |
|       |  | number             | 5     | 6     | 5      | 2      |         | 3     | 3     | 3     | 3     |         | 3      | 3      | 4      | 5      |         |
| CX14M | Promoted staff to reflect the LGB diversity – Control staff                | % rolling 12 month | 0.0%  | 0.0%  | 0.0%   | 0.0%   | 0.0%    | 9.1%  | 9.1%  | 9.1%  | 0.0%  | 0.0%    | 66.7%  | 66.7%  | 66.7%  | 66.7%  | 66.7%   |
|       |  | number             | 0     | 0     | 0      | 0      |         | 1     | 1     | 1     | 0     |         | 2      | 2      | 2      | 0      |         |

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## Inclusion

|       |  |            | Q1    | Q2    | Q3    | Q4    | 2019/20      | Q1    | Q2    | Q3    | Q4    | 2020/21      | Q1    | Q2    | Q3    | Q4    | 2021/22      |
|-------|--|------------|-------|-------|-------|-------|--------------|-------|-------|-------|-------|--------------|-------|-------|-------|-------|--------------|
| CX15A | Top earners<br>Operational staff<br>women    | % as at... | 6.9%  | 6.9%  | 6.6%  | 6.7%  | <b>6.7%</b>  | 6.8%  | 6.9%  | 7.3%  | 7.0%  | <b>7.0%</b>  | 6.8%  | 7.3%  | 7.6%  | 7.5%  | <b>7.5%</b>  |
|       |  | number     | 17    | 17    | 17    | 17    | <b>17</b>    | 17    | 18    | 18    | 18    | <b>18</b>    | 18    | 19    | 19    | 19    | <b>19</b>    |
| CX15B | Top earners<br>FRS staff<br>women            | % as at... | 46.7% | 47.0% | 47.7% | 48.0% | <b>48.0%</b> | 49.7% | 49.7% | 51.4% | 49.5% | <b>49.5%</b> | 49.0% | 49.0% | 49.5% | 50.0% | <b>50.0%</b> |
|       |  | number     | 79    | 79    | 82    | 82    | <b>82</b>    | 87    | 90    | 95    | 98    | <b>98</b>    | 97    | 99    | 99    | 101   | <b>101</b>   |
| CX15C | Top earners<br>control staff<br>women        | % as at... | 61.5% | 66.7% | 66.7% | 66.7% | <b>66.7%</b> | 66.7% | 72.7% | 66.7% | 66.7% | <b>66.7%</b> | 66.7% | 66.7% | 75.0% | 83.3% | <b>83.3%</b> |
|       |  | number     | 8     | 8     | 8     | 8     | <b>8</b>     | 6     | 8     | 8     | 8     | <b>8</b>     | 8     | 8     | 9     | 10    | <b>10</b>    |
| CX15D | Top earners<br>Operational staff<br>BAME     | % as at... | 9.8%  | 10.5% | 9.7%  | 9.8%  | <b>9.8%</b>  | 9.2%  | 8.5%  | 8.9%  | 9.0%  | <b>9.0%</b>  | 9.9%  | 8.5%  | 8.4%  | 8.2%  | <b>8.2%</b>  |
|       |  | number     | 24    | 26    | 25    | 25    | <b>25</b>    | 23    | 22    | 22    | 23    | <b>23</b>    | 26    | 22    | 21    | 21    | <b>21</b>    |
| CX15F | Top earners<br>control staff<br>BAME         | % as at... | 0.0%  | 0.0%  | 0.0%  | 0.0%  | <b>0.0%</b>  | 0.0%  | 0.0%  | 0.0%  | 0.0%  | <b>0.0%</b>  | 0.0%  | 0.0%  | 0.0%  | 0.0%  | <b>0.0%</b>  |
|       |  | number     | 0     | 0     | 0     | 0     | <b>0</b>     | 0     | 0     | 0     | 0     | <b>0</b>     | 0     | 0     | 0     | 0     | <b>0</b>     |
| CX15G | Top earners<br>Operational staff<br>LGB      | % as at... | 4.1%  | 3.6%  | 5.4%  | 4.3%  | <b>4.3%</b>  | 4.8%  | 4.6%  | 4.0%  | 3.9%  | <b>3.9%</b>  | 4.9%  | 5.0%  | 5.6%  | 5.5%  | <b>5.5%</b>  |
|       |  | number     | 10    | 9     | 14    | 11    | <b>11</b>    | 12    | 12    | 10    | 10    | <b>10</b>    | 13    | 13    | 14    | 14    | <b>14</b>    |
| CX15H | Top earners<br>FRS staff<br>LGB              | % as at... | 5.9%  | 6.0%  | 5.2%  | 5.3%  | <b>5.3%</b>  | 5.1%  | 5.0%  | 5.4%  | 5.1%  | <b>5.1%</b>  | 4.5%  | 4.5%  | 5.0%  | 5.0%  | <b>5.0%</b>  |
|       |  | number     | 10    | 10    | 9     | 9     | <b>9</b>     | 9     | 9     | 10    | 10    | <b>10</b>    | 9     | 9     | 10    | 10    | <b>10</b>    |
| CX15I | Top earners<br>control staff<br>LGB          | % as at... | 7.7%  | 8.3%  | 8.3%  | 8.3%  | <b>8.3%</b>  | 9.1%  | 8.3%  | 8.3%  | 8.3%  | <b>8.3%</b>  | 8.3%  | 8.3%  | 8.3%  | 8.3%  | <b>8.3%</b>  |
|       |  | number     | 1     | 1     | 1     | 1     | <b>1</b>     | 1     | 1     | 1     | 1     | <b>1</b>     | 1     | 1     | 1     | 1     | <b>1</b>     |
| CX15J | Top earners<br>Operational staff<br>disabled | % as at... | 10.6% | 11.3% | 11.2% | 10.2% | <b>10.2%</b> | 10.4% | 10.8% | 11.3% | 10.9% | <b>10.9%</b> | 10.3% | 10.0% | 9.2%  | 8.6%  | <b>10.9%</b> |
|       |  | number     | 26    | 28    | 29    | 26    | <b>26</b>    | 26    | 28    | 28    | 28    | <b>28</b>    | 27    | 26    | 23    | 22    | <b>28</b>    |
| CX15K | Top earners<br>FRS staff<br>disabled         | % as at... | 8.9%  | 9.5%  | 9.3%  | 9.9%  | <b>9.9%</b>  | 10.9% | 10.5% | 10.8% | 11.1% | <b>11.1%</b> | 10.1% | 9.9%  | 9.5%  | 9.9%  | <b>11.1%</b> |
|       |  | number     | 15    | 16    | 16    | 17    | <b>17</b>    | 19    | 19    | 20    | 22    | <b>22</b>    | 20    | 20    | 19    | 20    | <b>22</b>    |
| CX15L | Top earners<br>control staff<br>disabled     | % as at... | 15.4% | 16.7% | 16.7% | 16.7% | <b>16.7%</b> | 22.2% | 27.3% | 16.7% | 16.7% | <b>16.7%</b> | 16.7% | 16.7% | 16.7% | 25.0% | <b>16.7%</b> |
|       |  | number     | 2     | 2     | 2     | 2     | <b>2</b>     | 2     | 3     | 2     | 2     | <b>2</b>     | 2     | 2     | 2     | 3     | <b>2</b>     |

