



LONDON FIRE BRIGADE

LFC-000

Completed by Governance Team

LFB KPI Report Proposed Targets 2025/26

Report to:**Date:**

Service Delivery Board.....	13 February 2025
Commissioner's Board	12 March 2025
Fire Board.....	01 April 2025
Audit Committee.....	28 May 2025

Report by:

Senita Robinson, Professional Head of Performance Improvement and Business Intelligence

Report classification:

For information

For publication

Values met

- Service
- Integrity
- Teamwork
- Equity
- Courage
- Learning

PART ONE

Non-confidential facts and advice to the decision-maker

Executive Summary

Recommended decisions

That the Service Delivery Board notes the report.

That the Commissioner's Board notes the report.

That the Deputy Mayor notes the report.

1 Introduction and background

- 1.1 This is the target proposal report 2025/26 with data up to end of December 2024. The report covers the Brigade's new CRMP indicators and targets which are aligned to the pillars and commitments.

2 Objectives and expected outcomes

- 2.1 To monitor progress against Key Performance Indicator targets set to support the Brigade in delivering the strategic goals set out in the CRMP.

3 Values Comments

- 3.1 The LFC notes the Fire Standards Board requirements around adopting and embedding the Core Code of Ethics at an individual and corporate level. Following extensive engagement, the LFC has introduced Brigade values which build on and do not detract from the Code of Ethics.

- 3.2 The Brigade values are:

- a) Service: we put the public first
- b) Integrity: we act with honesty
- c) Teamwork: we work together and include everyone
- d) Equity: we treat everyone fairly according to their needs
- e) Courage: we step up to the challenge
- f) Learning: we listen so that we can improve

- 3.3 This report is part of delivering all of the LFB values:

- a) Service: This report provides proposed targets and commentary against all 33 CRMP KPIs.
- b) Integrity: This report is key to our organisational integrity by providing transparency in the setting of

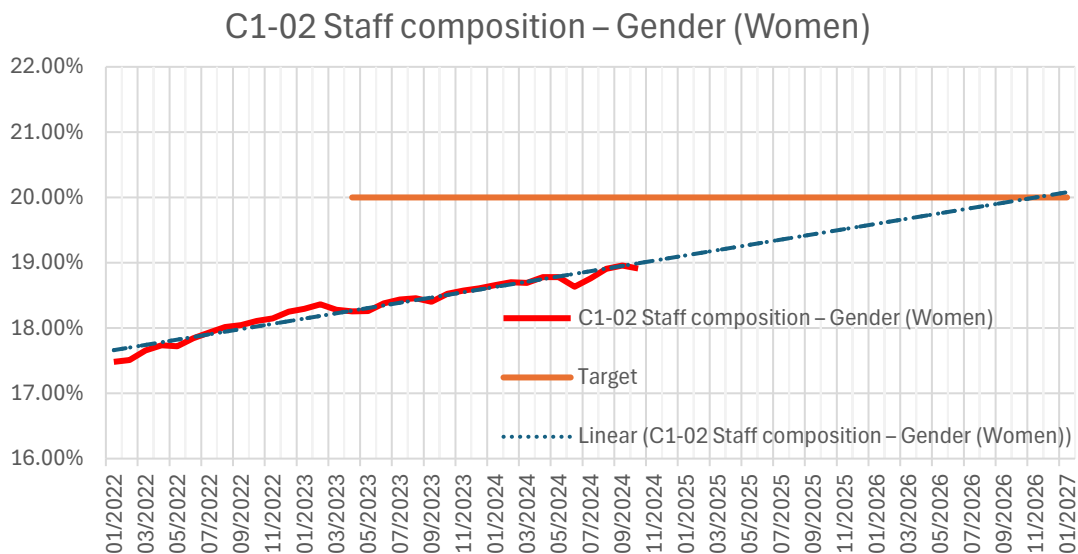
the targets for our Key Performance Indicators.

