



LONDON FIRE BRIGADE

LFB KPI Report April 2025

Data as of 31 March 2025
Last refreshed on 25 April 2025



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End of Year Summary

Code	Indicator Name	Target	2024/2025 Performance	On/Off Target
C1-01	Community satisfaction	85.00%	89.00%	On target
C1-02	Staff composition - women	20.00%	19.13%	Off target (within 10%)
C1-03	Staff composition - ethnic minority	19.00%	18.68%	Off target
C1-04	Staff composition - disabled	10.00%	9.04%	Off target
C1-05	Staff composition - LGB	4.60%	6.15%	On target
C1-06	Development of the community impact tool	N/A	N/A	No target*
C2-01	Number of triages via online home fire safety checker	18,000	11,088	Off target
C3-01	Average first appliance arrival time	06:00	05:23	On target
C3-02	Average second appliance arrival time	08:00	06:44	On target
C3-03	First appliance arrival within 10 minutes	90.00%	96.45%	On target
C3-04	First appliance arrival within 12 minutes	95.00%	98.64%	On target
C3-05	Alleged fire risks addressed within 3 hours	90.00%	98.18%	On target
C3-06	Ratio of high-risk audits completed	40.00%	44.52%	On target
C4-01	Station staff time spent on prevention activity - day	12.00%	13.68%	On target
C4-02	Station staff time spent on protection activity - day	3.00%	3.38%	On target
C4-03	Percentage of high-risk home fire safety visits	60.00%	58.04%	Off target (within 10%)
C4-04	False alarms attended due to automatic fire alarms in non-domestic buildings	20,000	20,194	Off target
C5-01	Number of RIDDORs	56	67	Off target
C5-02-A	Pay gap - gender	+/-3%	-1.55%	On target
C5-02-B	Pay gap - ethnic minority	+/-3%	0.62%	On target
C5-02-C	Pay gap - disability	+/-3%	-0.15%	On target
C5-03	Staff sickness	5.75%	7.57%	Off target
C5-04	Percentage of operational staff trained to respond to marauding terrorist attacks (MTA)	90.00%	96.49%	On target
C5-05	Percentage of managers who have completed training against plan	95.00%	98.61%	On target
C6-01	I would recommend LFB as a place to work	60.00%	64.00%	On target
C6-02	LFB is trusted to serve and protect London	90.00%	92.50%	On target
C7-01	Number of fire deaths (5 year rolling average)	39	38	On target
C7-02	Number of fire injuries (5 year rolling average)	705	727	Off target (within 10%)
C7-03	Number of fires - houses & bungalows	1,700	1,438	On target
C7-04	Accidental fire deaths in the home (5 year rolling average)	27	28	Off target (within 10%)
C7-05	Number of fires - flats	2,400	2,246	On target
C7-06	Number of fires - care homes and supported living	330	258	On target
C7-07	Net zero carbon by 2030	N/A	8,804 mt	No target*

On/Off Target	Count of Indicators
On target	21
Off target (within 10%)	7
Off target	3
No target*	2

*baseline data was unavailable in 2023/24

Performance Data Highlights

- While all KPIs are important, the balance between 'Greens', 'Reds' and 'Ambers' indicates that in 2024/25, LFB has continued to prioritise KPIs with a direct impact on frontline delivery.
- Remaining challenges are largely around factors such as sickness management, the fire safety checker and RIDDORs.
- Long-term sickness in fire stations, where our efforts have been concentrated since October 2024, is sustaining a downward trend into the first month of 2025/26.
- While some KPIs that are slightly below target for the year such as Percentage of High Risk HFSVs and number of False Alarms Due to AFAs, they have recently shown positive trends and are on target within Q4.
- The Number of Fire Injuries and Accidental Fire Deaths in the Home are reporting slightly above the more challenging target that was set for 2024/25.

Performance at a Glance

% TIME SPENT ON PREVENTION (C4-01)

14.32%

Up by 0.38 pp. compared to last quarter

% TIME SPENT ON PROTECTION (C4-02)

4.27%

Up by 0.50 pp. compared to last quarter

% HIGH RISK HFSVS (C4-03)

61.75%

Up by 3.42 pp. compared to last quarter

AFA NON-DOMESTIC (C4-04)

3,715

Down by 1,291 compared to last quarter

STAFF SICKNESS (C5-03)

6.91%

Down by 1.32% pp. compared to last quarter

APPLIANCE ARRIVAL TIMES (C3-01 & C3-02)

1st 05:20 (m:ss)

Down by 5 seconds compared to last quarter

2nd 06:35 (m:ss)

Down by 16 seconds compared to last quarter

Key

Protecting You
Learning From Others
Adding Value
Engaging With You



RIDDOR INCIDENTS (C5-01)

18

Up by 3 compared to last quarter

FIRES IN HOUSES & BUNGALOWS (C7-03)

366

Down by 1 compared to last quarter

STAFF COMPOSITION

18.66%

ETHNIC MINORITIES (C1-03)

Up by 0.18 pp. compared to last quarter

19.14%

WOMEN (C1-02)

Up by 0.19 pp. compared to last quarter

FIRES IN FLATS (C7-05)

599

Up by 47 compared to last quarter

Number of external recommendations / areas for improvement closed

GTI Phase 1	HMI Round 2	HMI Round 3	HMI Misconduct	HMI Values & Culture	Angiolini Inquiry
38/40 (29 of 29 directed at LFB) No change in Q4	46/46 With 3 closed in Q4 (superseded by HMI Round 3)	0/11 No change in Q4	10/15 With 1 closed in Q4	14/20 No change in Q4	0/1 No change in Q4

ONLINE HOME FIRE SAFETY CHECKS (C2-01)

1,831

Down by 604 compared to last quarter

LFB Performance Summary

On Target KPIs

Code	Indicator Name	Last value	Last point	Target	Last Q value	Q target	On/Off Target
C1-01	Community satisfaction ratings	89.00%	●	85.00%	89.00%	85.00%	■
C1-05	Staff composition – lesbian, gay, bisexual (LGB) staff	6.18%	●	4.60%	6.18%	4.60%	■
C3-01	Average first appliance arrival time	05:23	●	06:00	05:20	06:00	■
C3-02	Average second appliance arrival time	06:42	●	08:00	06:35	08:00	■
C3-03	First appliance arrival within 10 minutes	96.47%	●	90.00%	96.89%	90.00%	■
C3-04	First appliance arrival within 12 minutes	98.68%	●	95.00%	98.81%	95.00%	■
C3-05	Alleged fire risks addressed within 3 hours	100.00%	●	90.00%	100.00%	90.00%	■
C3-06	Ratio of high-risk audits completed	44.44%	●	40.00%	44.15%	40.00%	■
C4-01	Station staff time spent on prevention - day	14.97%	●	12.00%	14.32%	12.00%	■
C4-02	Station staff time spent on protection - day	4.65%	●	3.00%	4.27%	3.00%	■
C4-03	Percentage of high-risk home fire safety visits	61.85%	●	60.00%	61.75%	60.00%	■
C4-04	False alarms due to automatic fire alarm (AFA) in non-domestic buildings	1,200	●	20,000	3,715	5,000	■
C5-02-A	Pay gap - gender	-1.55%	●	+ -3%	-1.55%	+ -3%	■
C5-02-B	Pay gap - ethnic minority	0.62%	●	+ -3%	0.62%	+ -3%	■
C5-02-C	Pay gap - disability	-0.15%	●	+ -3%	-0.15%	+ -3%	■
C5-04	Percentage of operational staff trained to respond to marauding terrorist attacks (MTA)	96.49%	●	90.00%	96.49%	90.00%	■
C5-05	Percentage of managers who have completed training against plan	98.61%	●	95.00%	98.61%	95.00%	■
C6-01	I would recommend LFB as a place to work	64.00%	●	60.00%	64.00%	60.00%	■
C6-02	LFB is trusted to serve and protect London	92.00%	●	90.00%	92.00%	90.00%	■
C7-01	Number of fire deaths (5 year rolling average)	38	●	39	38	39	■
C7-03	Number of fires – houses & bungalows	109	●	1,700	366	425	■
C7-05	Number of fires - flats	206	●	2,400	599	600	■
C7-06	Number of fires - care homes and supported living	17	●	330	58	83	■

- Special cause improvement: sequence of at least 7 consecutive points above/ below the mean
- Point beyond the control limits, showing improvement
- Special cause improvement, and point beyond the control limits
- Special cause worsening: sequence of at least 7 consecutive points above/ below the mean
- Point beyond the control limits, showing worsening
- Special cause worsening, and point beyond the control limits
- No change
- Not visualised as Statistical Process Control (SPC) chart

- On target
- Off target (within 10%)
- Off target

Performance Data Highlights

- The most recent poll, carried out in March 2025, showed that 89% of respondents agreed that ‘the services provided by LFB are the right services’ ([community satisfaction C1-01](#)) and 92% agreed that ‘LFB is trusted to serve and protect London’ ([C6-02](#)).
- [Station staff time spent on prevention \(C4-01\)](#) and [station staff time spent on protection \(C4-02\)](#) are reporting as on target, with time spent on protection showing 6 months of above average performance.
- The new target of 40% for [ratio of high-risk audits \(C3-06\)](#) has been met with the data showing a positive shift over Q4. The positive improvement reflects work to ensure that officers are trained as fully competent and qualified, together with reviewing the relative risk level (RRL) for premises where remediation is required.
- [The percentage of high-risk home fire safety visits \(C4-03\)](#) has shown above average performance over the last 6 months with each month in q4 above target. The use of the Station Delivery Plans (SDPs) to support the tactical delivery of Borough Risk Management Plans (BRMPs) is expected to have an impact on this metric in the future.
- In October 2024 LFB stopped attending [automatic fire alarms in non-domestic buildings \(C4-04\)](#), between the hours of 07:00 – 20:30 unless a call is also received from a person reporting a fire and, as a result, the number of AFAs attended by LFB has continued to fall during Q4.
- The latest [pay gap \(C5-02\)](#) report was published in March 2025. The median pay gap for gender, ethnicity and disability are all reporting within target.

LFB Performance Summary

Off Target KPIs

Code	Indicator Name	Last value	Last point	Target	Last Q value	Q target	On/Off Target
C1-02	Staff composition – gender (women)	19.14%	●	20.00%	19.14%	20.00%	■
C1-03	Staff composition – ethnic minority staff	18.66%	●	19.00%	18.66%	19.00%	■
C1-04	Staff composition – disability	9.08%	●	10.00%	9.08%	10.00%	■
C2-01	Triages via our online fire safety checker	389	●	18,000	1,831	4,500	■
C5-01	Reporting of injuries, diseases and dangerous occurrences regulations (RIDDORs)	8	●	56	18	14	■
C5-03	Staff sickness	6.52%	●	5.75%	6.91%	5.75%	■
C7-02	Number of fire injuries (5 year rolling average)	728	●	705	728	705	■
C7-04	Accidental fire deaths in the home (5 year rolling average)	28	●	27	28	27	■

- Special cause improvement: sequence of at least 7 consecutive points above/ below the mean
- Point beyond the control limits, showing improvement
- Special cause improvement, and point beyond the control limits
- Special cause worsening: sequence of at least 7 consecutive points above/ below the mean
- Point beyond the control limits, showing worsening
- Special cause worsening, and point beyond the control limits
- No change
- Not visualised as Statistical Process Control (SPC) chart

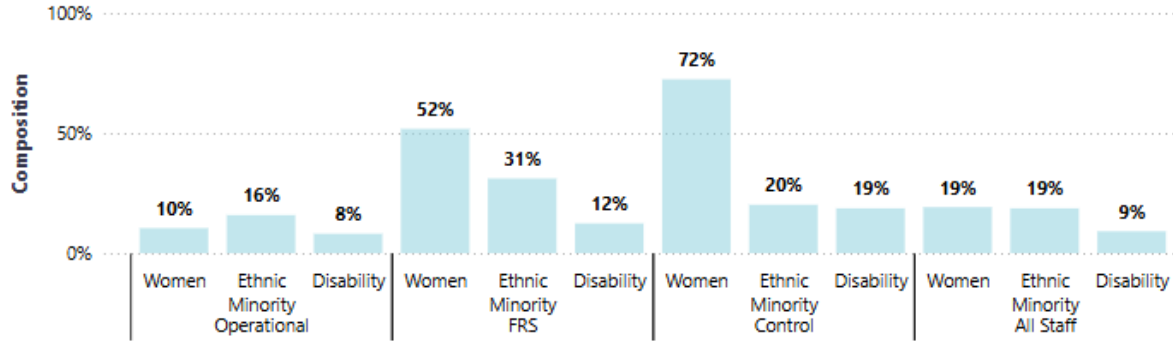
- On target
- Off target (within 10%)
- Off target

Performance Data Highlights

- The staff composition indicators for women, ethnic minority staff and staff with disabilities ([C1-02](#), [C1-03](#), [C1-04](#)) have remained slightly below target in Q4.
- [The number of triages via the Online Home Fire Safety Checker \(C2-01\)](#) has decreased from last quarter and remains off target. Two unrelated technical issues have now been resolved. The strategy for 2025/26 is to increase the number of triages by optimising LFB website and improving accessibility, supporting public-facing colleagues to promote the checker and working closely with partners to help improve the quality of direct referrals.
- [Staff sickness \(C5-03\)](#) has decreased over Q4 but remains off target at 6.91%.
- The number of [RIDDORs \(C5-01\)](#) remained off target at 18 in Q4. The Health, Safety and Wellbeing (HSW) Board and a working group between the Fire Stations department and the Health, Safety and Wellbeing department have been set up to improve health and safety performance.
- The number of [Fire injuries \(C7-02\)](#) and [Accidental fire deaths in the home \(5 year rolling average\) \(C7-04\)](#) have continued to report slightly above the more challenging targets set for 2024/25.