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**AIM 3 : PEOPLE and RESOURCES**

*Inclusion*

|       |   |            | Q1    | Q2    | Q3    | Q4    | 2019/20      | Q1    | Q2    | Q3    | Q4    | 2020/21      | Q1    | Q2    | Q3    | Q4    | 2021/22      |
|-------|---|------------|-------|-------|-------|-------|--------------|-------|-------|-------|-------|--------------|-------|-------|-------|-------|--------------|
| CX16A | Voluntary leavers<br>Operational staff<br>BAME  | % as at... | 8.3%  | 9.8%  | 8.7%  | 8.0%  | <b>8.0%</b>  | 10.4% | 9.4%  | 11.7% | 14.1% | <b>14.1%</b> | 14.2% | 18.5% | 14.1% | 10.4% | <b>10.4%</b> |
|       |   | number     | 21    | 25    | 23    | 23    | <b>23</b>    | 28    | 24    | 29    | 31    | <b>31</b>    | 24    | 35    | 18    | 8     | <b>8</b>     |
| CX16B | Voluntary leavers<br>Operational staff<br>women | % as at... | 9.8%  | 7.8%  | 6.5%  | 5.9%  | <b>5.9%</b>  | 5.2%  | 5.5%  | 4.4%  | 5.0%  | <b>5.0%</b>  | 4.1%  | 2.6%  | 3.9%  | 2.6%  | <b>2.6%</b>  |
|       |   | number     | 25    | 20    | 17    | 17    | <b>17</b>    | 14    | 14    | 11    | 11    | <b>11</b>    | 7     | 5     | 5     | 2     | <b>2</b>     |
| CX16C | Voluntary leavers<br>FRS staff<br>BAME          | % as at... | 29.8% | 27.1% | 25.4% | 25.0% | <b>25.0%</b> | 20.3% | 17.2% | 15.5% | 12.3% | <b>12.3%</b> | 14.9% | 18.4% | 19.2% | 25.0% | <b>25.0%</b> |
|       |   | number     | 17    | 16    | 16    | 16    | <b>16</b>    | 12    | 11    | 9     | 7     | <b>7</b>     | 7     | 7     | 5     | 3     | <b>3</b>     |
| CX16D | Voluntary leavers<br>FRS staff<br>women         | % as at... | 49.1% | 50.8% | 54.0% | 54.7% | <b>54.7%</b> | 50.8% | 43.8% | 37.9% | 33.3% | <b>33.3%</b> | 34.0% | 42.1% | 42.3% | 41.7% | <b>41.7%</b> |
|       |   | number     | 28    | 30    | 34    | 35    | <b>35</b>    | 30    | 28    | 22    | 19    | <b>19</b>    | 16    | 16    | 11    | 5     | <b>5</b>     |



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AIM 3 : PEOPLE and RESOURCES

Inclusion

|     | IP19  | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|-----|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| HoP | Contractor staff paid London's Living Wage<br>Annual data | 221     | 180     | 182     | 179     | 162     | 176     | 169     | 157     | 138     |

|        |
|--------|
| target |
| up     |



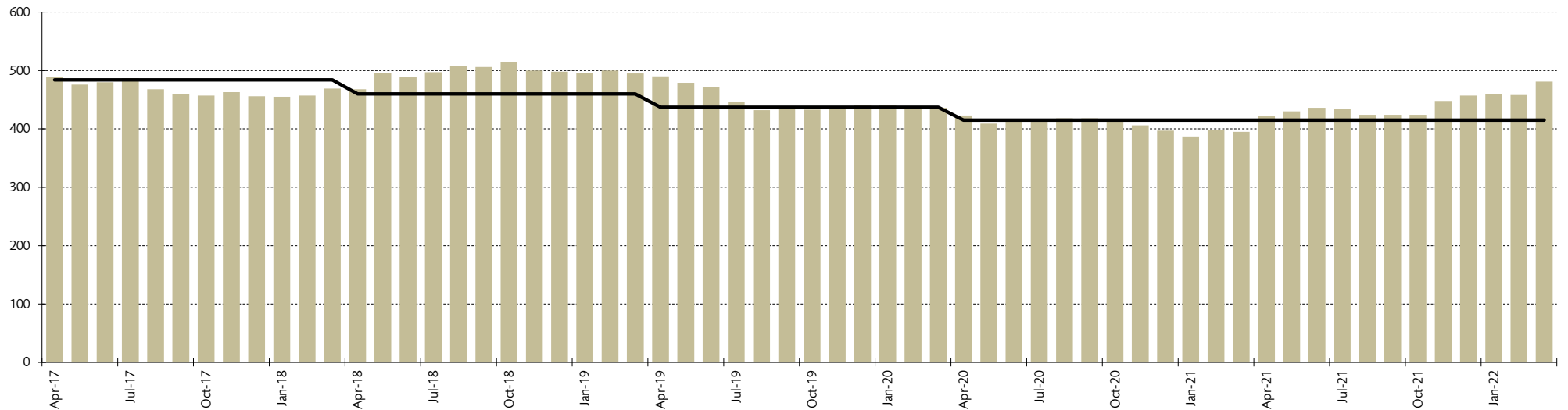
Note: Data for 'IP19 - Contractor staff paid London's Living Wage' is not available for 2020/21 yet

## AIM 3 : PEOPLE and RESOURCES

## Safety

|      | CO11   |         | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | target |
|------|--|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--------|
| HoHS | Road traffic collisions involving brigade vehicles<br>rolling 12 month | 2017/18 | 489 | 476 | 480 | 487 | 468 | 460 | 457 | 463 | 456 | 455 | 457 | 469 | 484    |
|      |  | 2018/19 | 468 | 496 | 489 | 497 | 508 | 506 | 514 | 500 | 498 | 496 | 500 | 495 | 460    |
|      |  | 2019/20 | 490 | 479 | 471 | 446 | 432 | 439 | 433 | 439 | 441 | 441 | 439 | 436 | 437    |
|      |  | 2020/21 | 423 | 409 | 416 | 414 | 418 | 418 | 414 | 406 | 397 | 387 | 398 | 395 | 415    |
|      |  | 2021/22 | 422 | 430 | 436 | 434 | 424 | 424 | 424 | 448 | 457 | 460 | 458 | 481 | 415    |

Road traffic collisions involving brigade vehicles



| HoHS |  |                   | Q1  | Q2  | Q3  | Q4  | 19/20 | Q1  | Q2  | Q3  | Q4  | 20/21 | Q1  | Q2  | Q3  | Q4  | 21/22 |
|------|--|-------------------|-----|-----|-----|-----|-------|-----|-----|-----|-----|-------|-----|-----|-----|-----|-------|
| CO11 | Road traffic collisions involving brigade vehicles | rolling 12 month  | 471 | 439 | 441 | 436 | 436   | 416 | 418 | 397 | 395 | 395   | 436 | 424 | 457 | 481 | 481   |
|      |  | number in quarter | 109 | 116 | 110 | 101 |       | 89  | 118 | 89  | 99  |       | 130 | 106 | 122 | 123 |       |