- c) Teamwork: This report aims to highlight key issues across the Brigade with a view to collaborating with key stakeholders in SDB and CB on how best to tackle them and continually improve.
- d) Equity: This report contains targets for Key Performance Indicators on equity measures such as our staff composition and pay gap.
- e) Courage: This report aims to bring issues to the forefront and provide information that helps the LFB to tackle key issues.
- f) Learning: This report ensures we are giving voice to key stakeholders at SDB and CB who contribute to discussion in their areas of expertise as well as setting actions together to continuously improve

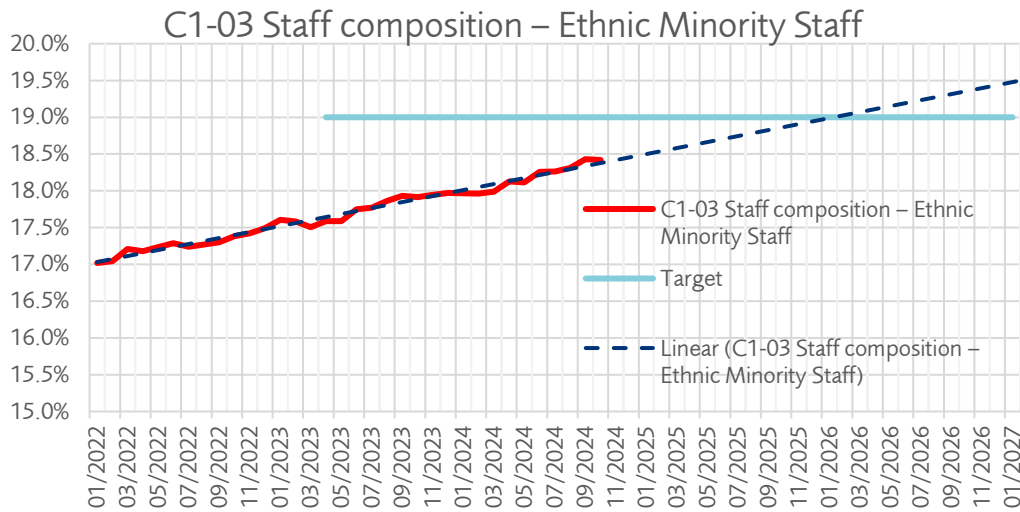
4 Proposed targets for 2025/26

4.1 Engaging with You: We will work with you to provide localized services that meet your needs & We will make it easy for you to access our services.

- a) We propose to maintain the current target of 85% for the **Community Satisfaction** KPI which is based on polling conducted by YouGov and the percentage who agree with the following statement: "I think the services provided by London Fire Brigade to protect and serve London are the right services".
- b) The current target of 20% for **Staff composition – Gender (Women)** is not currently being met. Based on recent data, if the current trend continues the target is unlikely to be met next financial year. Analysis will be undertaken as to the reasons behind the slow progress recently, in the meantime it is proposed to maintain the target at 20%.

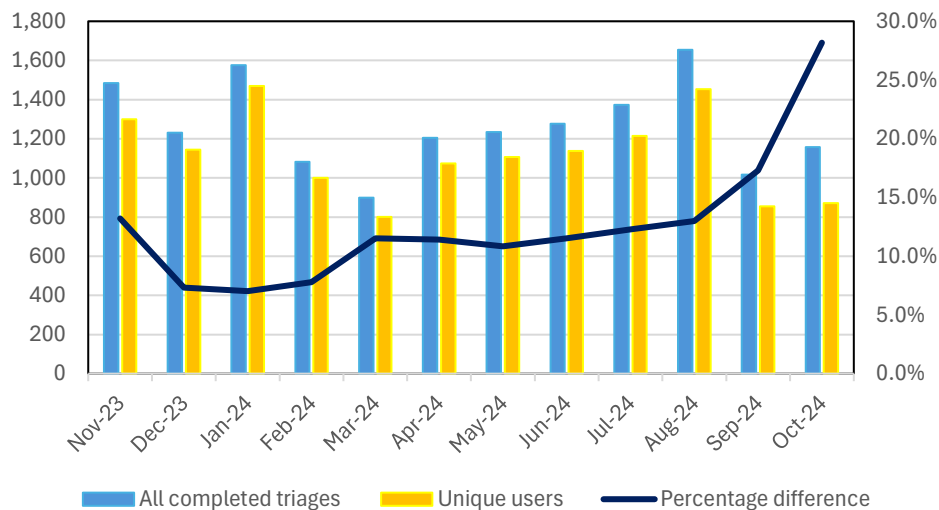


- c) The current target of 19% for **Staff composition – Ethnic Minority Staff** is not currently being met. Based on recent data, if the current trend continues the target is likely to be met at the end of next financial year. Analysis will be undertaken as to the reasons behind the slow progress recently, in the meantime it is proposed to maintain the target at 19%.