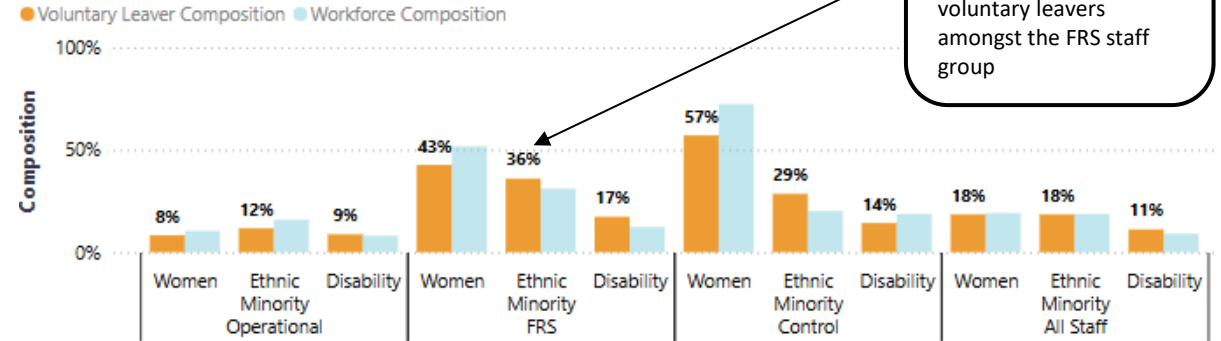
Workforce Data

Overall Staff Composition



Data as at 25 April 2025

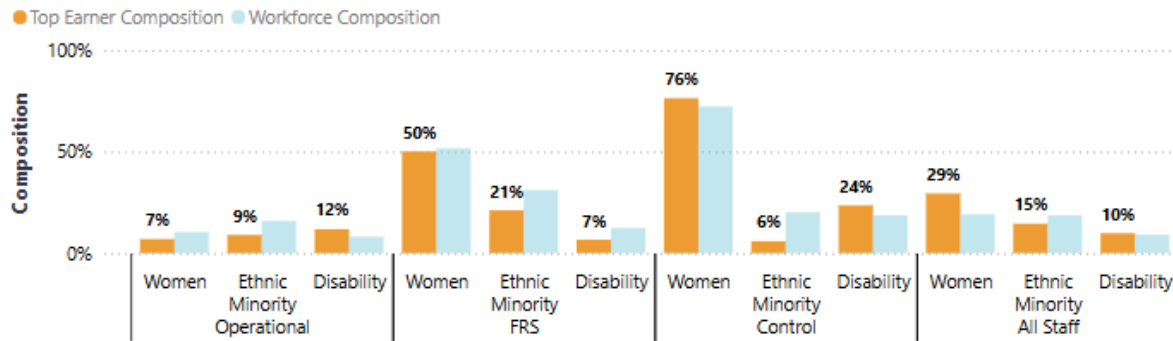
Voluntary Leavers (12 Month Rolling)



Example: Women represent 52% of FRS staff (light blue column on the left) but 43% of voluntary leavers amongst the FRS staff group

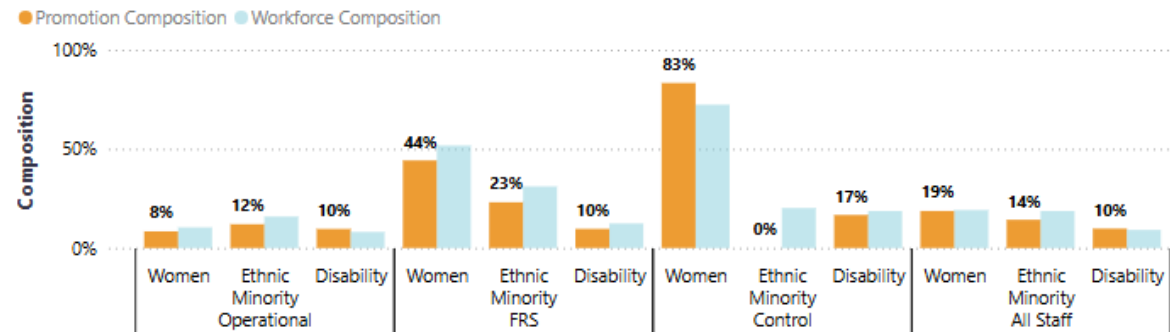
12 month rolling data ending 25 April 2025

Top Earners



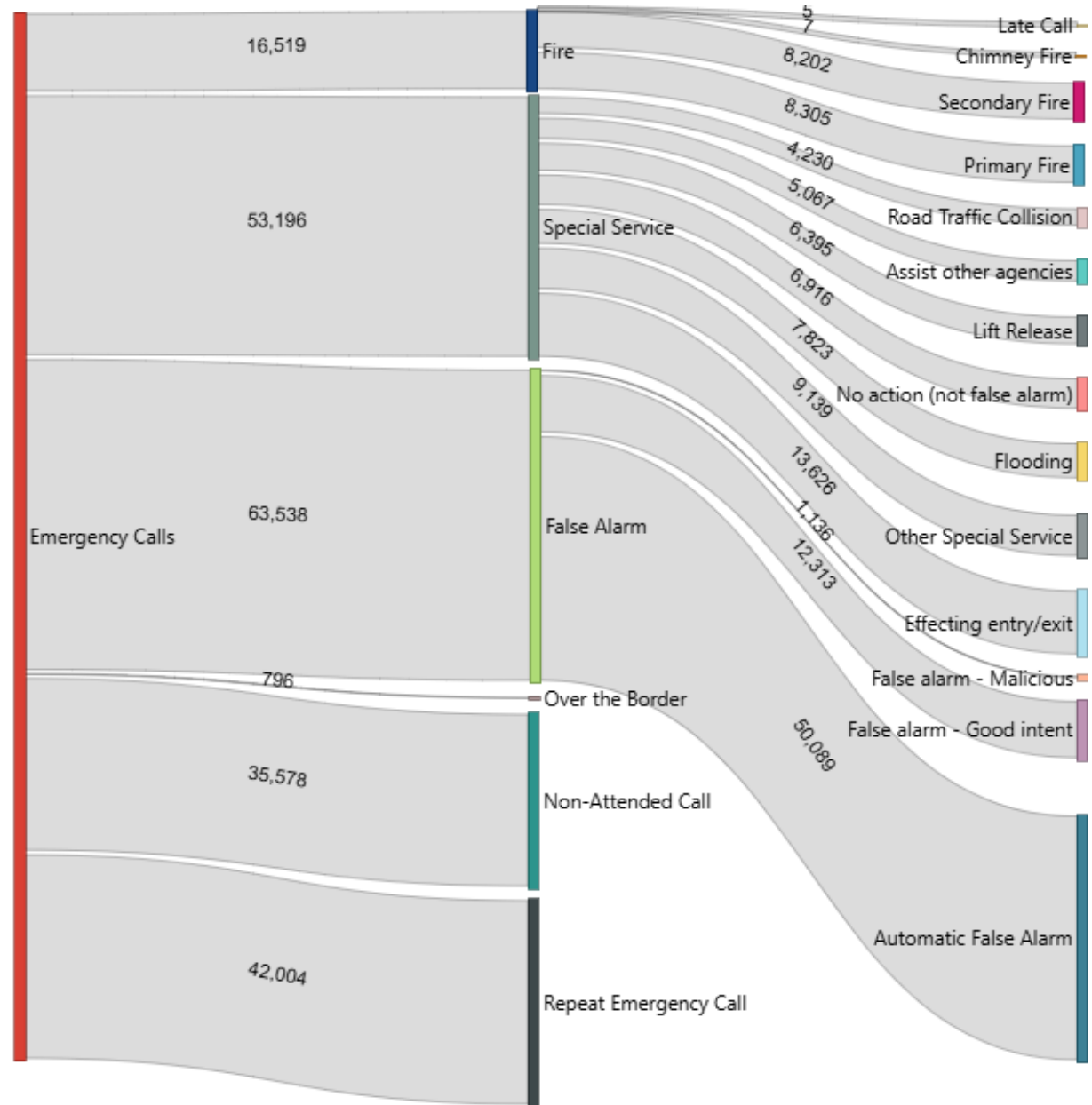
Data as at 25 April 2025

Promotions (12 Month Rolling)



12 month rolling data ending 25 April 2025

Incidents in Numbers



Understanding the Graphs

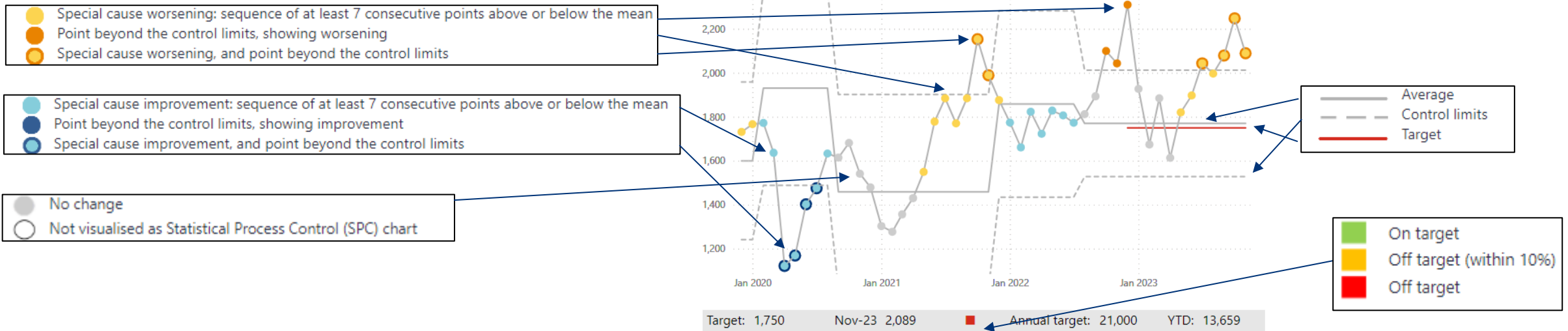
Statistical Process Control (SPC) Charts

Statistical Process Control (SPC) charts are used to study how a system or process changes over time. It allows us to understand what is 'different' and what is the 'norm'. By using these charts, we can understand where the focus of work needs to be concentrated in order to make a difference.

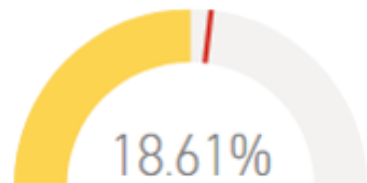
We can also use SPC charts to determine if an improvement (i.e. a project) is actually making the positive change we expect and use them to predict statistically whether a process is capable of meeting a target.

The SPC chart key explains the different types of circle that can represent monthly data as well as the different types of reference line that are visible on every SPC chart.

SPC charts are used for the following KPIs: C2-01, C3-01, C3-02, C3-03, C3-04, C3-05, C3-06, C4-01, C4-02, C4-03, C4-04, C5-01, C5-03, C7-01, C7-02, C7-03, C7-04, C7-05 and C7-06



YTD actuals vs target

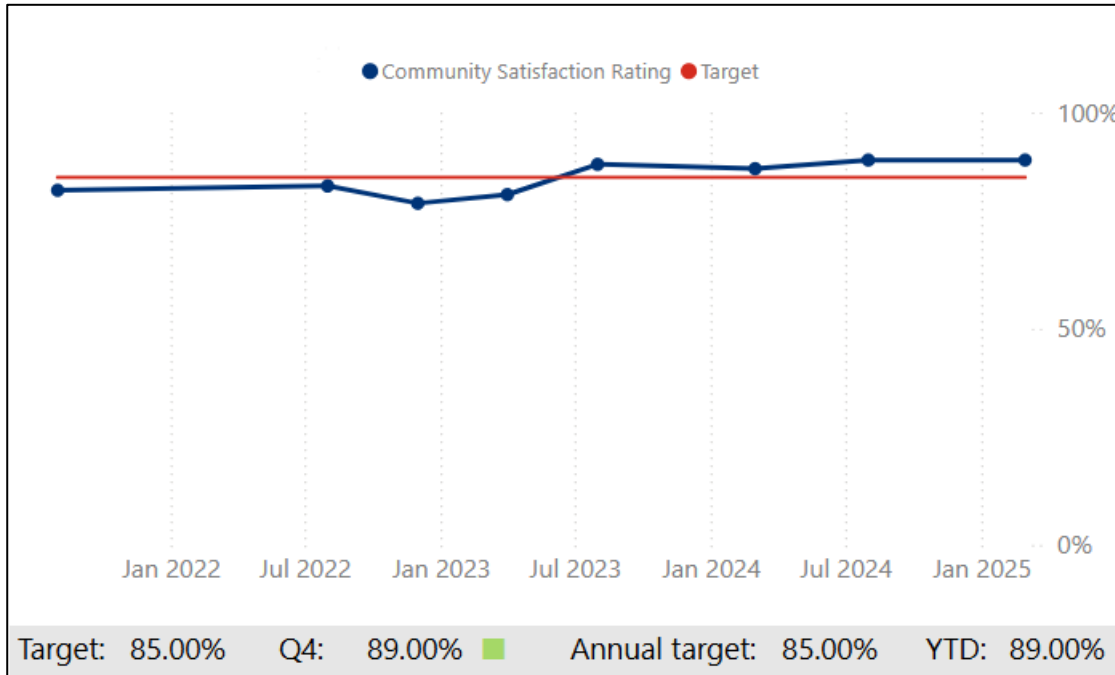


Tracking Progress to date

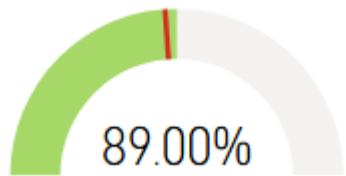
Whilst the SPC charts are used to monitor performance over time, we have also included a visual for each Key Performance Indicator (KPI) which shows Year to Date (YTD) performance. For example, the visual on the left shows cumulative performance of 18.6% YTD which is just below the target represented by a red line.

C1-01: Community satisfaction ratings

Engaging with You



YTD actuals vs target



KPI definition: Polling by YouGov - percentage who agree with the statement "I think the services provided by London Fire Brigade to protect and serve London are the right services"

Rationale: To ensure our communities feel we are providing the right services to meet their needs

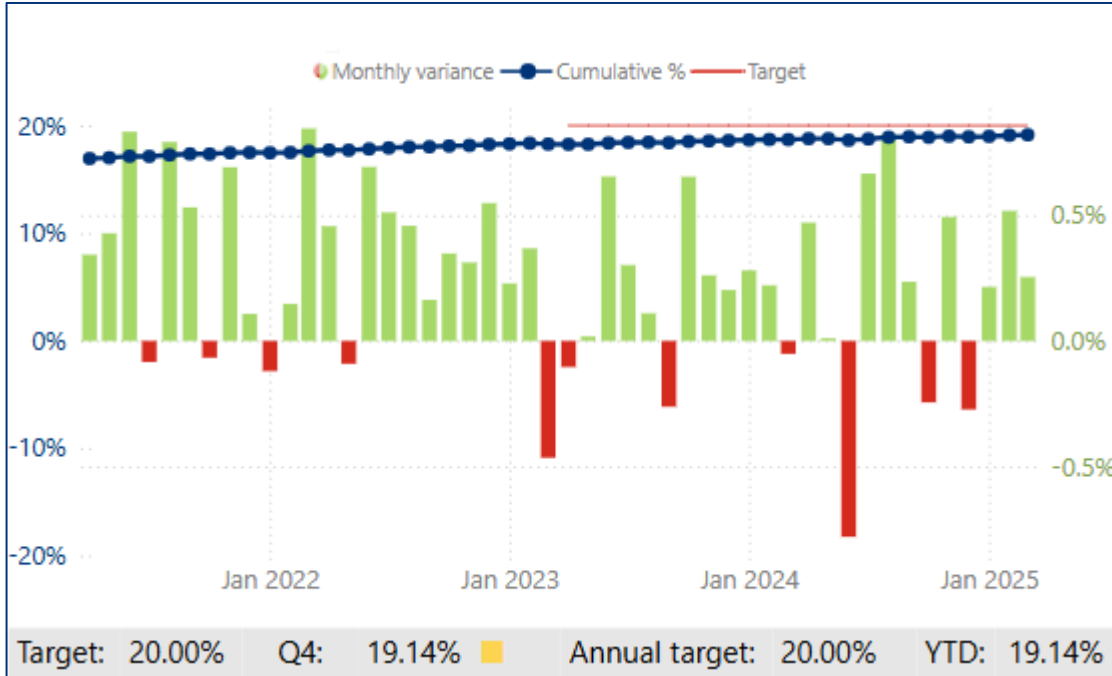
The most recent poll, carried out in March 2025, showed that 89% of respondents agreed that 'the services provided by LFB are the right services', which is 2% above our target of 87%. This is the same proportion as the previous poll, carried out in August 2024, and the highest level since the question was introduced in 2021. In total, 2% of respondents disagreed with the question, compared with 4% in August 2024.

LFB has been carrying out public opinion polling twice a year since early 2019. Public opinion polling is one of the measures we use to understand how different communities across London feel about LFB, what their levels of trust are and how communities understand or interact with our services.

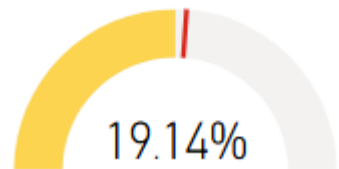
We aim to maintain the performance for this indicator through genuine engagement with the communities we serve, such as through our Community Forum. We also aim to work with the public and external stakeholders to share information about our range of services, including showcasing our technical capabilities and demonstrating the improvements the Brigade has made.

C1-02: Staff composition – gender (women)

Engaging with You



YTD actuals vs target



KPI definition: Total monthly count of LFB employees who are women, as a percentage of all LFB employees
Rationale: We need operational staffing numbers that reflect the communities we serve in order to deliver the best service to London and continue to improve

LFB has continued to make strides in increasing the representation of women within its workforce. At Q4, 19.14% of all staff were women.

During Q4, the Outreach team has focussed on providing experience days for potential applicants and on keeping in touch with those who have expressed an interest in joining LFB as a firefighter.