## AIM 3 : PEOPLE and RESOURCES

## Safety

| CO12 |   |         | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | target |
|------|---|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--------|
| HoHS | Injuries from operational incidents<br>rolling 12 month | 2017/18 | 133 | 130 | 198 | 191 | 187 | 185 | 181 | 200 | 202 | 196 | 200 | 205 | 135    |
|      |   | 2018/19 | 209 | 213 | 151 | 164 | 169 | 170 | 172 | 150 | 146 | 156 | 154 | 162 | 128    |
|      |   | 2019/20 | 164 | 168 | 159 | 153 | 148 | 147 | 147 | 144 | 146 | 138 | 136 | 126 | 122    |
|      |   | 2020/21 | 124 | 125 | 127 | 117 | 123 | 125 | 118 | 127 | 123 | 120 | 118 | 123 | 116    |
|      |   | 2021/22 | 121 | 112 | 107 | 104 | 95  | 101 | 103 | 102 | 106 | 110 | 108 | 108 | 116    |



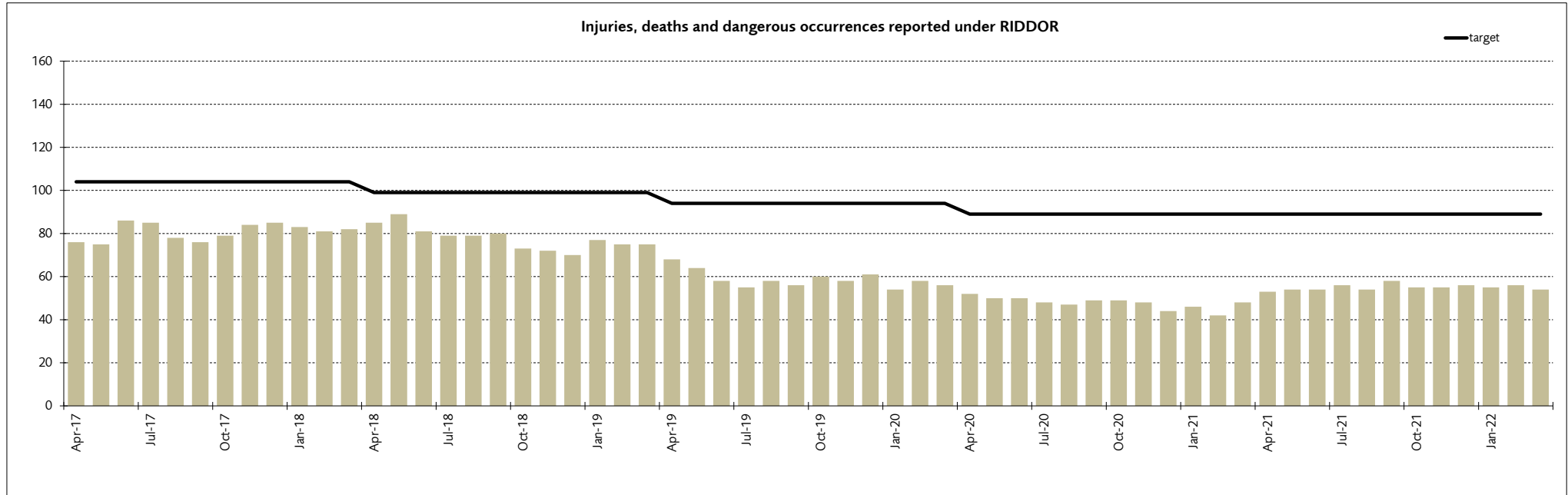
| HoHS |                                     |                   | Q1  | Q2  | Q3  | Q4  | 19/20 | Q1  | Q2  | Q3  | Q4  | 20/21 | Q1  | Q2  | Q3  | Q4  | 21/22 |
|------|-------------------------------------|-------------------|-----|-----|-----|-----|-------|-----|-----|-----|-----|-------|-----|-----|-----|-----|-------|
| CO12 | Injuries from operational incidents | rolling 12 month  | 159 | 147 | 146 | 126 | 126   | 127 | 125 | 123 | 123 | 123   | 107 | 101 | 106 | 108 | 108   |
|      |                                     | number in quarter | 39  | 37  | 24  | 26  |       | 40  | 35  | 22  | 26  |       | 24  | 29  | 27  | 28  |       |

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AIM 3 : PEOPLE and RESOURCES

Safety

|      | CO13  |         | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | target |
|------|---|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--------|
| HoHS | Injuries, deaths and dangerous occurrences reported under RIDDOR rolling 12 month | 2017/18 | 76  | 75  | 86  | 85  | 78  | 76  | 79  | 84  | 85  | 83  | 81  | 82  | 104    |
|      |   | 2018/19 | 85  | 89  | 81  | 79  | 79  | 80  | 73  | 72  | 70  | 77  | 75  | 75  | 99     |
|      |   | 2019/20 | 68  | 64  | 58  | 55  | 58  | 56  | 60  | 58  | 61  | 54  | 58  | 56  | 94     |
|      |   | 2020/21 | 52  | 50  | 50  | 48  | 47  | 49  | 49  | 48  | 44  | 46  | 42  | 48  | 89     |
|      |   | 2021/22 | 53  | 54  | 54  | 56  | 54  | 58  | 55  | 55  | 56  | 55  | 56  | 54  | 89     |



| HoHS |  |                   | Q1 | Q2 | Q3 | Q4 | 19/20 | Q1 | Q2 | Q3 | Q4 | 20/21 | Q1 | Q2 | Q3 | Q4 | 21/22 |
|------|--|-------------------|----|----|----|----|-------|----|----|----|----|-------|----|----|----|----|-------|
| CO13 | Injuries, deaths and dangerous occurrences reported under RIDDOR | rolling 12 month  | 58 | 56 | 61 | 56 | 56    | 50 | 49 | 44 | 48 | 48    | 54 | 58 | 56 | 54 | 54    |
|      |  | number in quarter | 16 | 14 | 13 | 13 |       | 10 | 13 | 8  | 17 |       | 16 | 17 | 6  | 15 |       |