- d) The target for **Staff composition – Disability** is proposed to remain at 10% which is the estimated percentage of Londoners with a disability.
- e) The target for **Staff composition – Lesbian, Gay, Bisexual (LGB) Staff** is proposed to remain at 4.60% which is the estimated percentage of Londoners who identify as LGB.
- f) LFB is developing a **Community Impact Tool** aimed at quantifying the value of our programmes and services for individuals, communities and the environment. Progress on the community impact tool was resumed in late 2024 and it is expected that the tool will launch in 2025/26, with a KPI and target to follow.
- g) LFB set itself a challenging target of 18,000 online triage per year for **Triages via our Online Fire Safety Checker**, the target is not currently being met. It is proposed to maintain the target at 18,000 per year, while actions are taken to improve performance in this area. However, we propose to change the way the KPI is calculated to count the number of all completed triages, rather than the number of unique users. This would more accurately reflect actual usage, as the tool is used by carers to go through the triage on behalf of the people that they care for and so use the form multiple times. On average the number of total completed triages is around 12% higher than the number of unique users.

Online HFSC - Total triages Vs unique users



KPI	2024/25 Performance (YTD as at Q3)	24/25 Target	Proposed 25/26 Target	Change
C1-01: Community Satisfaction Ratings	89%	85%	85%	← Same target
C1-02: Staff Composition – Gender (Women)	18.95%	20%	20%	← Same target
C1-03: Staff Composition – Ethnic Minority Staff	18.49%	19%	19%	← Same target
C1-04: Staff Composition – Disability	8.93%	10%	10%	← Same target
C1-05: Staff Composition – Lesbian, Gay, Bisexual (LGB) Staff	6.05%	4.60%	4.60%	← Same target
C1-06: Development of the Community Impact Tool	N/A	N/A	TBD	New Target
C2-01: Triages via our Online Fire Safety Checker	9,257	18,000	18,000	← Same target

4.2 Protecting You: We will adapt our services as your needs change & We will design services around your needs and concerns.

- a) The target for the **Average First Appliance Arrival Time** is proposed to remain at 6 minutes, this is aligned with LFB's ambition in the CRMP.
- b) The target for the **Average Second Appliance Arrival Time** is proposed to remain at 8 minutes, this is aligned with LFB's ambition in the CRMP.
- c) The target for the **First Appliance Arrival Within 10 Minutes** is proposed to remain at 90%, this is aligned with LFB's ambition in the CRMP.
- d) The target for the **First Appliance Arrival Within 12 Minutes** is proposed to remain at 95%, this is aligned with LFB's ambition in the CRMP.
- e) No change to the target is proposed for **Alleged Fire Risks Addressed Within 3 Hours**, 90% is aligned with LFB's ambition in the CRMP.
- f) For the **Ratio of High-Risk Audits Completed** we are still working to ensure that inspecting officers are trained as fully competent in order to inspect high risk premises, this is reflected in the recent positive performance. We are also assessing the impact of the new Building Safety Regulator (BSR) as well as the Government's 'Remediation Acceleration Plan' of unsafe buildings. We will carefully monitor this KPI over 2025/26 and we propose to maintain the target of 40% for the next financial year.
- g) LFB introduced a more challenging target for **Station Staff Time Spent on Prevention** in 2024/25, we propose maintaining the target at 12% for next financial year.
- h) It is proposed to increase the target for **Station Staff Time Spent on Protection** to 4% for 2025/26 in response to the built environment risk. Additionally, fire stations will introduce borough and station specific targets that are internally aligned to the delivery of each Borough Risk Management Plan to take account of the unique local communities, built environment and resources.
- i) The **Percentage of High-risk Home Fire Safety Visits** is reporting slightly below the target of 60% for 2024/25. Work is being done to improve the targeting of vulnerable households for group risk visits and make the referral process easier for trusted partners. We propose to maintain the current target of 60%.
- j) For **False Alarms Attended due to Automatic Fire Alarms in Non-domestic Buildings** following the launch of the AFA reduction policy we have seen a reduction of approximately 30% in AFAs attended by LFB, this data will continue to be monitored. This KPI and target will be reviewed next year as part of mid-CRMP review.