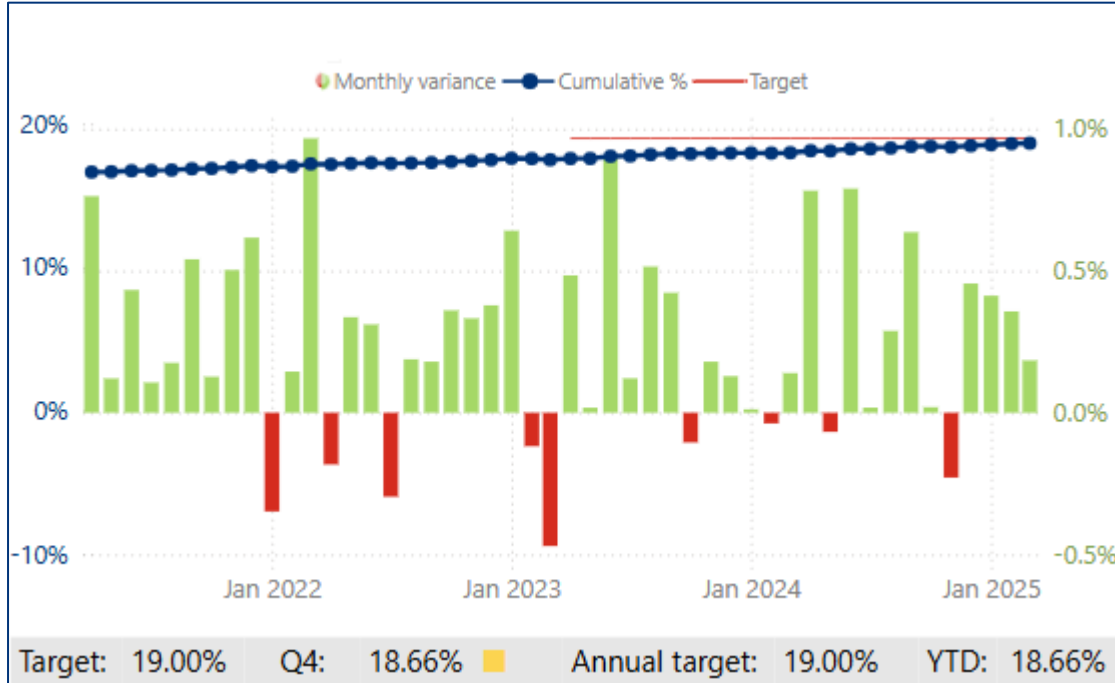
In addition, the Outreach team have begun working collaboratively with Islington Council, as they were able to provide access to a wide network of underrepresented groups within the community. The longer-term plan is to form collaborations across the London councils, should the initiative prove successful.

LFB remains committed to supporting groups such as Women in the Fire Service and the Women's Action Committee to ensure policies and processes meet the needs of all staff. There is a Thrive Conference on 30 April 2025 to understand how LFB can continue to improve the working environment for women and identify barriers to promotion.

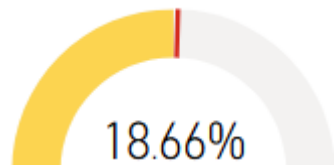
*Additional data on staff composition by Occupational Group and proportion of Women staff among Promotions, Top Earners and Voluntary Leavers available on [Slide 6](#)

C1-03: Staff composition – ethnic minority staff

Engaging with You



YTD actuals vs target



KPI definition: Total monthly count of LFB employees who are from a minority ethnic background, as a percentage of all LFB employees

Rationale: We need operational staffing numbers that reflect the communities we serve in order to deliver the best service to London and continue to improve

LFB has demonstrated steady progress in improving ethnic diversity across its workforce. At Q4, 18.66% of operational staff were from ethnic minority backgrounds.

During Q4, the Outreach team has focussed on providing experience days for potential applicants and on keeping in touch with those who have expressed an interest in joining LFB as a firefighter.

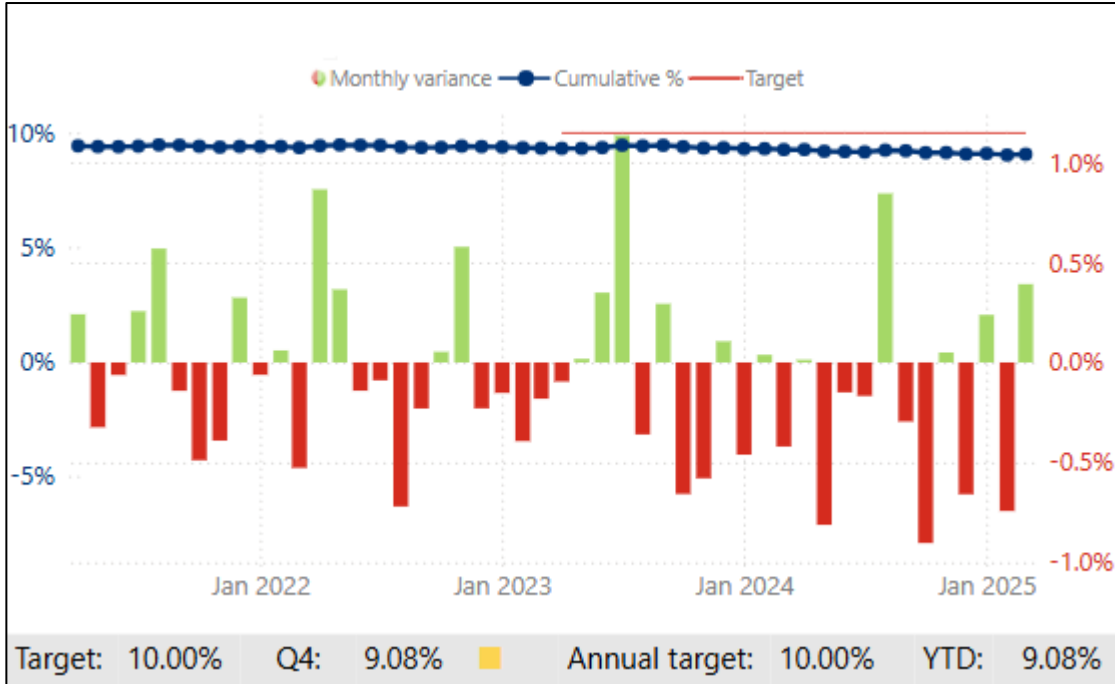
In addition, the Outreach team have begun working collaboratively with Islington Council, as they were able to provide access to a wide network of underrepresented groups within the community. The longer-term plan is to form collaborations across the London councils, should the initiative prove successful.

Support groups such as the Asian Fire Service Association and the FBU's Black & Ethnic Minority Members continue to champion underrepresented staff and ensure our policies and processes are supportive to their members.

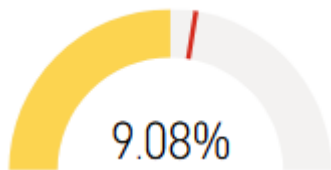
*Additional data on staff composition by Occupational Group and proportion of Ethnic Minority staff among Promotions, Top Earners and Voluntary Leavers available on [Slide 6](#)

C1-04: Staff composition – disability

Engaging with You



YTD actuals vs target



KPI definition: Total monthly count of LFB employees who have disclosed a disability, as a percentage of all LFB employees

Rationale: We need operational staffing numbers that reflect the communities we serve in order to deliver the best service to London and continue to improve

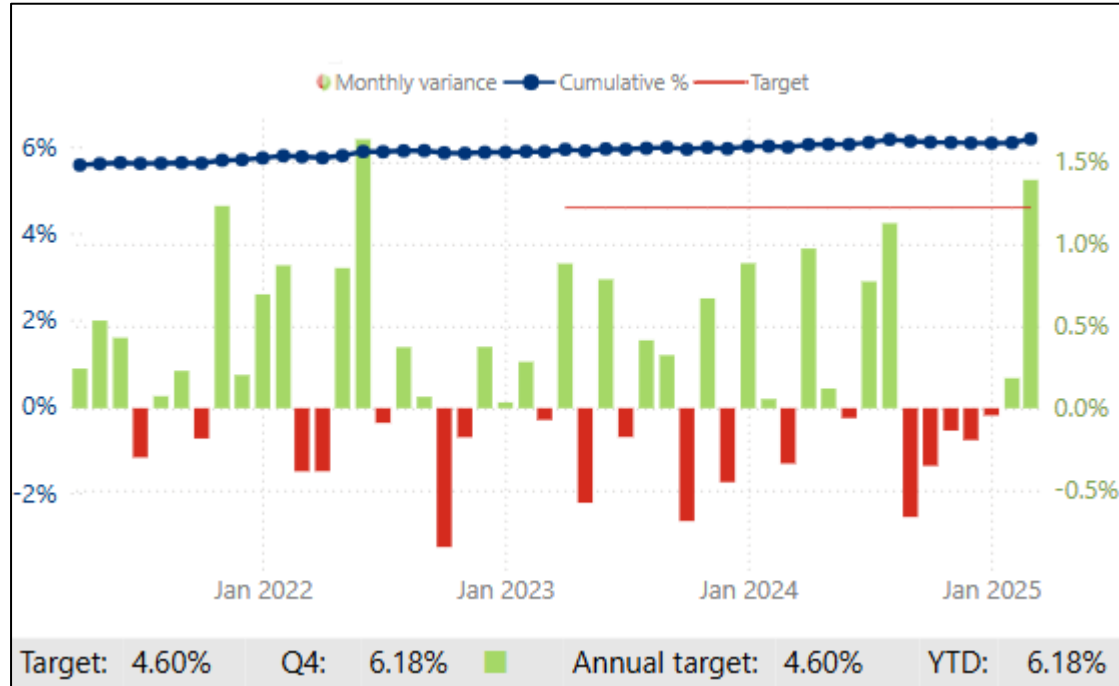
LFB remains committed to fostering an inclusive workforce and addressing the underrepresentation of staff with disabilities. A review of data from Q4 highlighted that 9.08% of staff disclosed a disability, although a number of colleagues either left the field blank or preferred not to disclose. In response, People Services will refine onboarding processes to encourage disclosure.

The Learning Support & Resilience Team work with a SharePoint system that is not linked to the organisational database and is kept confidential under GDPR for medical report confidentiality. The Learning Support Team currently have 849 live cases of people who are neurodiverse and therefore we know the percentage for disability is higher than currently recorded on the organisational data reporting system. The Learning Support & Resilience Team have been working with the Neurodiversity ESG to increase awareness and confidence in staff to come forward and seek support. In addition, the Learning Support & Resilience Team are working with the Neurodiversity ESG in developing a Line Manager Neurodiversity Awareness training programme that will be mandatory for all line managers and will be delivered in two parts; part one is computer-based training (CBT) and part two an in-person training day.

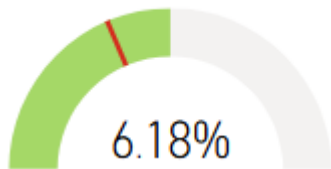
*Additional data on staff composition by Occupational Group and proportion of Disabled staff among Promotions, Top Earners and Voluntary Leavers available on [Slide 6](#)

C1-05: Staff composition – lesbian, gay, bisexual (LGB) staff

Engaging with You



YTD actuals vs target



KPI definition: Total monthly count of LFB employees who have disclosed their sexual orientation as Bisexual, Gay, Lesbian or Other, as a percentage of all LFB employees

Rationale: We need operational staffing numbers that reflect the communities we serve in order to deliver the best service to London and continue to improve

LFB has met and exceeded its target for reflecting the proportion of LGB Londoners, as reported in the 2021 Census. Q4 reported a staff composition of 6.18% of staff employed by the LFB who represent the LGB community. Progress continues to build positively in this area, with the Q4 figures reinforcing our commitment to diversity and inclusion.

LFB remains dedicated to supporting equality groups, including the LGBTQ+ network. Members of this group play a key role in advocating for LGBTQ+ staff and ensuring our policies and practices are inclusive and supportive.

While we are currently exceeding our target, we will continue to monitor trends in staff composition closely. Should a downward trend emerge, we will analyse the underlying factors and develop strategies to address any issues effectively.

*Additional data on staff composition by Occupational Group and proportion of LGB staff among Promotions, Top Earners and Voluntary Leavers available on [Slide 6](#)

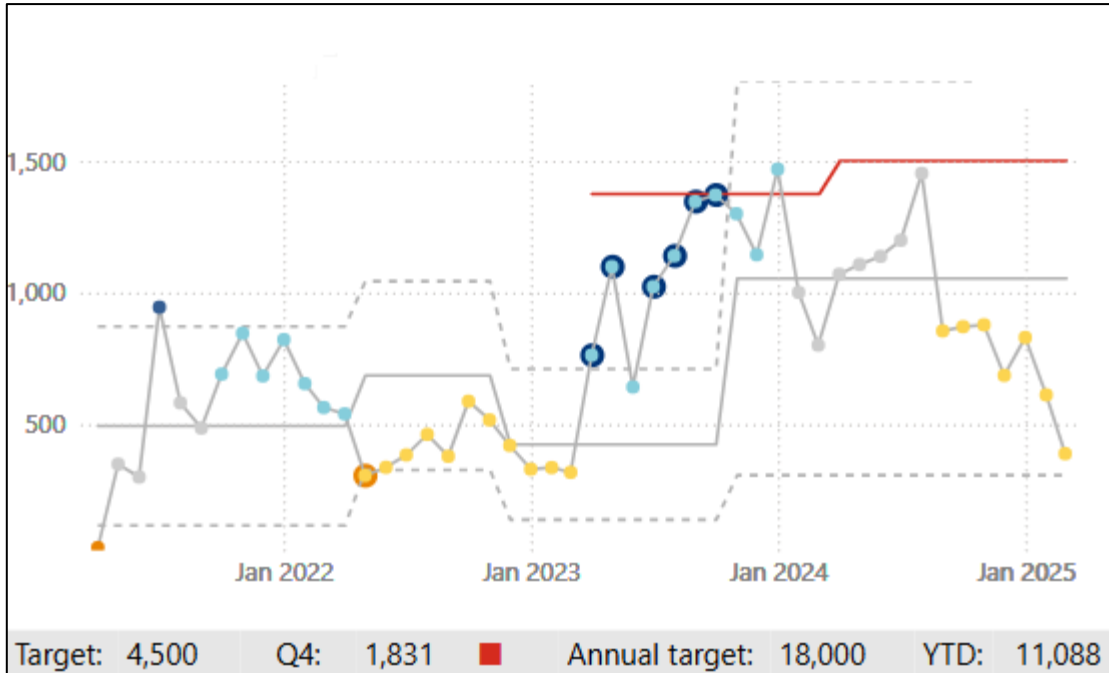
C1-06: Development of the community impact tool

Engaging with You

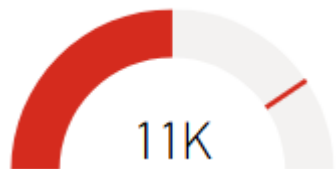
We are committed to capturing the positive impact that London Fire Brigade has on the communities we serve. Colleagues across the organisation are working together to plan, sequence and evaluate our proactive engagement with communities. We work closely with communities to gather their insights and use this learning to inform and improve the services we offer. Our framework will link with and inform local risk management and support borough-based colleagues to engage with communities. We are currently working on an action plan, with delivery to follow during 2025/26.

C2-01: Triages via our online home fire safety checker

Engaging with You



YTD actuals vs target



KPI definition: Number of triages completed online, identifying households at risk of a fire
Rationale: The delivery of prevention work has changed and will continue to strengthen using online tools, this allows us to prioritise in-person high risk Home Fire Safety Visits

[Understanding the SPC Charts](#)

Home Fire Safety Checker (HFSC) triages are an important measure for the Brigade, because the triage process underpins our strategy to focus our resources on those at greatest risk.