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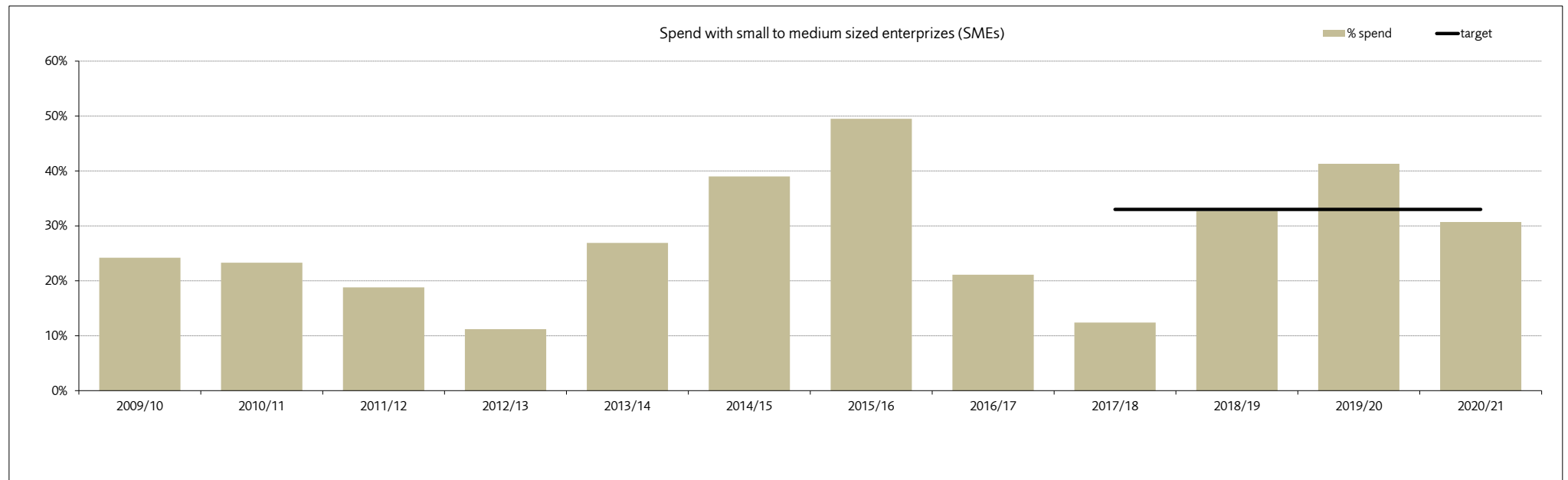
AIM 3 : PEOPLE and RESOURCES

Safety

|       |  |                   | Q1 | Q2 | Q3 | Q4 | 2019/20 | Q1 | Q2 | Q3 | Q4 | 2020/21 | Q1 | Q2 | Q3 | Q4 | 2021/22 |
|-------|--|-------------------|----|----|----|----|---------|----|----|----|----|---------|----|----|----|----|---------|
| CX17A | RIDDOR - deaths  | rolling 12 month  | 0  | 0  | 0  | 0  | 0       | 0  | 0  | 0  | 0  | 0       | 0  | 0  | 0  | 0  | 0       |
|       |  | number in quarter | 0  | 0  | 0  | 0  |         | 0  | 0  | 0  | 0  |         | 0  | 0  | 0  | 0  |         |
| CX17B | RIDDOR - 'specified' injuries  | rolling 12 month  | 9  | 5  | 3  | 1  | 1       | 1  | 2  | 2  | 2  | 2       | 3  | 2  | 1  | 1  | 1       |
|       |  | number in quarter | 0  | 0  | 1  | 0  |         | 0  | 1  | 1  | 0  |         | 0  | 0  | 0  | 0  |         |
| CX17C | RIDDOR - 'over 7 day' injuries   | rolling 12 month  | 49 | 51 | 58 | 55 | 55      | 49 | 47 | 42 | 46 | 46      | 51 | 56 | 55 | 53 | 53      |
|       |  | number in quarter | 16 | 14 | 12 | 13 |         | 10 | 12 | 7  | 17 |         | 15 | 17 | 6  | 15 |         |
| CX17D | Deaths and serious injuries to MoP from RTC's involving Brigade vehicles | rolling 12 month  | 10 | 11 | 13 | 14 | 14      | 17 | 17 | 14 | 12 | 12      | 13 | 10 | 12 | 14 | 14      |
|       |  | number in quarter | 0  | 4  | 6  | 4  |         | 3  | 4  | 3  | 2  |         | 4  | 1  | 5  | 4  |         |

**AIM 3 : PEOPLE and RESOURCES***Sustainability*

| CO14 |   |        | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|------|---|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| HoP  | Spend with small to medium sized enterprizes (SMEs)<br><i>Annual data</i> | Actual | 24.2%   | 23.3%   | 18.8%   | 11.2%   | 26.9%   | 39.0%   | 49.5%   | 21.1%   | 12.4%   | 32.7%   | 41.3%   | 30.7%   |
|      |   | Target | 0.0%    | 0.0%    | 0.0%    | 0.0%    | 0.0%    | 0.0%    | 0.0%    | 0.0%    | 33.0%   | 33.0%   | 33.0%   | 33.0%   |

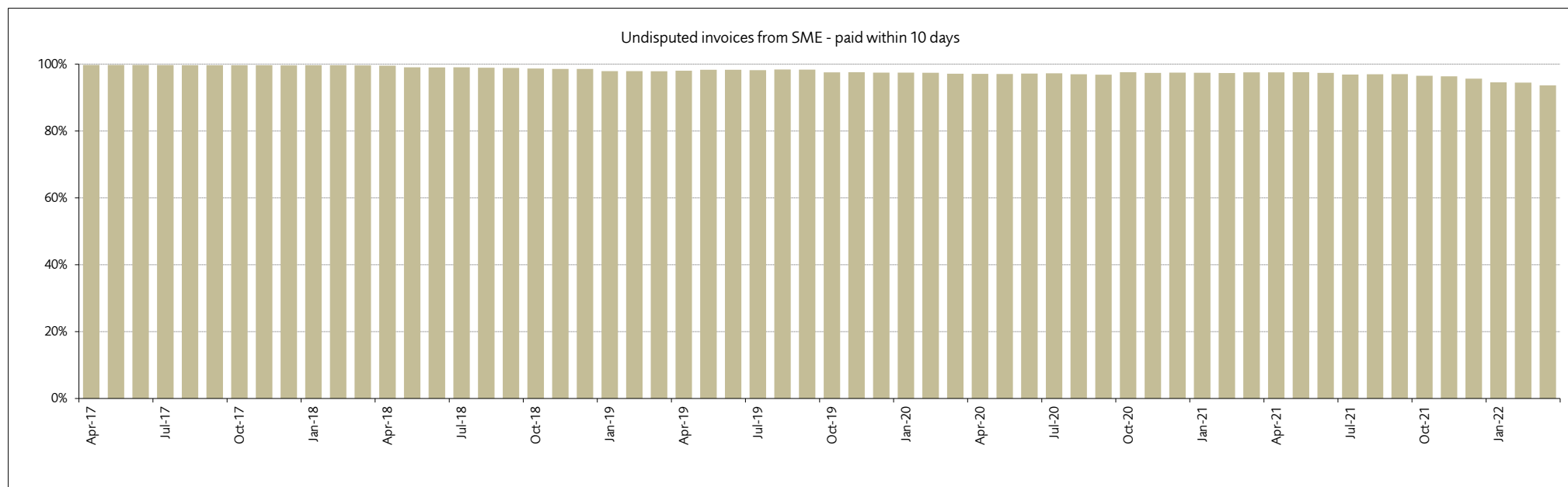


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AIM 3 : PEOPLE and RESOURCES

Sustainability

|     | CX18   |         | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   |
|-----|--|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| HoF | Undisputed invoices from SME - paid within 10 days (%)<br>rolling 12 month | 2017/18 | 99.8% | 99.8% | 99.8% | 99.7% | 99.7% | 99.7% | 99.7% | 99.7% | 99.6% | 99.7% | 99.7% | 99.6% |
|     |  | 2018/19 | 99.5% | 99.1% | 99.0% | 99.1% | 98.9% | 98.9% | 98.7% | 98.6% | 98.6% | 97.9% | 97.9% | 97.9% |
|     |  | 2019/20 | 98.0% | 98.4% | 98.3% | 98.2% | 98.4% | 98.4% | 97.5% | 97.6% | 97.5% | 97.5% | 97.4% | 97.2% |
|     |  | 2020/21 | 97.1% | 97.1% | 97.2% | 97.3% | 97.0% | 96.8% | 97.6% | 97.4% | 97.5% | 97.4% | 97.3% | 97.6% |
|     |  | 2021/22 | 97.5% | 97.6% | 97.4% | 96.9% | 97.0% | 97.0% | 96.6% | 96.4% | 95.7% | 94.6% | 94.5% | 93.7% |