KPI	2024/25 Performance (YTD as at Q3)	24/25 Target	Proposed 25/26 Target	Change
C3-01: Average First Appliance Arrival Time	00:05:24	00:06:00	00:06:00	← Same target
C3-02: Average Second Appliance Arrival Time	00:06:47	00:08:00	00:08:00	← Same target
C3-03: First Appliance Arrival Within 10 Minutes	96.31%	90%	90%	← Same target
C3-04: First Appliance Arrival Within 12 Minutes	98.58%	95%	95%	← Same target
C3-05: Alleged Fire Risks Addressed Within 3 Hours	97.92%	90%	90%	← Same target
C3-06: Ratio of High-Risk Audits Completed	44.47%	40%	40%	← Same target
C4-01: Station Staff Time Spent on Prevention	13.46%	12%	12%	← Same target
C4-02: Station Staff Time Spent on Protection	3.08%	3%	4%	↑ 33%
C4-03: % Of High-Risk Home Fire Safety Visits	56.69%	60%	60%	← Same target
C4-04: False Alarms Attended Due To Automatic Fire Alarms In Non-Domestic Buildings	16,564	20,000	20,000	← Same target

4.3 Learning from Others: We will enable our people to be the best they can be, to serve you better & We will work together to provide the best possible services to meet your needs

- a) The target for the **Reporting of Injuries, Diseases and Dangerous Occurrences Regulations** has been reducing by 5% year on year for a number of years to its present level. This target has become very difficult to achieve and so it is recommended the target remains at the same level for next year.

The implementation of the new Health, Safety and Wellbeing Board, which reports to SDB will ensure health, safety and wellbeing initiatives are identified and taken forward to reduce risks. Additionally, the new Health and Safety Tactical Working Group within Fire Stations department will ensure interventions in response to safety events are embedded and other health, safety and wellbeing performance indicators will be monitored locally.

The Safety Culture improvement plan should also contribute to a reduction in the number of RIDDOR events.

- b) No change has been proposed for the **Pay Gap** target, +/- 3% is LFBs ambition and will be monitored annually.
- c) The target for **Staff Sickness** has not been met since the CRMP was launched. A number of initiatives are being put in place to bring sickness levels down, such as workshops for managers around managing sickness. It is proposed to maintain the current target of 5.75%.
- d) For **Percentage of Ops Staff Trained to Respond to Marauding Terrorist Attacks** the project has been delivered with completion rates around the current target of 90%. The KPI has been transferred to Learning & Professional Development as this is now being monitored as business as usual. We will keep the maintenance target for C5-04: Percentage of Ops staff trained to respond to marauding terrorist attacks of 90%.
- e) A new strategy will be put in place for managers training which may result in changes in the specific

training programmes for 2025/26, the target of 95% of eligible staff will be maintained for **Percentage of Managers Who Have Completed Training Against Plan**

- f) A new target of 60% was introduced for **I Would Recommend LFB As a Place to Work** in 2024/25 which will continue to be monitored. We propose to maintain the target at 60% for 2025/26.
- g) A new target of 90% was introduced in 2024/25 for **LFB Is Trusted to Serve and Protect London** which will continue to be monitored. We propose to maintain the target at 90% for 2025/26.