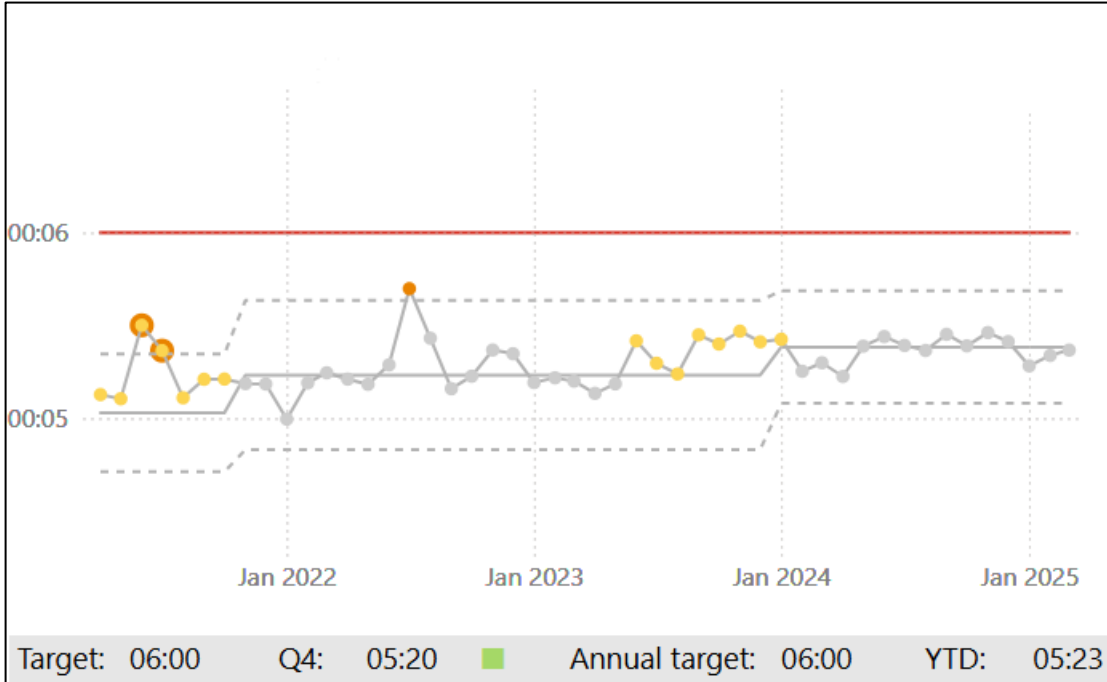
A monthly average of 610 people completed a triage during Q4, which is a 25% reduction from Q3. Two unrelated technical issues with the checker occurred during this quarter. The technical issues reduced the number of triage completions directly, and also indirectly by leading to a decision to pause a planned paid-for social campaign. During this time, completions were driven predominantly through organic searches and direct referrals. This shows the hard work that the Brigade's public-facing staff are doing to promote the checker and also shows that the checker is optimised well for search engines. Extensive testing shows both technical issues are now resolved.

Our strategy for 2025/26 is to increase the number of triages through multiple interrelated strands of activity. We will further optimise our website to drive up click-throughs from organic searches. We will continue to improve the accessibility of our website in a range of ways, including through providing safety advice in British Sign Language and creating new easy-read literature, which links through to the checker. We are supporting public-facing colleagues to promote the checker where appropriate during interactions with members of the community.

We are also working closely with partners to help them to understand when a referral should be made. Improving the quality of direct referrals helps the Brigade to provide the right support to the right people, and to make the best use of the resources we have. Finally, we are also working with colleagues across the Brigade on different ways of reaching all sections of London's communities. This includes engaging with people who are less likely to use an online tool, to ensure our safety advice is reaching all Londoners.

C3-01: Average first appliance arrival time

Protecting You



LFB is the busiest fire and rescue service in the UK, taking nearly a quarter of all fire and rescue calls made nationally. LFB is proud that it continues to have amongst the best average attendance times in the country - despite the challenges of London's crowded and complex environment - but not complacent. Therefore, the robust local performance monitoring and effective prioritisation of operational resource that underpin our performance will continue.

LFB continues to perform well within target for London wide average first appliance arrival time and performance has been stable.

YTD actuals vs target



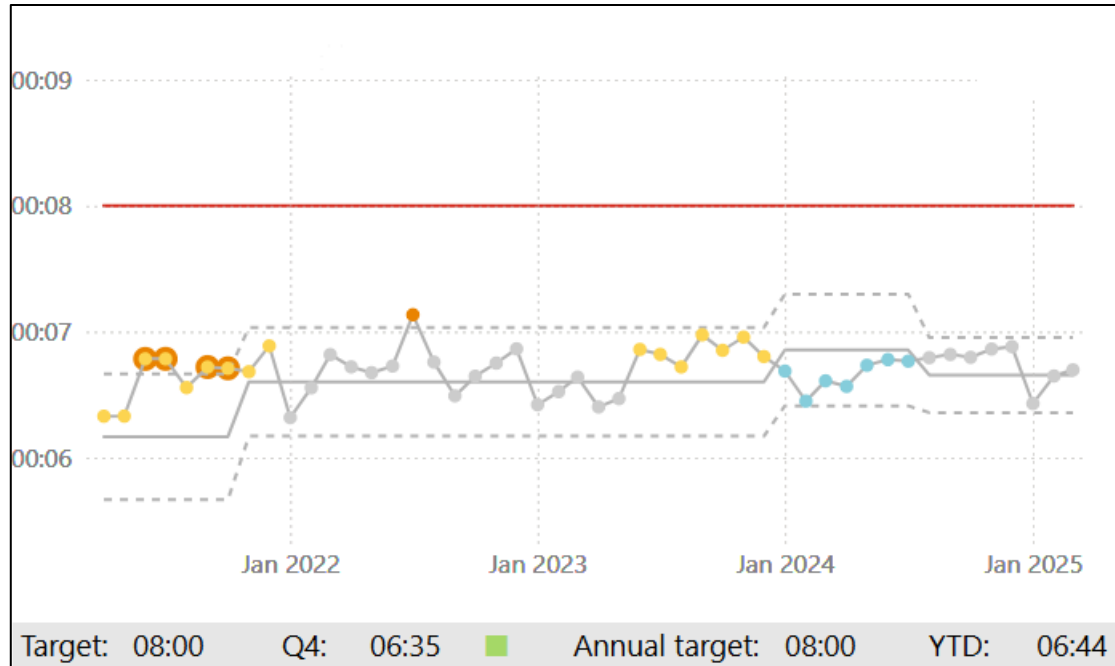
KPI definition: Monthly average arrival time of first fire engine to arrive at an incident within six minutes of being mobilised

Rationale: Response times are one of the key drivers for ensuring operational staff have the best chance of dealing with fires and other incidents effectively

[Understanding the SPC Charts](#)

C3-02: Average second appliance arrival time

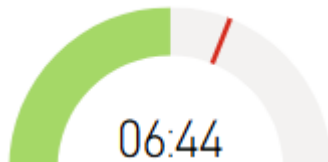
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LFB continues to perform well within target for London wide average second appliance arrival time and performance has been stable.

YTD actuals vs target

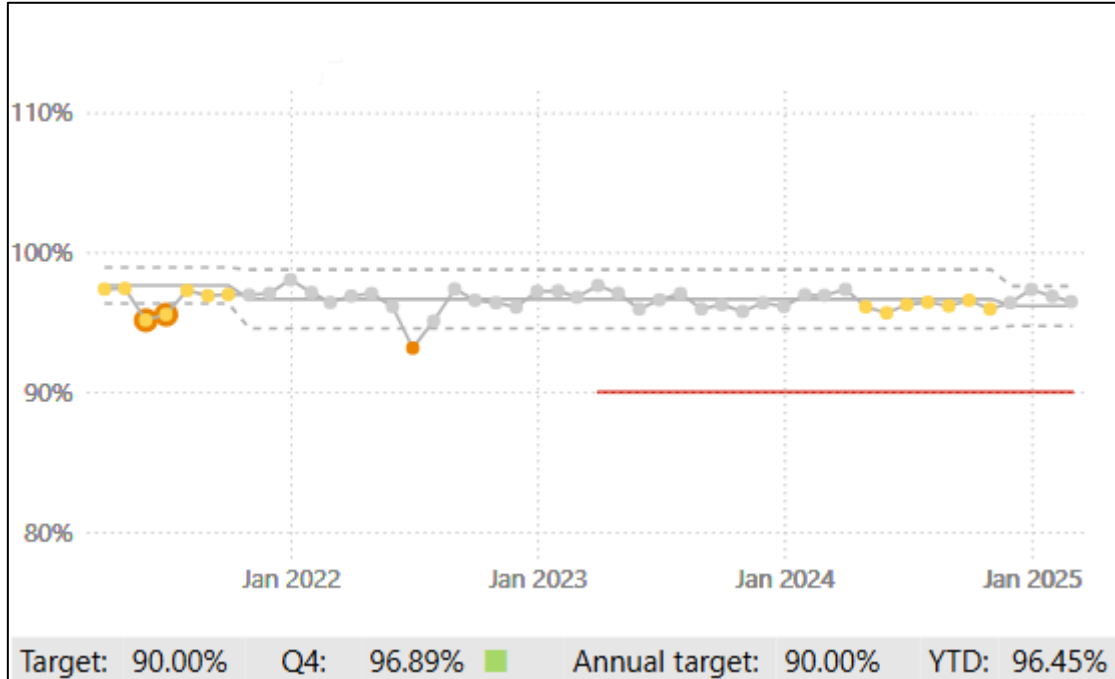


KPI definition: Monthly average arrival time of second fire engine to arrive at an incident within eight minutes of being mobilised

Rationale: Response times are one of the key drivers for ensuring operational staff have the best chance of dealing with fires and other incidents effectively

C3-03: First appliance arrival within 10 minutes

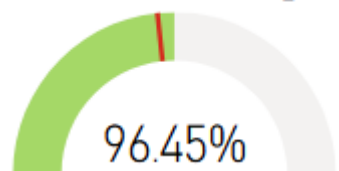
Protecting You



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LFB continues to perform well within target for London wide percentage first appliance arrival within 10 minutes.

YTD actuals vs target



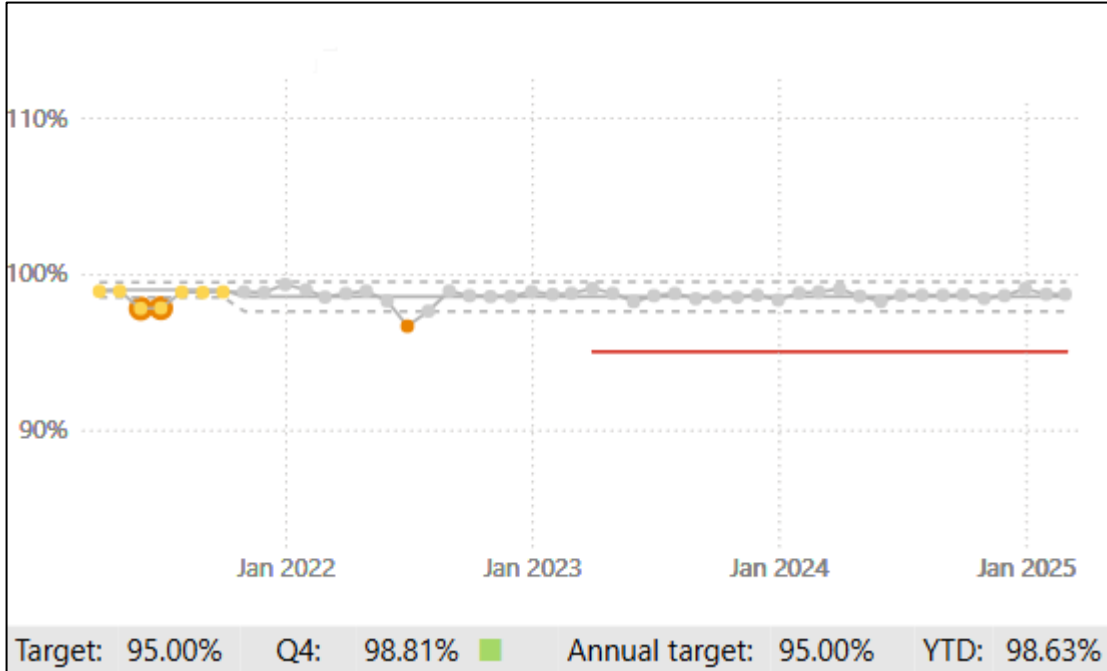
KPI definition: A fire engine anywhere within London in 10 minutes on 90% of occasions

Rationale: Response times are one of the key drivers for ensuring operational staff have the best chance of dealing with fires and other incidents effectively

[Understanding the SPC Charts](#)

C3-04: First appliance arrival within 12 minutes

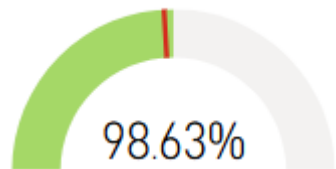
Protecting You



LFB is the busiest fire and rescue service in the UK, taking nearly a quarter of all fire and rescue calls made nationally. LFB is proud that it continues to have amongst the best average attendance times in the country - despite the challenges of London's crowded and complex environment - but not complacent. Therefore, the robust local performance monitoring and effective prioritisation of operational resource that underpin our performance will continue.

LFB continues to perform well within target for London wide percentage second appliance arrival within 12 minutes.

YTD actuals vs target



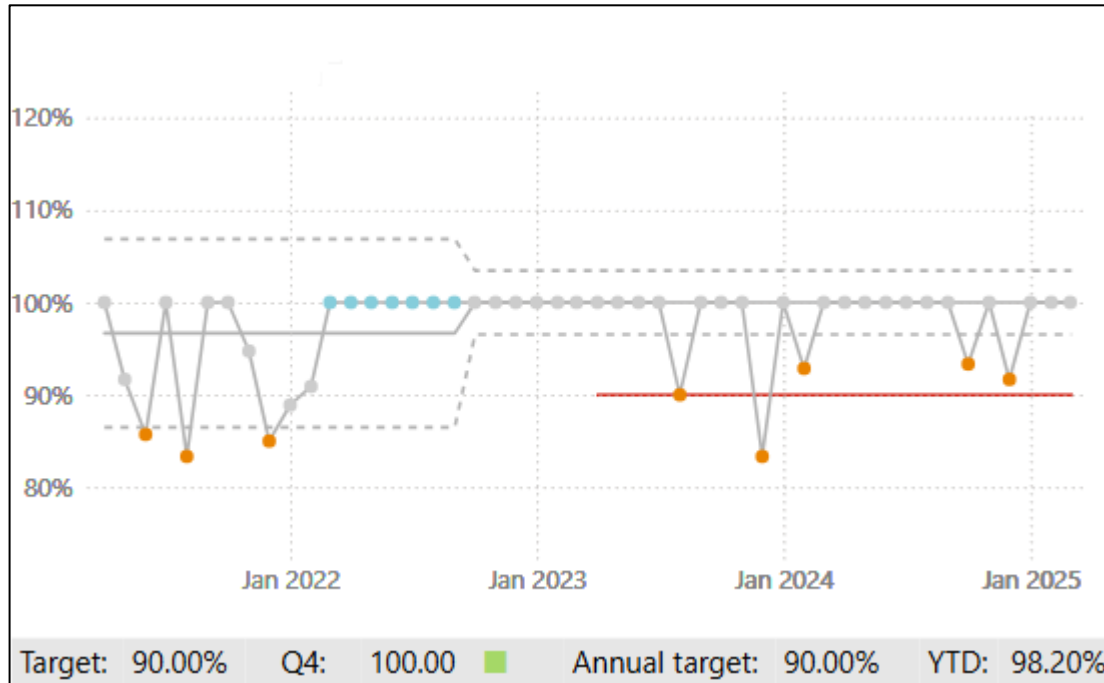
KPI definition: A fire engine anywhere in London in 12 minutes on 95% of occasions

Rationale: Response times are one of the key drivers for ensuring operational staff have the best chance of dealing with fires and other incidents effectively

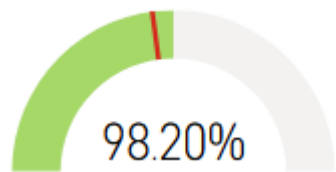
[Understanding the SPC Charts](#)

C3-05: Alleged fire risks addressed within 3 hours

Protecting You



YTD actuals vs target



KPI definition: Total monthly count of completed Alleged Fire Risks (AFR) investigations following notification to the Brigade of concerns about fire safety arrangements and/or concerns that indicate there are persons at risk. The investigations must take place within a three-hour time period by an Investigating Officer

Rationale: Responding quickly to alleged fire risks remains a core part of prevention activity

The Alleged Fire Risks (AFR) demonstrate consistent positive performance over an extended period of time, indicating overall current processes are effective where initial investigation indicates that there are persons at risk.