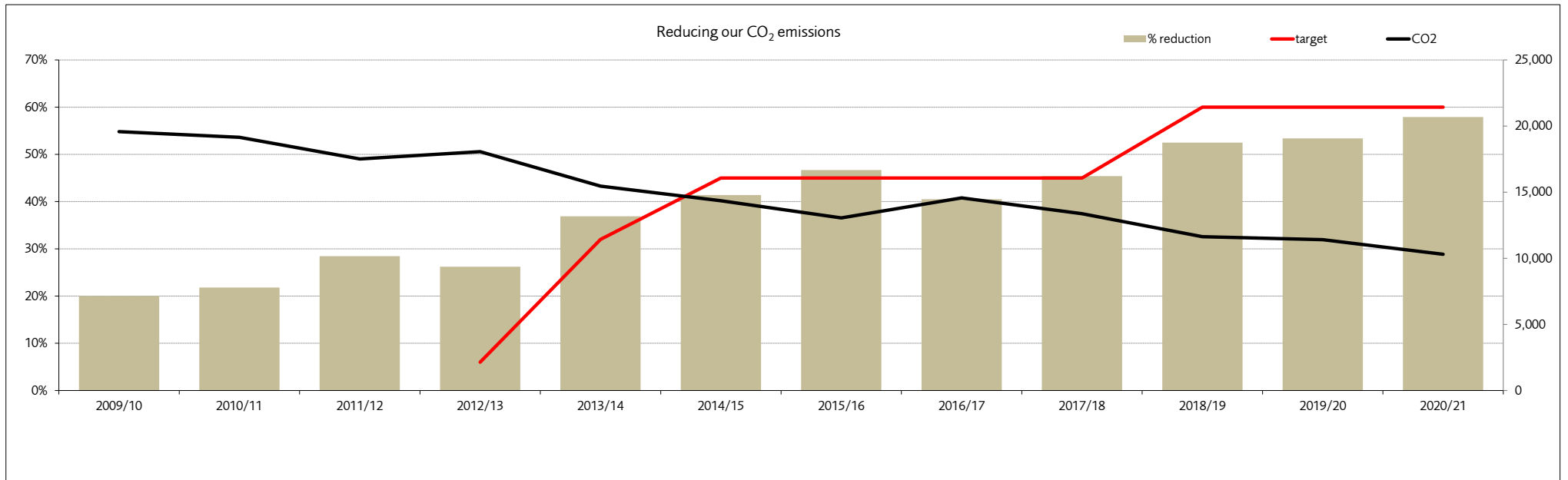


| HoF  |  |                    | Q1    | Q2    | Q3    | Q4    | 19/20 | Q1    | Q2    | Q3    | Q4    | 20/21 | Q1    | Q2    | Q3    | Q4    | 21/22 |
|------|--|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CX18 | Undisputed invoices from SME - paid within 10 days (%) | rolling 12 month % | 98.3% | 98.4% | 97.5% | 97.2% | 97.2% | 97.2% | 96.8% | 97.5% | 97.6% | 97.6% | 97.4% | 97.0% | 95.7% | 93.7% | 93.7% |
|      |  | % in quarter       | 98.9% | 99.2% | 95.2% | 96.1% |       | 98.7% | 97.4% | 97.8% | 96.3% |       | 98.3% | 95.9% | 91.8% | 89.4% |       |

## AIM 3 : PEOPLE and RESOURCES

## Sustainability

| CO15 |  |                            | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|------|--|----------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| HoP  | Reducing our CO <sub>2</sub> emissions<br><i>Annual data</i> | Total CO <sub>2</sub> (tn) | 19,578  | 19,149  | 17,517  | 18,066  | 15,452  | 14,352  | 13,057  | 14,566  | 13,369  | 11,630  | 11,412  | 10,303  |
|      |  | % Change                   | 20.0%   | 21.8%   | 28.5%   | 26.2%   | 36.9%   | 41.4%   | 46.7%   | 40.5%   | 45.4%   | 52.5%   | 53.4%   | 57.9%   |
|      |  | Target                     | 0%      | 0%      | 0%      | 6%      | 32%     | 45%     | 45%     | 45%     | 45%     | 60%     | 60%     | 60%     |



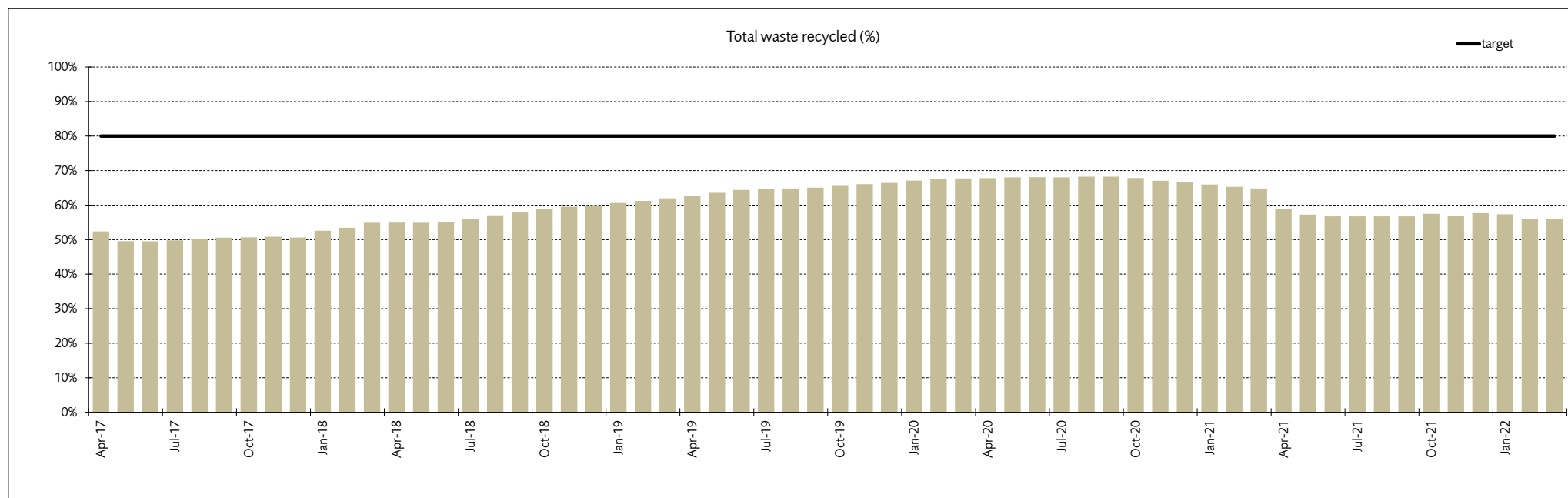
Note: Data for Total CO<sub>2</sub> (tn) is not available from 2019/20