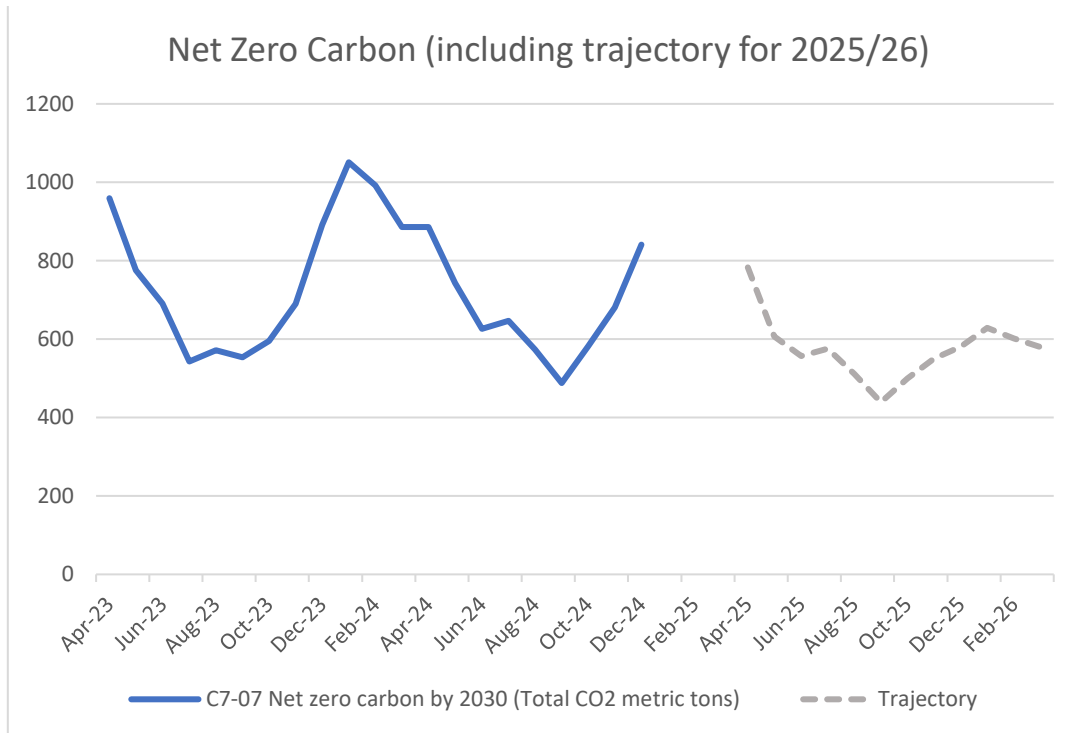
KPI	2024/25 Performance (YTD as at Q3)	24/25 Target	Proposed 25/26 Target	Change
C5-01: Number of RIDDORs	55	56	56	← Same target
C5-02: Pay Gap (Gender, ethnic minority staff, Staff with disabilities)	-0.40% / 0.73% / -0.78%	+/-3%	+/-3%	← Same target
C5-03: Staff Sickness	7.79%	5.75%	5.75%	← Same target
C5-04: Percentage of Ops staff trained to respond to marauding terrorist attacks	89.35%	90%	90%	← Same target
C5-05: Percentage of managers who have completed training against plan	98.07%	95%	95%	← Same target
C6-01: I would recommend LFB as a place to work	64%	60%	60%	← Same target
C6-02: LFB is trusted to serve and protect London	93%	90%	90%	← Same target

4.4 Adding Value: We will be driven by evidence to give you the value you expect & We will work with other organisations to secure a safer future for everyone

- a) The target was reduced from 50 to 39 for the **Number of Fire Deaths (5 Year Rolling Average)** in 2024/25 to reflect our aim of having the lowest rate of fire deaths of any Fire and Rescue Service in England by the end of the CRMP lifecycle. This new more challenging target is being met. We will continue to monitor emerging fire trends. We therefore propose to maintain the target at 39.
- b) The target was reduced from 1000 to 705 in 2024/25 for the **Number of Fire Injuries (5 Year Rolling Average)** to reflect our aim of having the lowest rate of fire injuries of any Fire and Rescue Service in England by the end of the CRMP lifecycle. This new more challenging target is not being met. Although cookers remain the top ignition source for fire injuries, as with fire deaths there is an increase in vehicle related fire injuries including e-bikes and e-scooters. We therefore propose to maintain the target at 705.
- c) No change to the target for the **Number of Fires – Houses & Bungalows** is proposed; the target of 1,700 will be maintained for the next financial year.
- d) The target for **Accidental Fire Deaths in The Home (5-Year Average)** was reduced from 35 to 27 in 2024/25 to reflect our aim of having the lowest rate of fire deaths of any Fire and Rescue Service in England by the end of the CRMP lifecycle. This new more challenging target is not being met. Further demographic analysis of the accidental dwelling fire fatalities was completed in November 2024, no new or novel trends were found. In conjunction to the cause of fire data, this will contribute to the annual review and trend analysis ensuring future priorities for prevention activities are aligned. We therefore propose to maintain the target at 27.
- e) No change to the target for the **Number of fires - Flats** is proposed, the target of 2,400 will be

maintained for the next financial year.