LFB continues to perform well in this area when serious risks are raised, and this remains a high priority.

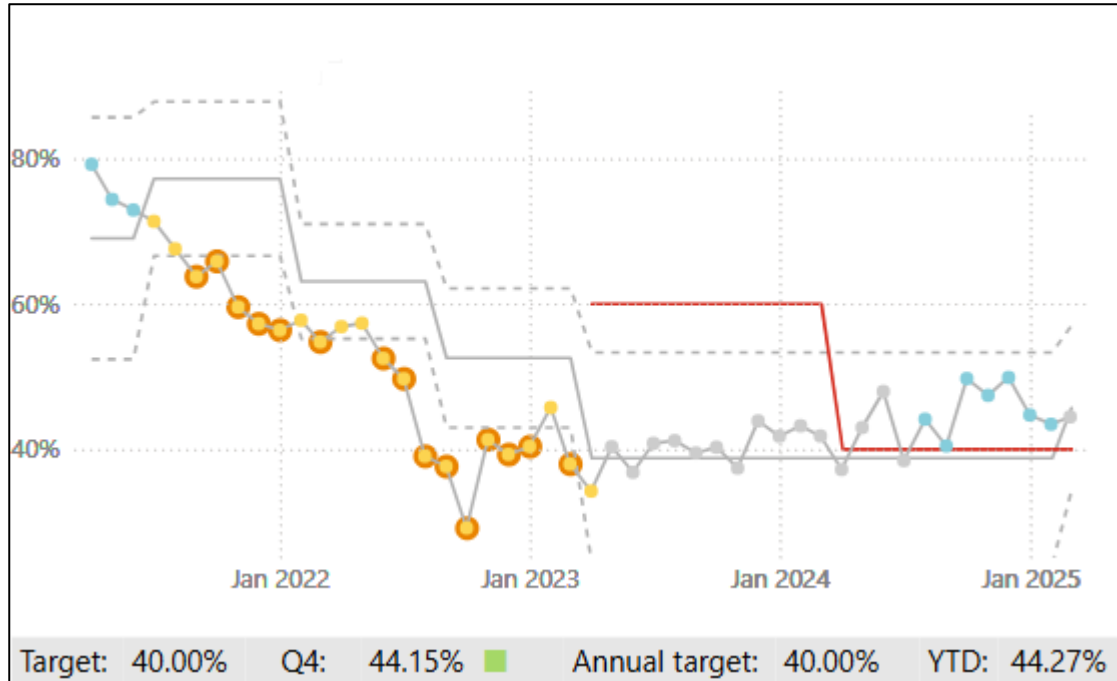
Additional learning and feedback across staffing groups has been provided about this type of activity together with a review of the learning packages at the Centre of Learning and Excellence for Inspection Staff.

To support the reporting of alleged fire risks (as well as supporting a range of other Prevention & Protection activities and signposting useful information), an app has been developed in conjunction with the Digital Communications Team, which uses QR codes. This enables staff in outward facing roles to better engage with communities and direct members of or communities to the appropriate pages on our LFB website.

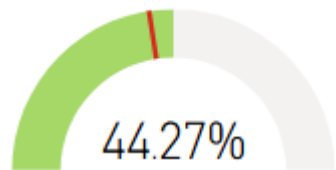
[Understanding the SPC Charts](#)

C3-06: Ratio of high-risk audits completed

Protecting You



YTD actuals vs target



KPI definition: Total high-risk audits completed on premise types such as Hospitals, Care Homes, Purpose Built Flats that have 4 or more floors, Hostels, Hotels, Houses converted to flats or other sleeping accommodation divided by the total number of audits completed

Rationale: We want to make best use of our resources. Overall audits will be part of the summary protection metric (slide 24) but we will separately track high risk audits

[Understanding the SPC Charts](#)

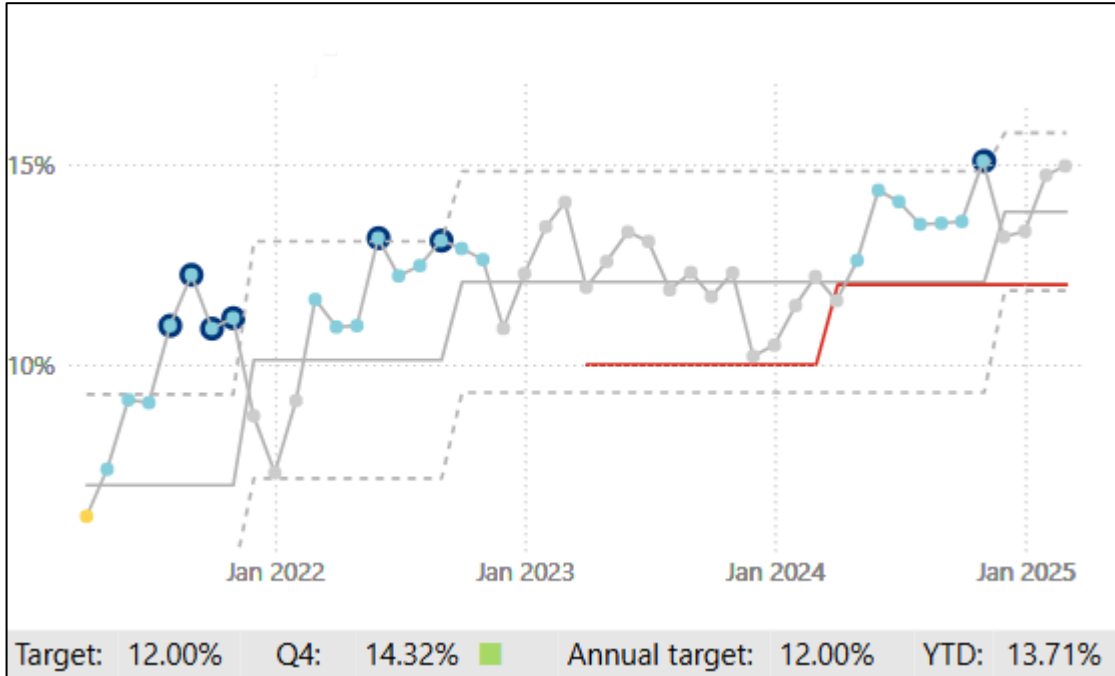
There has been a positive shift in performance that reflects work to get officers trained as fully competent and through their qualifications, together with reviewing the Relative Risk Level (RRL) for premises where remediation is required to ensure the risk they carry is correctly captured and monitored in the Risk Based Intervention Programme (RBIP).

Performance against this target continues to be impacted by an increasing national skills shortage of fully qualified fire safety inspectors, which is compounded by the new Building Safety Regulator (BSR) and other stakeholders such as large housing providers who are also actively recruiting from the same talent pool. Higher risk audits can only be undertaken by fully competent staff – normally requiring 33 months to reach this level, current competency is 46%. LFB has enhanced its recruitment over the last two years but projections of consistent competency rates over 70% is not expected until 2027.

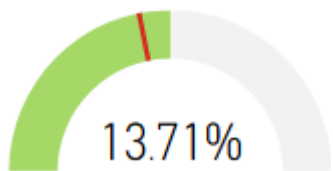
The Commissioner has raised the issue with national government and continues to engage all stakeholders to call for the necessary investment to address what is a serious shortage of competent professionals.

C4-01: Station staff time spent on prevention - day

Protecting You

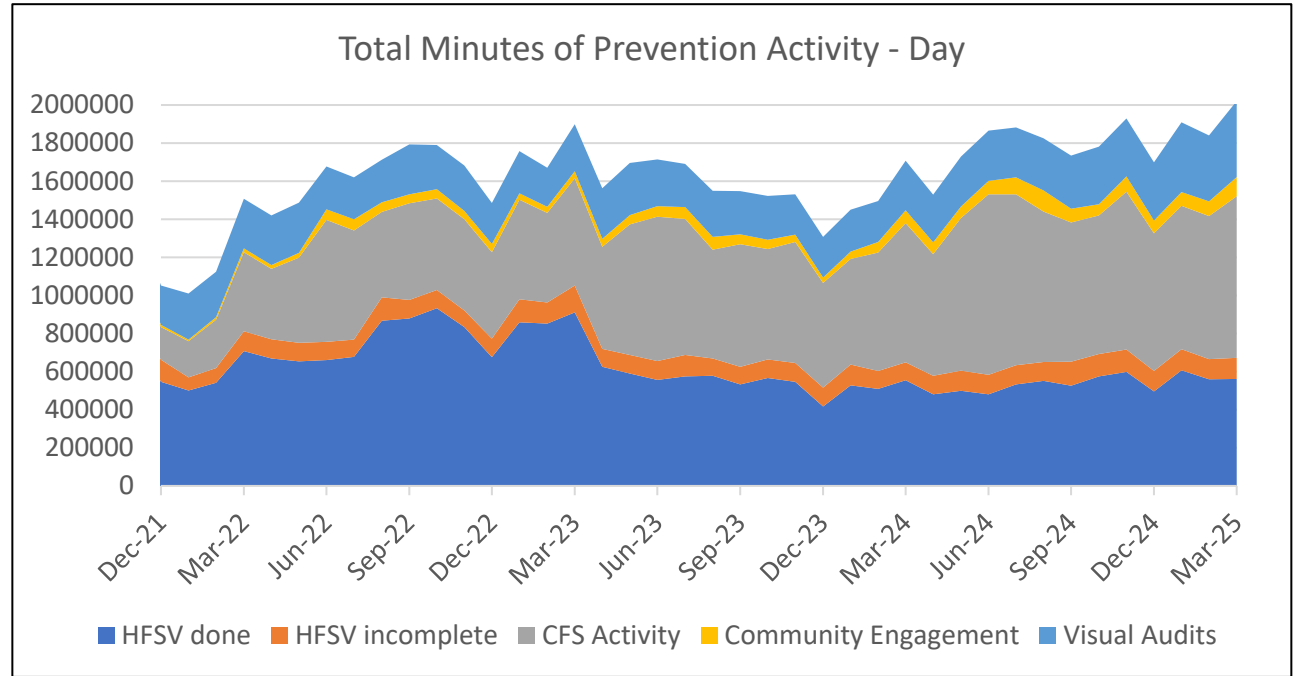


YTD actuals vs target



KPI definition: Operational staff total minutes spent per month during day shifts (09:30-20:00), on Community Fire Safety (CFS), Home Fire Safety Visits (HFSV) and Community Engagement

Rationale: Prevention activities are a core part of our improvement plans and grouping these together allows us to respond to changing needs and environments



The quarterly performance for the percentage of staff time spent on prevention activity remains above target, performing strongly in this area well above the 12% target.

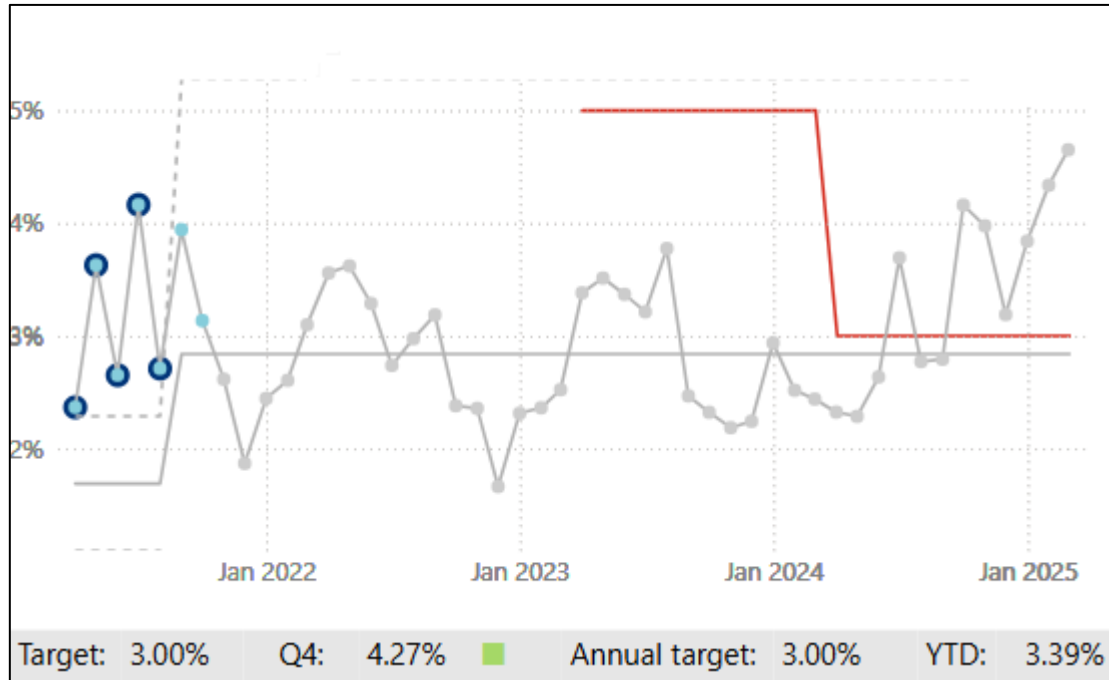
The Fire Station Performance report combined with the performance management framework set against all management levels within fire stations, is reaping significant performance benefits. This is shown through the positive shift this year.

The Fire Stations Performance Report was opened 15,140 times in Q4 by 1,382 people.

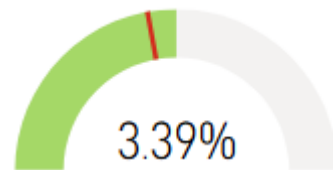
[Understanding the SPC Charts](#)

C4-02: Station staff time spent on protection - day

Protecting You



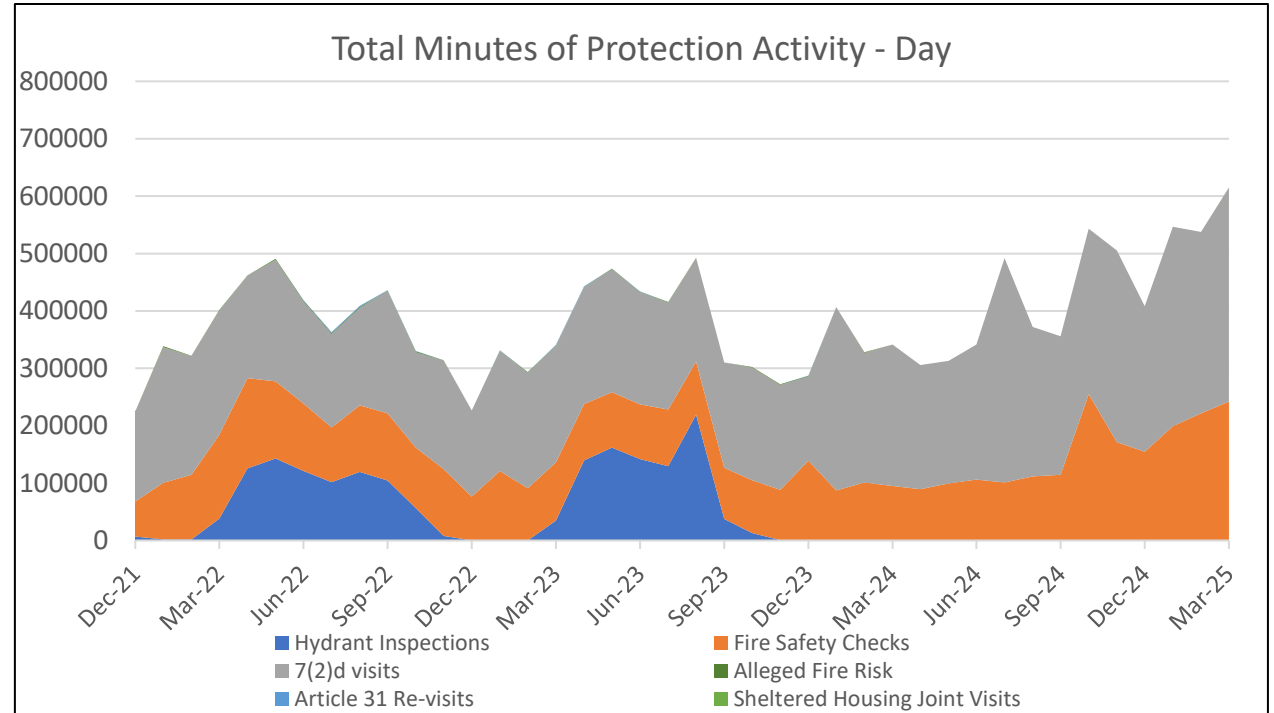
YTD actuals vs target



KPI definition: Operational staff total minutes spent per month during day shifts (09:30 - 20:00) on Fire Safety Check visits, Outside Duty (72.d inspections), visual audits and hydrant inspections

Rationale: Protection activities are a core part of our improvement plans and grouping these together allows the organisation to respond to changing needs and environments

[Understanding the SPC Charts](#)



The performance for the percentage of staff time spent on protection activity has been above target for 6 consecutive months.