## AIM 3 : PEOPLE and RESOURCES

## Sustainability

|       | IP20   |         | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | target |
|-------|--|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| HoTSS | Total waste recycled (%)<br>rolling 12 month | 2017/18 | 52.4% | 49.5% | 49.5% | 49.8% | 50.3% | 50.6% | 50.6% | 50.9% | 50.6% | 52.6% | 53.4% | 54.9% | 80%    |
|       |  | 2018/19 | 54.9% | 54.9% | 55.0% | 56.0% | 57.0% | 57.9% | 58.8% | 59.5% | 60.0% | 60.6% | 61.2% | 62.0% | 80%    |
|       |  | 2019/20 | 62.7% | 63.6% | 64.4% | 64.7% | 64.8% | 65.1% | 65.6% | 66.1% | 66.4% | 67.1% | 67.7% | 67.7% | 80%    |
|       |  | 2020/21 | 59.0% | 57.3% | 56.8% | 56.7% | 56.7% | 56.7% | 57.5% | 56.9% | 57.7% | 57.3% | 56.0% | 56.0% | 80%    |

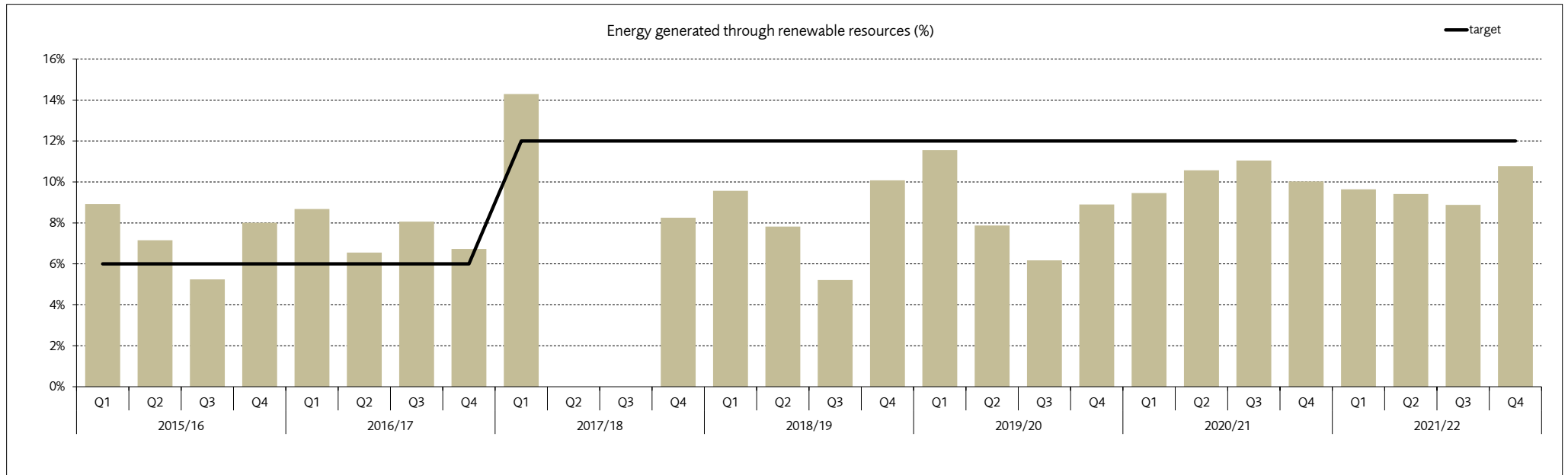


| HoTSS |                          |                       | Q1      | Q2      | Q3      | Q4      | 19/20   | Q1      | Q2      | Q3      | Q4      | 20/21   | Q1      | Q2      | Q3      | Q4      | 21/22   |
|-------|--------------------------|-----------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| IP20  | Total waste recycled (%) | rolling 12 month (kg) | 579,877 | 558,360 | 556,353 | 567,048 | 567,048 | 573,799 | 579,941 | 561,230 | 536,351 | 536,351 | 463,557 | 446,352 | 449,546 | 431,507 | 431,507 |
|       |                          | Rolling 12 month (%)  | 64.4%   | 65.1%   | 66.4%   | 67.7%   | 67.7%   | 68.1%   | 68.3%   | 66.8%   | 64.8%   | 64.8%   | 56.8%   | 56.7%   | 57.7%   | 56.0%   | 56.0%   |
|       |                          | Percentage in quarter | 66.2%   | 67.3%   | 67.9%   | 69.5%   |         | 67.6%   | 68.0%   | 61.7%   | 61.4%   |         | 100.0%  | 100.0%  | 100.0%  | 100.0%  |         |

## AIM 3 : PEOPLE and RESOURCES

## Sustainability

| IP21  |  |         | Q1    | Q2    | Q3    | Q4    | target |
|-------|--|---------|-------|-------|-------|-------|--------|
| HoTSS | Energy generated through renewable resources (%)<br>rolling 12 month | 2017/18 | 14.3% | n/a   | n/a   | 8.3%  | 12%    |
|       |  | 2018/19 | 9.6%  | 7.8%  | 5.2%  | 10.1% | 12%    |
|       |  | 2019/20 | 11.6% | 7.9%  | 6.2%  | 8.9%  | 12%    |
|       |  | 2020/21 | 9.5%  | 10.6% | 11.1% | 10.0% | 12%    |
|       |  | 2021/22 | 9.6%  | 9.4%  | 8.9%  | 10.8% | 12%    |



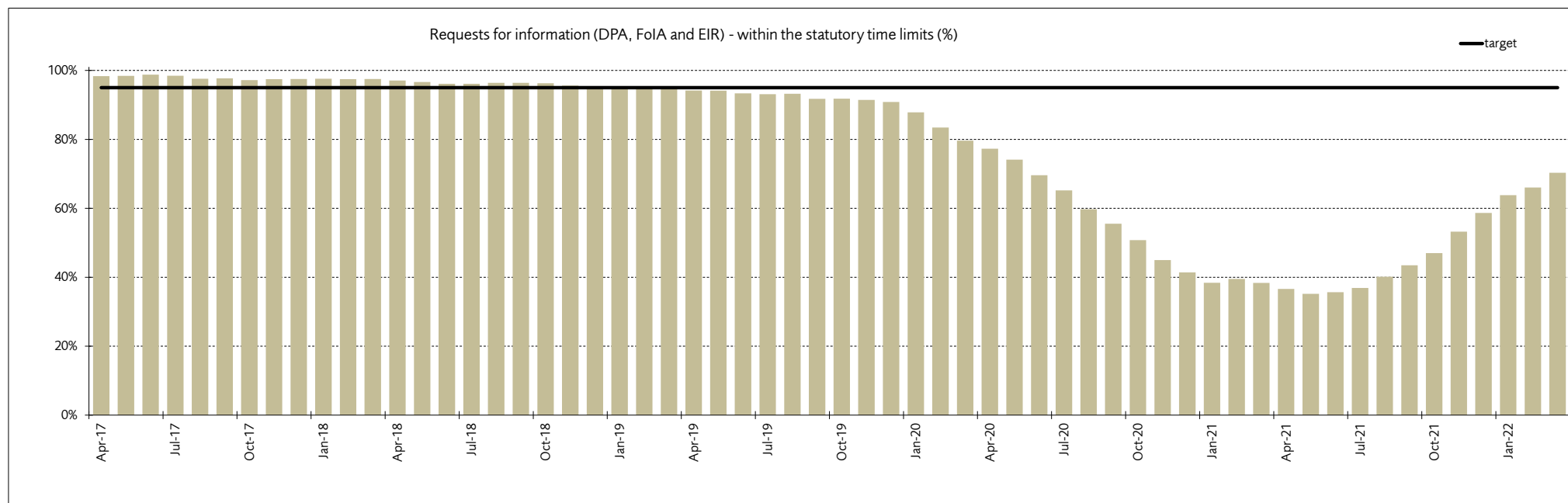
Note: Data for Q2 2017/18, Q3 2017/18 for 'IP21 Energy generated through renewable resources' is not available