- f) No change to the target is proposed for the **Number of Fires - Care Homes**, the target of 330 will be maintain for the next financial year. However, we are proposing to change the title of this KPI to "Care home and supported living" to better reflect the property types this covers: nursing/care homes, self-contained sheltered housing (noting that some sheltered housing/extra-care properties may not fall under the Regulatory Reform Order), residential homes, children's homes. Work is also underway to correct and refine some data anomalies to exclude cross border incidents and prisons, which have been included and/or recorded in error.
- g) We are proposing to introduce a new trajectory target for **Net Zero Carbon By 2030**, which takes into account the Fire Station de-carbonisation schedule in which 14 stations will be completed in 2025. The average CO2 reduction is expected at 20% across 2025/26.



KPI	2024/25 Performance (YTD as at Q3)	24/25 Target	Proposed 25/26 Target	Change
C7-01: Number of Fire Deaths (5 year rolling average)	39	39	39	← Same target
C7-02: Number of Fire Injuries (5 year rolling average)	722	705	705	← Same target
C7-03: Number of Fires – Houses & Bungalows	1,082	1,700	1,700	← Same target
C7-04: Accidental fire deaths in the home (5-year average)	30	27	27	← Same target
C7-05: Number of fires - Flats	1,661	2,400	2,400	← Same target
C7-06: Number of fires - Care homes	202	330	330	← Same target
C7-07: Net Zero Carbon By 2030	6068 mt	N/A	Monthly trajectory as per para 4.4 (g)	New Target

5 Objectives and expected outcomes

5.1 This report provides an overview of the Brigade's performance and is provided for information so that work can concentrate on maintaining good performance and addressing performance that is off-track by the relevant lead officer.

6 Equality comments

6.1 The LFC and the Deputy Mayor for Planning, Regeneration and the Fire Service are required to have due regard to the Public Sector Equality Duty (section 149 of the Equality Act 2010) when taking decisions. This in broad terms involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.

6.2 It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.

6.3 The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), race (ethnic or national origins, colour or nationality), religion or belief (including lack of belief), sex, and sexual orientation.

6.4 The Public Sector Equality Duty requires decision-takers in the exercise of all their functions, to have due regard to the need to:

- eliminate discrimination, harassment and victimisation and other prohibited conduct.
- advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
- foster good relations between people who share a relevant protected characteristic and persons who do not share it.

6.5 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in

particular, to the need to:

- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic.
- take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
- encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

6.6 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

6.7 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- tackle prejudice
- promote understanding.

6.8 An Equality Impact Assessment (EIA) has not been undertaken specifically for this report. An EIA was not required because as the performance being reported on arose from the Community Risk Management Plan (2023-2029) which had an Equality Impact Assessment undertaken as an integral part of its development.

7 Other considerations

Workforce comments

7.1 Targets against workforce Key Performance Indicators are covered in this report.

Sustainability comments

7.2 The suite of performance indicators in this report, show how the Brigade is achieving its sustainable development objectives.

Procurement comments

7.3 No procurement implications.

Communications comments

7.4 No communications implications.

8 Financial comments

8.1 No finance implications.

9 Legal comments

9.1 No legal implications.

List of appendices

Appendix	Title	Open or confidential*

Part two confidentiality

Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part Two form, together with the legal rationale for non-publication.

Is there a Part Two form: NO

Originating officer declaration

Reporting officer to confirm the following by using 'x' in the box:

Reporting officer

Senita Rani Robinson has drafted this report and confirms the following:

1. Director/Assistant Director/Head of Service

Fiona Dolman has reviewed the documentation and is satisfied for it to be referred to Board for consideration

X

2. Advice

The Finance and Legal teams have commented on this proposal:

[Name] Legal Advisor, on behalf of General Counsel (Head of Law and Monitoring Officer).

[Name] Financial Advisor, on behalf of the Chief Finance Officer.

N/A