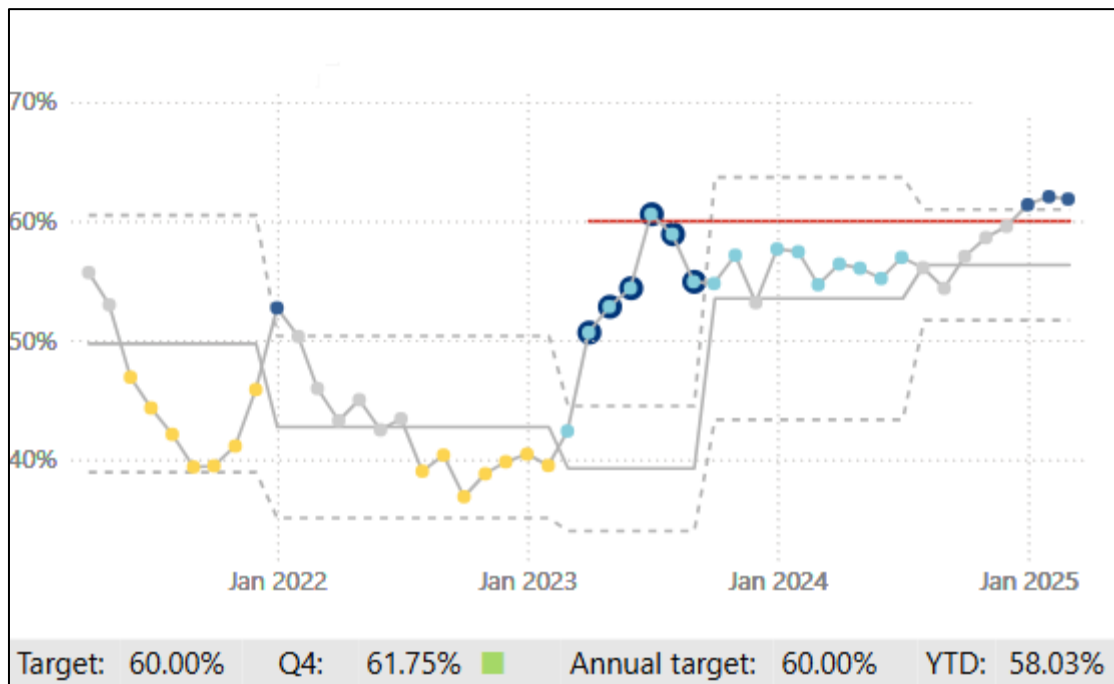
The target for this KPI will rise to 4% in 2025/26 in response to the built environment risk.

The Fire Station Performance report combined with the performance management framework set against all management levels within fire stations, is reaping significant performance benefits. This is shown through the positive shift this year.

The Fire Stations Performance Report was opened 15,140 times in Q4 by 1,382 people.

C4-03: Percentage of high-risk home fire safety visits

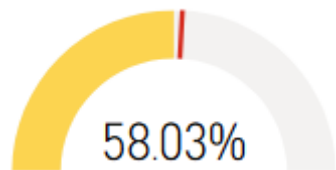
Protecting You



LFB has set a challenging target of 60% of all HFSVs to be undertaken at high-risk households and LFB exceeded the target each month in Q4.

We are taking a new, more sophisticated approach to targeting those at risk, including generating referrals directly from partner agencies and use of geodemographic risk data. The use of the Station Delivery Plans (SDPs) to support the tactical delivery of Borough Risk Management Plans (BRMPs) is expected to have an impact on this metric in the future as this approach is further embedded. We are also working with Prevention to streamline referral processes with trusted partners.

YTD actuals vs target



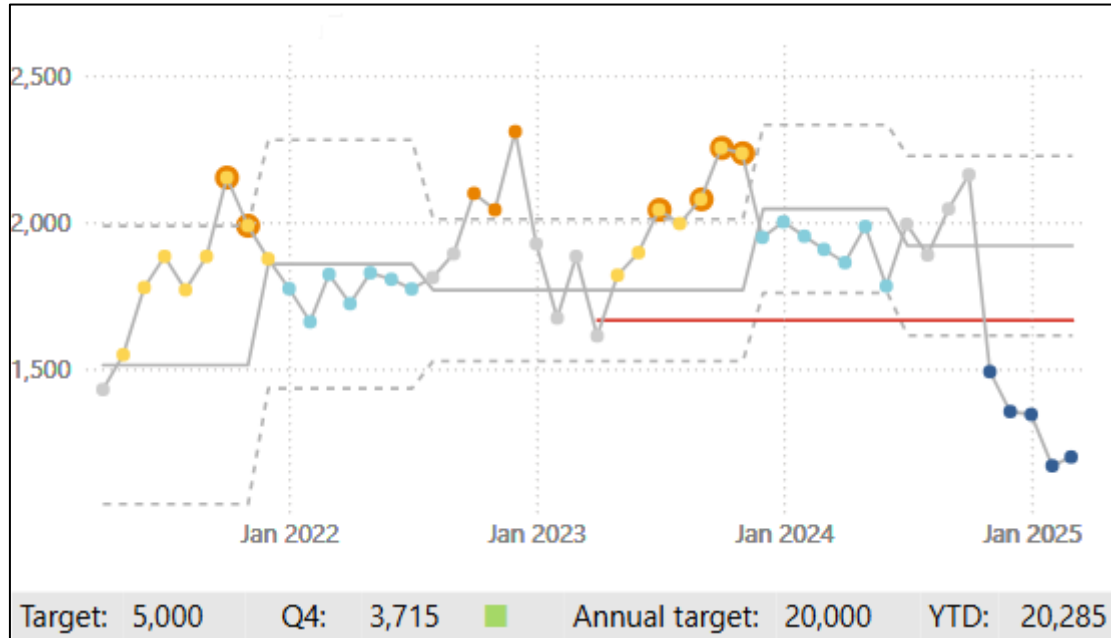
KPI definition: Visits to households which have been identified as at a higher risk of experiencing an accidental dwelling fire and/or being injured as a result of a fire

Rationale: The delivery of prevention work has changed and will continue to strengthen using online tools, this allows us to prioritise in-person high risk HFSVs

[Understanding the SPC Charts](#)

C4-04: False alarms attended due to automatic fire alarms in non-domestic buildings

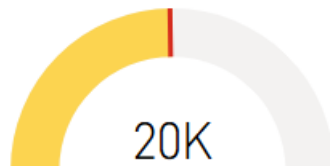
Protecting You



Since the launch of Automatic Fire Alarms (AFAs) reduction policy we've seen a significant decrease in the number of AFAs attended by LFB in non-domestic buildings. As this relates to commercial properties only, this does not include private dwellings, e.g. houses, flats or residential care homes. A full list of exemptions can be found [here](#).

As a consequence of the reduction in time spent attending AFAs this is one of the factors that has fed into a proportionate increase to the KPI for Station Staff Time Spent on Protection has been agreed by Fire Stations and is now set at 4%.

YTD actuals vs target



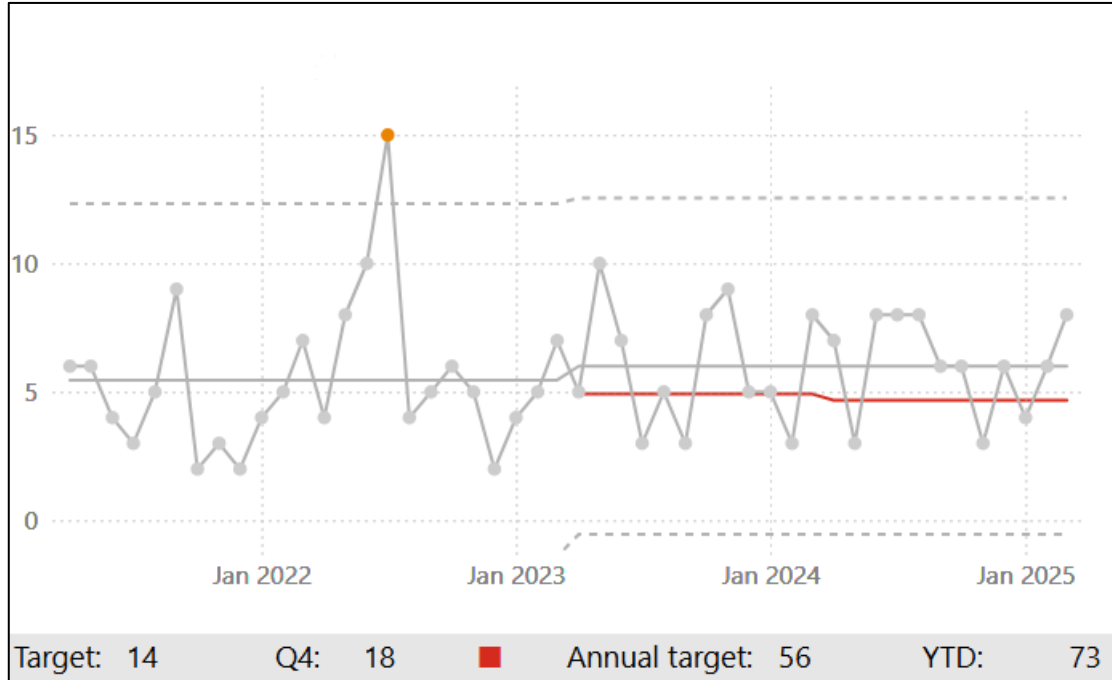
KPI definition: Monthly count of false alarms attended by LFB relating to automatic fire alarms that have actuated in other residential (places that accommodate people on a temporary basis) and non-residential properties (places that do not accommodate people) that have been categorised by the Home Office.

Rationale: We propose to continue the current London Safety Plan indicator whilst we review our response to automatic fire alarm actuation

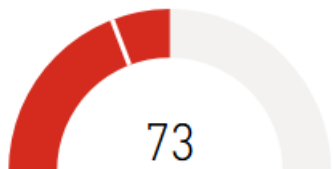
[Understanding the SPC Charts](#)

C5-01: Reporting of injuries, diseases and dangerous occurrences regulations (RIDDOR)

Learning from Others



YTD actuals vs target



KPI definition: Total monthly injuries that have been reported to the Health and Safety Executive where there is a specific injury which has affected a person's ability to work 7 days after the injury had occurred

Rationale: LFB strives to be an organisation where staff feel safe at work

There were 18 injuries reported under RIDDOR in Q4 2024/25. For the 12 months to the end of March 2024/25 there have been 73 RIDDOR injuries, which is above target and above the total number of RIDDOR for 2023/24 where 70 events were reported to the HSE.

All RIDDOR injuries in Q4 were to firefighters, with 12 injuries occurring at operational incidents, 4 injuries occurring during a operational training events and 1 injury during general activities. One RIDDOR report was reported as a 'dangerous occurrence' (explosion at an incident). This is not included in the RIDDOR injury statistics as it did not result in a lost time injury with over 7 days absence. All other injuries were reported as 'over 7 day' injuries. These included injuries tripping at incidents, handling debris and operational equipment, using the enforcer to gain entry and animal bites.

All injuries are investigated, and recommendations are made to prevent recurrence. Of the 18 injuries reported in this quarter, 8 investigations have recommended actions to prevent a recurrence. The remaining 10 investigations are ongoing.

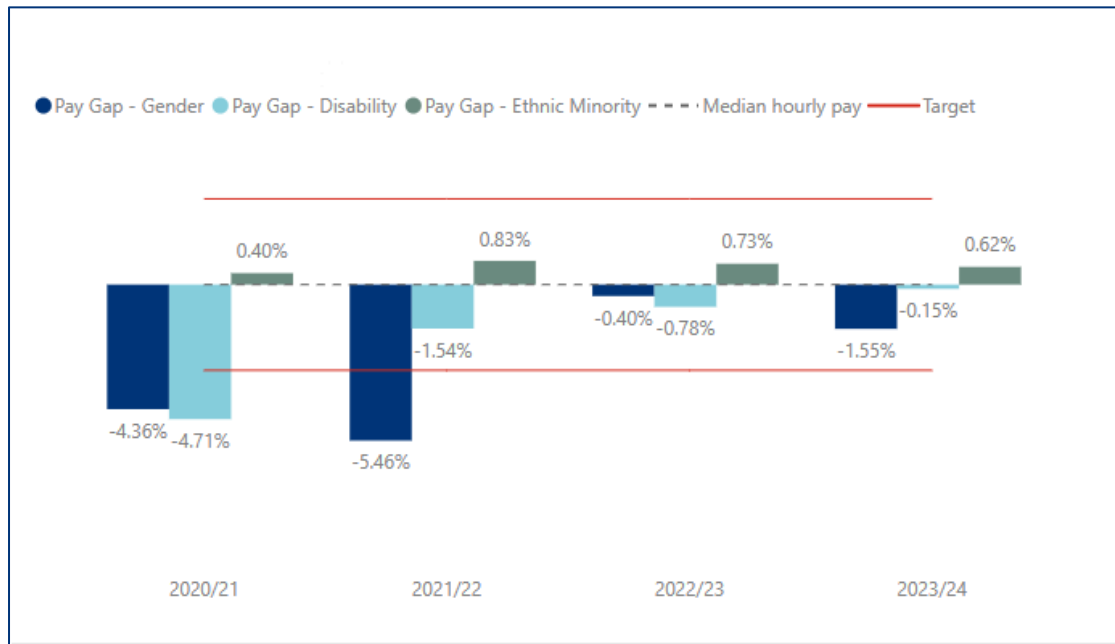
In Q4 2024/25 the Health, Safety and Wellbeing (HSW) Board has continued to provide greater corporate oversight, challenge, scrutiny and assurance of health and safety performance in support of the Service Delivery Board's purpose and responsibilities. The HSW Board helps drive the health and safety agenda for the Brigade and ensure that health, safety and wellbeing-related workstreams are given sufficient priority. This includes monitoring of the Safety Culture Improvement action plan.

A working group, between the Fire Stations department and the Health, Safety and Wellbeing department, has also been introduced to specifically support effective delivery of initiatives to improve health and safety in operations and on fire stations.

[Understanding the SPC Charts](#)

C5-02: Pay gap

Learning from Others



KPI definition: Pay gap – Gender – pay gap percentage based on the difference between the median hourly pay for men compared to the median hourly pay for women at the end of each financial year
 Pay gap – Ethnic Minority – pay gap percentage based on the difference between the median hourly pay for white staff compared to the median hourly pay for Ethnic Minority staff at the end of each financial year

Pay gap – Disability – pay gap percentage based on the difference between the median hourly pay for disabled staff compared to the median hourly pay for non-disabled staff at the end of each financial year

Rationale: LFB staff should be paid equally regardless of any protected characteristics

Gender Pay Gap: Overall, last year, women were earning slightly more than men, and this year this trend continues. For gender in 2023-24, the overall median pay gap is -1.55%, and the overall mean pay gap is -6.38%. This means that there is an increase in pay gap this year of 0.40%, but still in favour of women, as the mean pay gap for last year was -5.07%. Women are currently earning on average an hourly salary of £1.41 more than men.