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AIM 3 : PEOPLE and RESOURCES

Accountability

|       | CO16  |         | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | target |
|-------|---|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| HoICT | Requests for information (DPA, FoIA and EIR) - within the statutory time limits (%)<br>rolling 12 month | 2017/18 | 98.3% | 98.4% | 98.8% | 98.4% | 97.6% | 97.7% | 97.2% | 97.5% | 97.5% | 97.6% | 97.5% | 97.5% | 95%    |
|       |   | 2018/19 | 97.1% | 96.6% | 96.1% | 96.1% | 96.4% | 96.4% | 96.3% | 95.6% | 95.3% | 95.4% | 94.8% | 94.8% | 95%    |
|       |   | 2019/20 | 94.2% | 94.1% | 93.4% | 93.1% | 93.2% | 91.8% | 91.8% | 91.4% | 90.8% | 87.8% | 83.4% | 79.6% | 95%    |
|       |   | 2020/21 | 77.3% | 74.1% | 69.6% | 65.2% | 59.7% | 55.5% | 50.8% | 45.0% | 41.4% | 38.4% | 39.5% | 38.3% | 95%    |
|       |   | 2021/22 | 36.6% | 35.2% | 35.7% | 36.9% | 40.1% | 43.5% | 47.0% | 53.2% | 58.7% | 63.8% | 66.0% | 70.3% | 95%    |



| HoICT |   |                       | Q1    | Q2    | Q3    | Q4    | 19/20 | Q1    | Q2    | Q3    | Q4    | 20/21 | Q1    | Q2    | Q3    | Q4    | 21/22 |
|-------|---|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CO16  | Requests for information (DPA, FoIA and EIR) - within the statutory time limits (%) | rolling 12 month      | 93.4% | 91.8% | 90.8% | 79.6% | 79.6% | 69.6% | 55.5% | 41.4% | 38.3% | 38.3% | 35.7% | 43.5% | 58.7% | 70.3% | 70.3% |
|       |   | percentage in quarter | 88.1% | 90.2% | 88.9% | 53.7% |       | 41.0% | 34.1% | 35.6% | 43.9% |       | 30.1% | 62.6% | 92.2% | 90.5% |       |

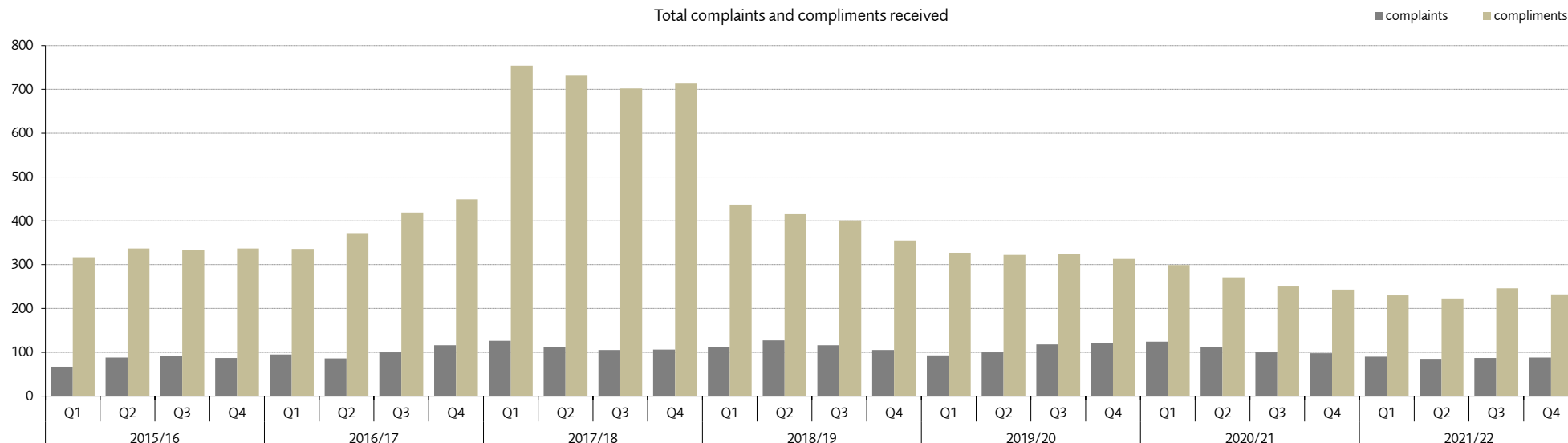
Corporate Performance Digest - Q4 2021/22

AIM 3 : PEOPLE and RESOURCES

Accountability

|      | IP22  |         | Q1  | Q2  | Q3  | Q4  | target | IP23   | Q1  | Q2  | Q3  | Q4  | target |
|------|---|---------|-----|-----|-----|-----|--------|--|-----|-----|-----|-----|--------|
| HoCO | Total complaints received<br>rolling 12 month | 2017/18 | 126 | 112 | 105 | 106 | down   | Total compliments received<br>rolling 12 month | 754 | 731 | 702 | 713 | up     |
|      |   | 2018/19 | 111 | 127 | 116 | 105 | down   |  | 437 | 415 | 401 | 355 | up     |
|      |   | 2019/20 | 93  | 100 | 118 | 122 | down   |  | 327 | 322 | 324 | 313 | up     |
|      |   | 2020/21 | 124 | 111 | 100 | 98  | down   |  | 299 | 271 | 252 | 243 | up     |
|      |   | 2021/22 | 90  | 85  | 87  | 88  | down   |  | 230 | 223 | 246 | 232 | up     |

Total complaints and compliments received



| HoCO |                            |                   | Q1  | Q2  | Q3  | Q4  | 19/20 | Q1  | Q2  | Q3  | Q4  | 20/21 | Q1  | Q2  | Q3  | Q4  | 21/22 |
|------|----------------------------|-------------------|-----|-----|-----|-----|-------|-----|-----|-----|-----|-------|-----|-----|-----|-----|-------|
| IP22 | Total complaints received  | rolling 12 month  | 93  | 100 | 118 | 122 | 122   | 124 | 111 | 100 | 98  | 98    | 90  | 85  | 87  | 88  | 88    |
|      |                            | number in quarter | 40  | 40  | 33  | 25  |       | 26  | 27  | 22  | 23  |       | 18  | 22  | 24  | 24  |       |
| IP23 | Total compliments received | rolling 12 month  | 327 | 322 | 324 | 313 | 313   | 299 | 271 | 252 | 243 | 243   | 230 | 223 | 246 | 232 | 232   |
|      |                            | number in quarter | 88  | 89  | 71  | 65  |       | 74  | 61  | 71  | 56  |       | 61  | 54  | 75  | 42  |       |