Target: +-3% Q4: -1.55% Annual target: +-3% YTD: -1.55%

Ethnicity Pay Gap: Overall, the year’s analysis shows that the ethnicity pay gap has decreased since 2023. Staff from underrepresented ethnic groups currently earn a mean hourly salary of £0.68 less than White staff. The overall gap this year is 0.62% for the median and 3.03% for the mean. Last year, the median was 0.73% and the mean was 4.22%, showing a reduced pay gap for ethnically underrepresented groups overall across LFB.

Target: +-3% Q4: 0.62% Annual target: +-3% YTD: 0.62%

Disability Pay Gap: In summary, overall, analysis shows that, the disability pay gap has decreased since 2023, with staff with disabilities currently earning a mean hourly salary of £0.19 more than staff without. Last year, staff with disabilities were earning slightly more than this year and the pay gap was in their favour. This will be kept under review.

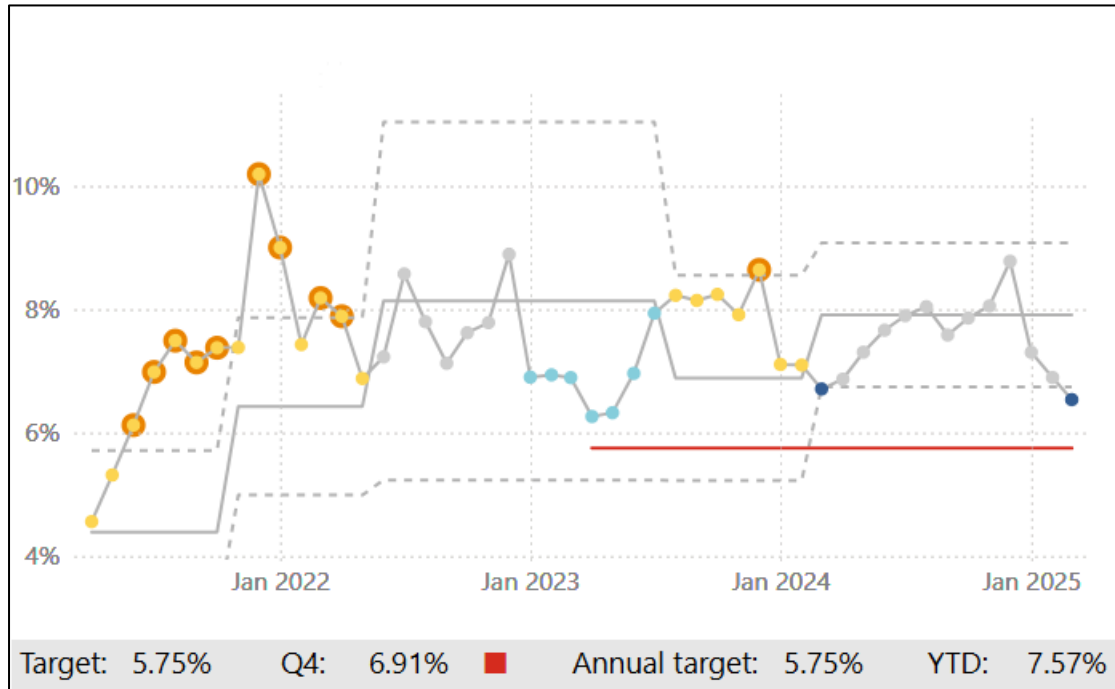
Target: +-3% Q4: -0.15% Annual target: +-3% YTD: -0.15%

Summary: While the pay gaps are minimal due to the flat pay structure, it should be noted that the mean gaps could mask issues of disproportionate representation in grades across the organisation. Further analysis of the data of mean gaps, at grade and rank level is necessary to understand whether impact of skills payments and/or overtime availability has an impact.

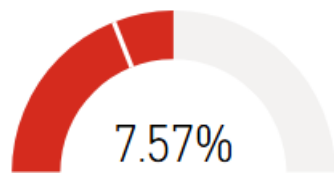
LFB publishes an annual report on the gender, ethnicity and disability pay report, which can be found here: [LFB gender, ethnicity and disability pay gap report 2024](#)

C5-03: Staff sickness

Learning from Others



YTD actuals vs target



KPI definition: Total number of lost working days due to sickness absence (both short term and long term) accrued over a given month as a percentage of the total number of working days completed by all LFB employees over the same period

Rationale: We expect sickness rates to decrease following planned improvement programmes on staff wellbeing

[Understanding the SPC Charts](#)

We have seen a reduction in the rate of sickness since December 2024 - it is at its lowest since May 2023. Sickness continues to report above target at 6.91% but this is a significant drop since Q3 which was 8.78%. Stress, Anxiety and Depression (SAD) is running at 2.08% of overall sickness absence remaining constant for the last 12 months. SAD has been the greatest cause of absence in Control and FRS staff, with Musculoskeletal the greatest cause for Operational staff. Long-term sickness has fallen to 4.63% for Q4.

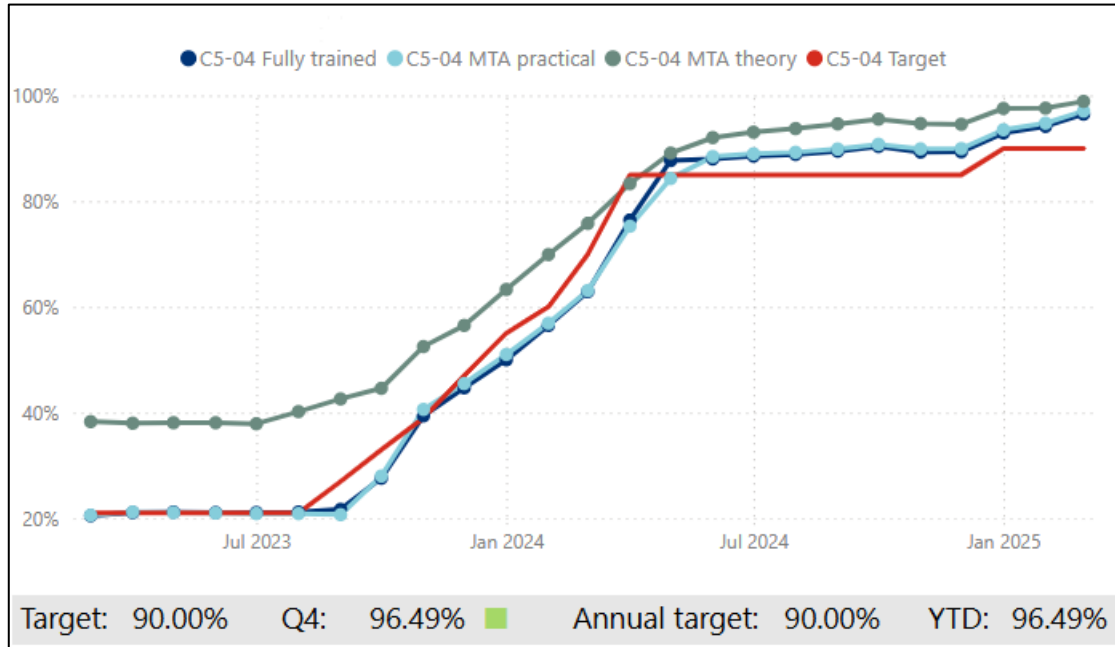
Current work to reduce sickness includes the continuing Attendance Project for fire stations with actions being taken forward on special leave and light duties. The Long-Term Absence Panel (LTAP) has now met four times and has reviewed over 130 cases and had updates on 55 cases. The remit of the panel is to monitor, scrutinise and drive actions on management of long-term sickness cases, to ensure that management action is being taken in a timely manner. The panel originally focussed on sickness cases over 180 days and now include cases over 90 days. The panel has captured and has begun to address systemic issues identified through the management of the cases. The LTAP also met to discuss the most complex cases and determine next steps to resolve. The HR Business Partnering team has supported Area DACs to review their top sickness cases; created additional easy to use guides on maintaining contact through the sickness period; since June 2024, run over 30 manager upskilling sessions for over 270 managers with focus on building confidence and capability of managers on managing absence; and have been working with the Leadership Academy on the Management training programme.

Collaborating with Samaritans, the Wellbeing team has developed an LFB Postvention Toolkit to improve our processes to support staff following the death of a colleague by suicide, this has been launched in Q4. The counselling and trauma team have made 120 phone calls to individuals following critical incidents, sending four letters and 18 emails in Q4. They have carried out 211 face-to-face, 631 online, and 140 telephone counselling sessions during this quarter. Other activity includes specialist screening, FFD training and manager support.

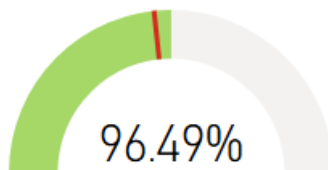
In March 2025 we transitioned to our new Occupational Health provider, Optima Health UK Ltd. This change includes the launch of the Workplace Wellbeing Platform and personalised Optimise Wellbeing App. We are currently in the process of procuring an Employee Assistance Programme (EAP) which will give additional services such as a 24/7 helpline, partner support, financial and legal advice among other services.

C5-04: Percentage of operational staff trained to respond to marauding terrorist attacks (MTA)

Learning from Others



YTD actuals vs target



KPI definition: Total number of staff that have completed theory and practical training in Marauding Terrorist Attack Response as a percentage of eligible staff

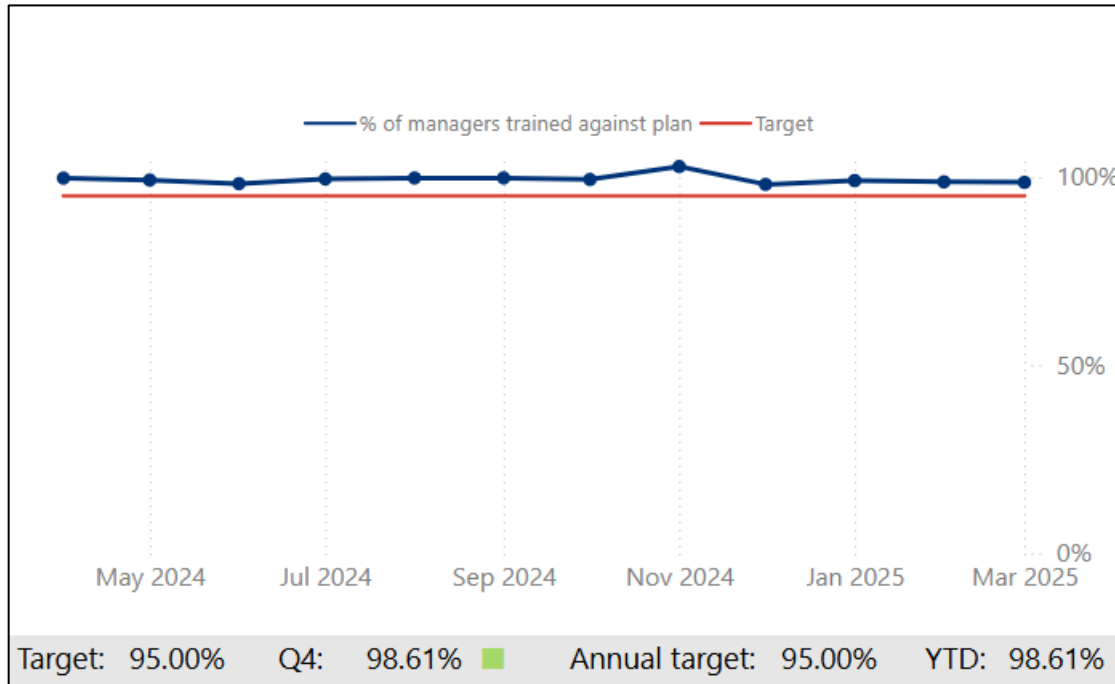
LFB has finalised the mass roll-out of the Marauding Terrorist Attack (MTA) training and has become the first service and one of only two in the country to have all front-line firefighters fully equipped for the most serious terror incidents.

Training in all boroughs was completed in May 2024, and the Brigade now delivers frontline MTA level one and two capabilities from all boroughs with 142 pumping appliances, 14 Fire Rescue Units (FRUs), and 11 aerial appliances. Command Units and aerals do not carry Ballistic Personal Protective Equipment (BPPE), but the crews are MTA trained. The Brigade also has two operational support units (OSUs) that carry a resource pack consisting of nine sets of BPPE each and additional stretchers, that will be mobilised as part of the Incident Type Code mobilisation, with FRUs also carrying additional BPPE.

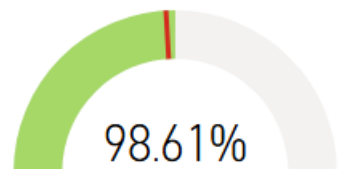
The current completion rate is above the 90% target and is at 96.49%. The ongoing MTA training delivery is now business as usual. This also includes giving our newest firefighters training input on MTA response as part of the firefighter development programme.

C5-05: Percentage of managers who have completed training against plan

Learning from Others



YTD actuals vs target



KPI definition: Total number of staff that have completed Leadership training as a percentage of eligible staff
Rationale: We want to ensure LFB staff are given the training and resources to manage their services and teams effectively

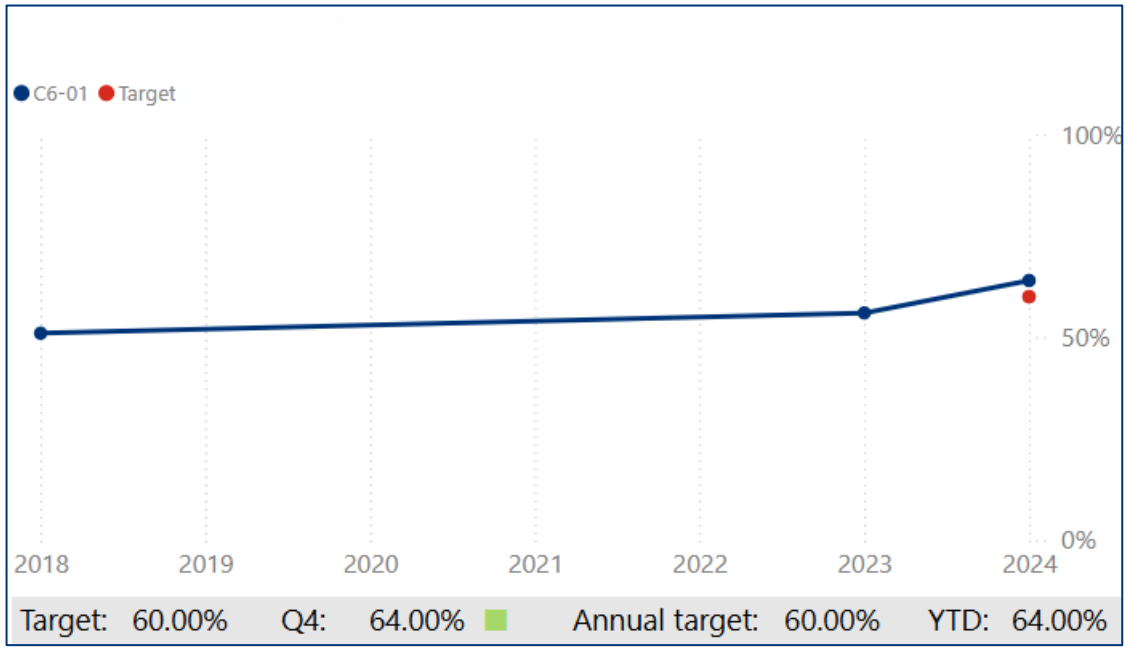
The percentage of managers who have completed training against plan remains on target for Q4. Colin Townsley workshop two (Challenge, Trust & Psychological Safety) and a soft launch of Module 3 (Emotional Intelligence) have been delivered, however further delivery has been paused until additional facilitators are provided to the Leadership Academy. National Fire Chiefs Council (NFCC) supervisory and middle leader eLearning packages, have completed the pilot and recommendations have been presented at the LMOT Board and awaiting decisions on next steps from the Chair.