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|  |                   | Q1  | Q2     | Q3     | Q4     | 2019/20 | Q1  | Q2     | Q3     | Q4     | 2020/21 | Q1  | Q2     | Q3     | Q4     | 2021/22 |
|--|-------------------|---|--------|--------|--------|---------|---|--------|--------|--------|---------|---|--------|--------|--------|---------|
| Dwelling fires with no smoke alarm fitted                          | rolling 12 month  | 27.5%                                     | 27.8%  | 27.0%  | 27.2%  | 27.2%   | 27.8%                                     | 28.0%  | 28.2%  | 28.1%  | 28.1%   | 27.4%                                     | 26.5%  | 26.9%  | 26.5%  | 26.5%   |
|  | number in quarter | 28.8%                                     | 29.3%  | 24.0%  | 26.8%  |         | 31.1%                                     | 30.4%  | 24.6%  | 26.1%  |         | 28.6%                                     | 26.7%  | 26.0%  | 24.5%  |         |
| Number of school children reached                                  | rolling 12 month  | 74,483                                    | 68,757 | 69,176 | 66,542 | 66,542  | 51,344                                    | 44,243 | 34,049 | 21,779 | 21,779  | 31,176                                    | 34,074 | 35,252 | 41,839 | 41,839  |
|  | number in quarter | 15,198                                    | 9,945  | 22,246 | 19,153 |         | 0   | 2,844  | 12,052 | 6,883  |         | 9,397                                     | 5,742  | 13,230 | 13,470 |         |
| Participants of JFIS schemes                                       | rolling 12 month  | Annual data                               |        |        |        | 119     | Annual data                               |        |        |        | 154     | Annual data                               |        |        |        |         |
|  | number in quarter |   |        |        |        |         |   |        |        |        |         |   |        |        |        |         |
| Participants of LIFE schemes                                       | rolling 12 month  | 579                                       | 577    | 525    | 468    | 468     | 382                                       | 256    | 101    | 0      | 0       | 0   | 0      | 0      | 0      | 0       |
|  | number in quarter | 86  | 126    | 155    | 101    |         | 0   | 0      | 0      | 0      |         | 0   | 0      | 0      | 0      |         |
| Participants of Fire Cadets scheme<br><small>*July passout</small> | rolling 12 month  | Annual data<br>(includes graduate cadets) |        |        |        | 320*    | Annual data<br>(includes graduate cadets) |        |        |        | 349*    | Annual data<br>(includes graduate cadets) |        |        |        |         |
|  | number in quarter |   |        |        |        |         |   |        |        |        |         |   |        |        |        |         |
| Safe Drive, Stay Alive   | rolling 12 month  | 20,613                                    | 20,613 | 21,028 | 20,966 | 20,613  | 20,966                                    | 20,966 | 7,635  | 0      | 0       | 1   | 1      | 1      | 0      | 0       |
|  | number in quarter | 0   | 0      | 13331  | 7635   |         | 0   | 0      | 0      | 0      |         | 1   | 0      | 0      | 0      |         |
| Crossfire  | rolling 12 month  | 17,120                                    | 19,390 | 21,865 | 22,987 | 22,987  | 17,992                                    | 13,295 | 5,480  | 0      | 0       | No longer running                         |        |        |        |         |
|  | number in quarter | 4,995                                     | 4,697  | 7,815  | 5,480  |         | 0   | 0      | 0      | 0      |         |   |        |        |        |         |
| Junior Citizens  | rolling 12 month  | 59,507                                    | 58,451 | 55,762 | 49,391 | 49,391  | 28,979                                    | 24,889 | 12,121 | 14,331 | 14,331  | 14,331                                    | 15,841 | 15,841 | 0      | 0       |
|  | number in quarter | 20,412                                    | 4,090  | 12,768 | 12,121 |         | 0   | 0      | 0      | 14,331 |         | 0   | 1,510  | 0      | 0      |         |

Note: The number of Junior Citizens in Q4 20/21 were engaged with virtually

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|   |                   | Q1    | Q2    | Q3    | Q4    | 2019/20 | Q1    | Q2    | Q3    | Q4    | 2020/21 | Q1    | Q2    | Q3    | Q4    | 2021/22 |
|---|-------------------|-------|-------|-------|-------|---------|-------|-------|-------|-------|---------|-------|-------|-------|-------|---------|
| Enforcement notices served as a % of all on-site inspections / audits | rolling 12 month  | 3.6%  | 3.8%  | 4.5%  | 4.7%  | 4.7%    | 4.5%  | 4.2%  | 3.4%  | 3.0%  | 3.0%    | 2.9%  | 2.8%  | 2.8%  | 2.3%  | 2.3%    |
|   | number in quarter | 4.7%  | 4.1%  | 5.6%  | 4.7%  |         | 3.4%  | 3.1%  | 2.3%  | 3.4%  |         | 2.7%  | 2.7%  | 2.4%  | 1.5%  |         |
| Prosecutions made   | rolling 12 month  | 2     | 3     | 3     | 5     | 5       | 5     | 4     | 3     | 0     | 0       | 0     | 0     | 0     | 0     | 0       |
|   | number in quarter | 0     | 1     | 1     | 3     |         | 0     | 0     | 0     | 0     |         | 0     | 0     | 0     | 0     |         |
| Successful prosecutions   | rolling 12 month  | 2     | 3     | 3     | 5     | 5       | 5     | 4     | 3     | 0     | 0       | 0     | 0     | 0     | 0     | 0       |
|   | number in quarter | 0     | 1     | 1     | 3     |         | 0     | 0     | 0     | 0     |         | 0     | 0     | 0     | 0     |         |
| Prohibition notices served  | rolling 12 month  | 49    | 42    | 57    | 59    | 59      | 69    | 75    | 63    | 57    | 57      | 43    | 36    | 39    | 49    | 49      |
|   | number in quarter | 14    | 10    | 19    | 16    |         | 24    | 16    | 7     | 10    |         | 10    | 9     | 10    | 20    |         |
| Special services flooding   | rolling 12 month  | 6,721 | 6,718 | 6,799 | 6,861 | 6,861   | 6,640 | 6,709 | 6,528 | 6,663 | 6,663   | 6,997 | 7,122 | 7,296 | 7,279 | 7,279   |
|   | number in quarter | 1,581 | 1,714 | 1,976 | 1,590 |         | 1,360 | 1,783 | 1,795 | 1,725 |         | 1,694 | 1,908 | 1,969 | 1,708 |         |
| Information access requests (FOIA, DPA, EIR) received                 | rolling 12 month  | 662   | 693   | 752   | 751   | 751     | 753   | 742   | 732   | 686   | 686     | 698   | 711   | 716   | 771   | 771     |
|   | number in quarter | 159   | 193   | 198   | 201   |         | 161   | 182   | 188   | 155   |         | 173   | 195   | 193   | 210   |         |

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