The robust methodology employed to forecast training delivery against plan continued to be accurate, accounting for staff turnover and anticipated levels of attendance, based on historical trends. The focus of the leadership development team in Q4 has been in designing manager training courses and the approach to delivery as well as piloting and delivering absence management manager training courses. This is in response to HMICFRS feedback and on bringing forward proposals to refresh leadership development programmes.

The Frank Bailey programme is coming to the end of its delivery at the end of October 2025 when the target of 630 delegates will have been met. The strategic leadership development programme for strategic leaders has been paused. The content and structure of the Gillian Tanner refresh is in design. A refreshed plan for leadership development will be brought forward which will account for these changes and the prioritisation of management courses for staff.

C6-01: I would recommend LFB as a place to work

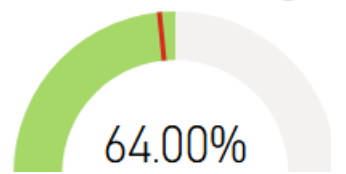
Learning from Others



In October 2024, LFB launched the second full annual staff survey to all employees. Following feedback from staff the previous year, improvements were made in demographic categories following extensive engagement with Equality Support Groups and the process for encouraging staff to complete the survey was improved, with Fire Stations taking greater responsibility for driving completions. One new question was added to the survey (about retention), all other questions remained the same, other than updating to reflect a shift from behaviours to values. The previous response rate was 70%, the response rate at the close of the survey window in December 2024 was 74%.

The 'great place to work' question which was amended slightly to "I would recommend LFB as a place to work" removing the "family and friends" element rose from 54% in 2023 to 64% in 2024, an increase of 10 percentage points (anything over 5 percentage point increase is considered to be statistically significant and not due to a seasonal shift, based on analysis from the platform provider). This represents a holistic improvement in the perception by staff of transformation activity.

YTD actuals vs target

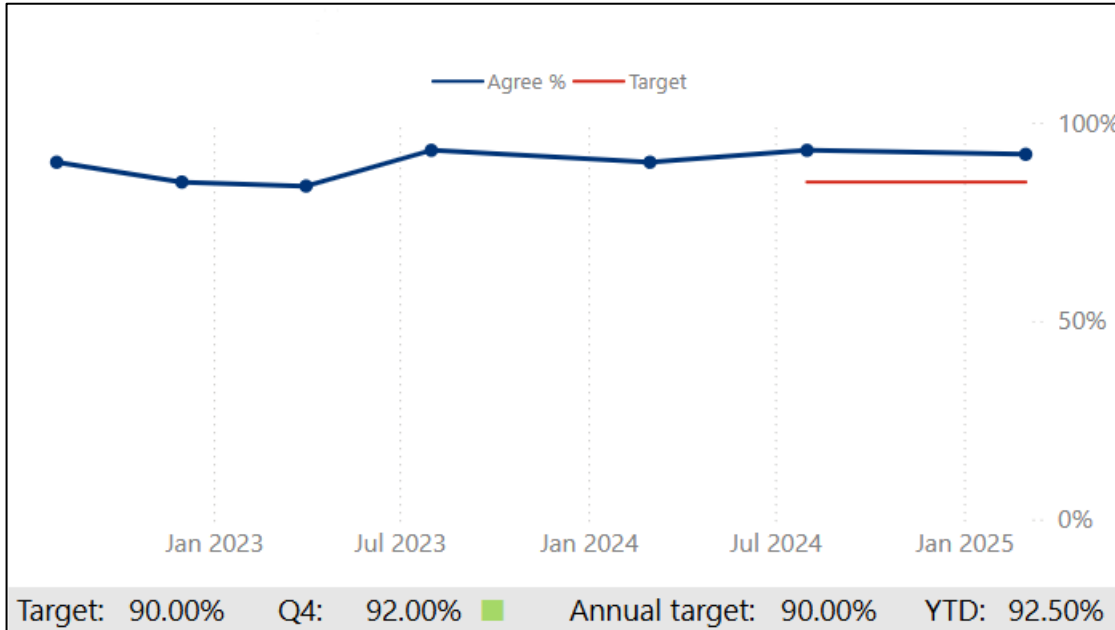


KPI definition: Percentage of staff in staff survey who agree with the statement "I would recommend LFB as a place to work"

Rationale: We want to ensure LFB staff consider us a great employer

C6-02: LFB is trusted to serve and protect London

Learning from Others

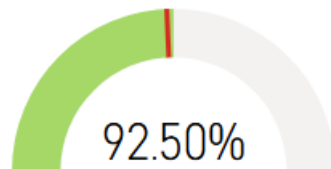


The most recent poll, carried out in March 2025, showed that 92% of respondents agreed that 'London Fire Brigade is trusted to serve and protect'. This is a 1% decrease from the last poll, carried out in August 2024, but 2% higher than our target of 90%. We do not consider this change to be statistically significant.

Public opinion polling is one of the measures we use to understand how different communities across London feel about LFB, what their levels of trust are and how they understand or interact with our services.

We aim to build levels of trust in the Brigade through a range of communications and community engagement campaigns and activities. This includes working proactively to warn and inform Londoners, supporting communities to keep themselves safe from emerging risks, holding public relations events to demonstrate how we keep Londoners safe from seasonal risks, and sharing the Brigade's work during and after incidents.

YTD actuals vs target

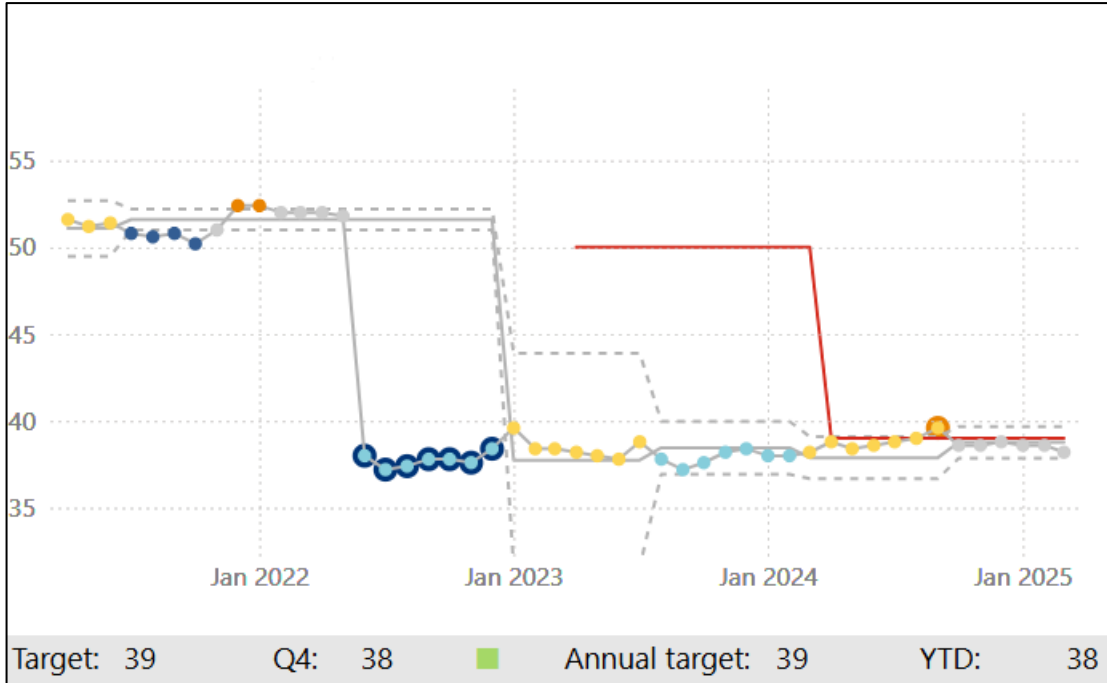


KPI definition: Polling by YouGov - percentage who agree with the statement "LFB is trusted to serve and protect London"

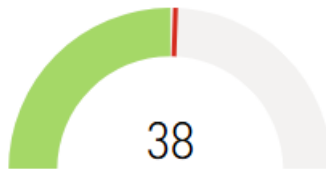
Rationale: Having the trust of the community we serve is integral to the organisation

C7-01: Number of fire deaths (5 year rolling average)

Adding Value



YTD actuals vs target



KPI definition: 5 year rolling average of fatal casualties as a direct or indirect result of injuries caused by a fire incident

Rationale: Preventing fire deaths is a core part of the London Fire Brigade's purpose

The all-fire deaths (5-year average) is reporting within target. This target was made more challenging for 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.

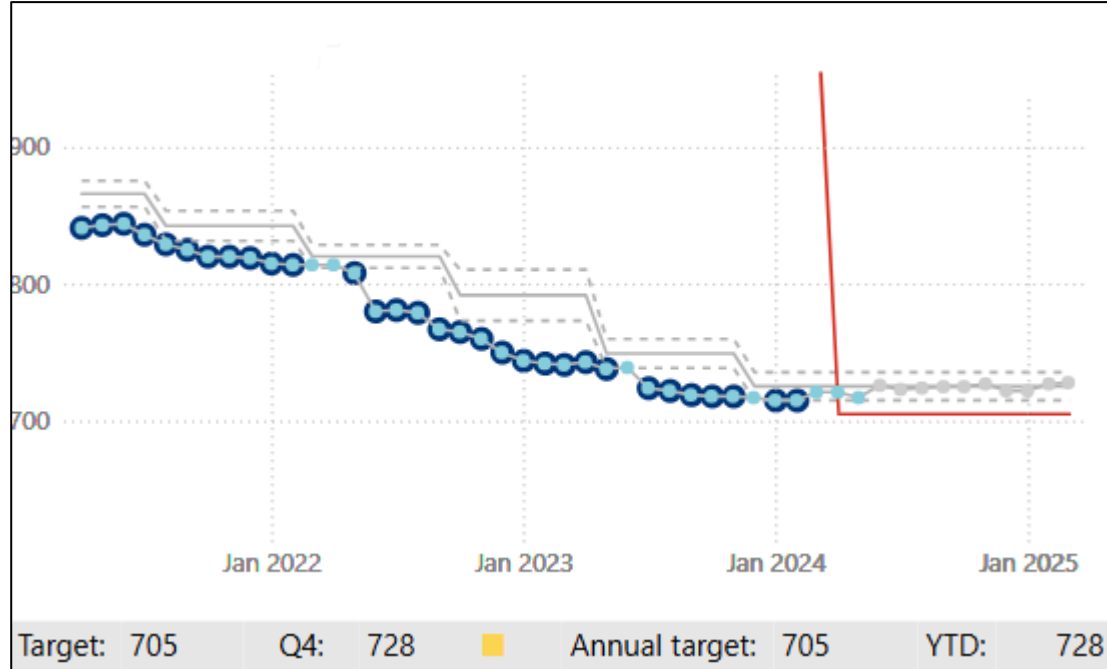
Smoking continues to be a prevalent cause of fatal fires. Our HFSV triage process is now embedded, this was reviewed and updated last year to ensure that the LFB is reflective of national work and local incidents. This ensures that the LFB focuses on those most at risk of fire. Further details can be found on [page 16](#).

The development of the Prevention and Protection App for internal staff, along with effective Borough Risk Management Plans and Station Delivery Plans will further enhance the promotion of prevention services and advice to local communities.

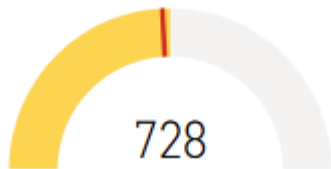
[Understanding the SPC Charts](#)

C7-02: Number of fire injuries (5 year rolling average)

Adding Value



YTD actuals vs target



KPI definition: 5 year rolling average of casualties as a direct or indirect result of injuries caused by a fire incident

Rationale: Preventing fire injuries is a core part of the London Fire Brigade's purpose

LFB is now reporting slightly above the new target of 705. This target has been made more challenging for 2024/25 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 2029 CRMP lifecycle.

In terms of ignition source groups, cookers remain the top ignition source for fire injuries (24%), followed by smoking (14%) and matches and candles (12%). While fire injuries from cooking fires seem to be on decline (33% of fire injuries in 2019/20 to 20% in 2024/25), we have seen an increase in vehicle related fire injuries (2% to 5%) which includes e-bikes and e-scooters. Fire injuries caused by batteries/ generators (including lithium-ion batteries) have also increased since 2019. Significant work is being undertaken in relation to the #Chargesafe campaign to reduce these types of fires.

In terms of multi-injury fires the data shows that we are seeing more fires with four fire injuries or more over time. In 2024/25 there were 30 such incidents (compared to 10 in 2020/21) with a single incident in February 2025 leading to eight fire injuries.

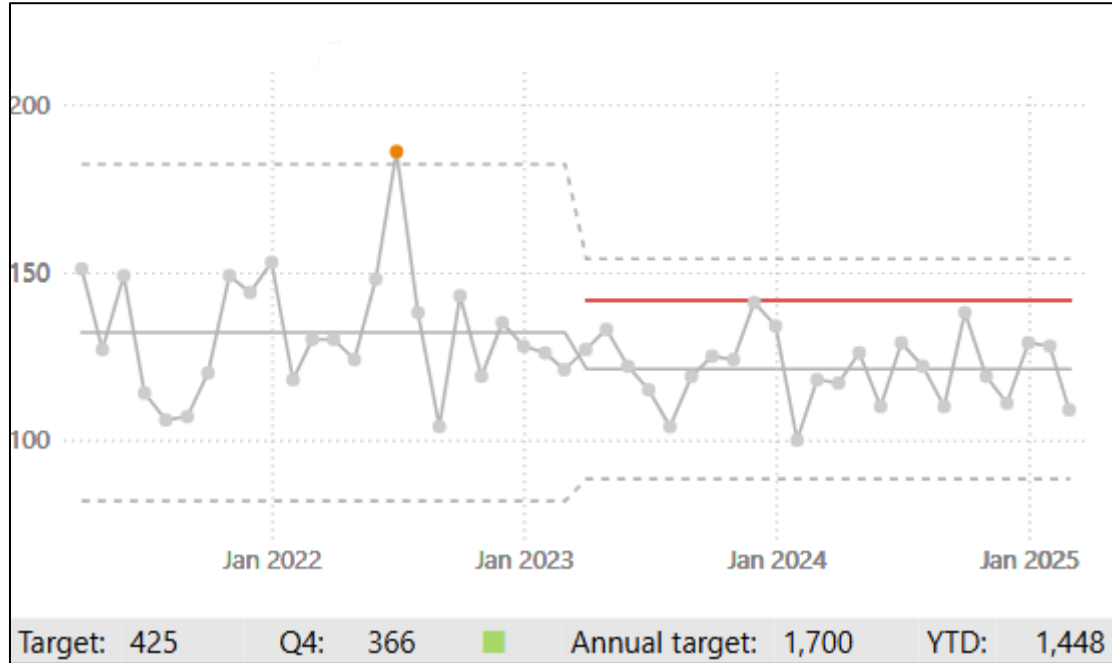
Fire injury data shows that e-bike fires and batteries and generators (including lithium-ion batteries) are the top two ignition sources for fires with four or more injuries (18% of all these fires since e-bikes became a separate recording category).

LFB is working to target those most at risk with the introduction of the Borough Risk Management Plans (BRMPs) and Station Delivery Plans (SDPs) which target our prevention activity towards local risks and the needs of the community.

[Understanding the SPC Charts](#)

C7-03: Number of fires – houses & bungalows

Adding Value



Performance continues to be within target and there has been a below-average number of fires in these properties for three out of the last six months.

This will be monitored closely to consider the impact of the Borough Risk Management Plans (BRMPs) and Station Delivery Plans (SDPs) which target our prevention activity towards local risks and the needs of the community.

YTD actuals vs target

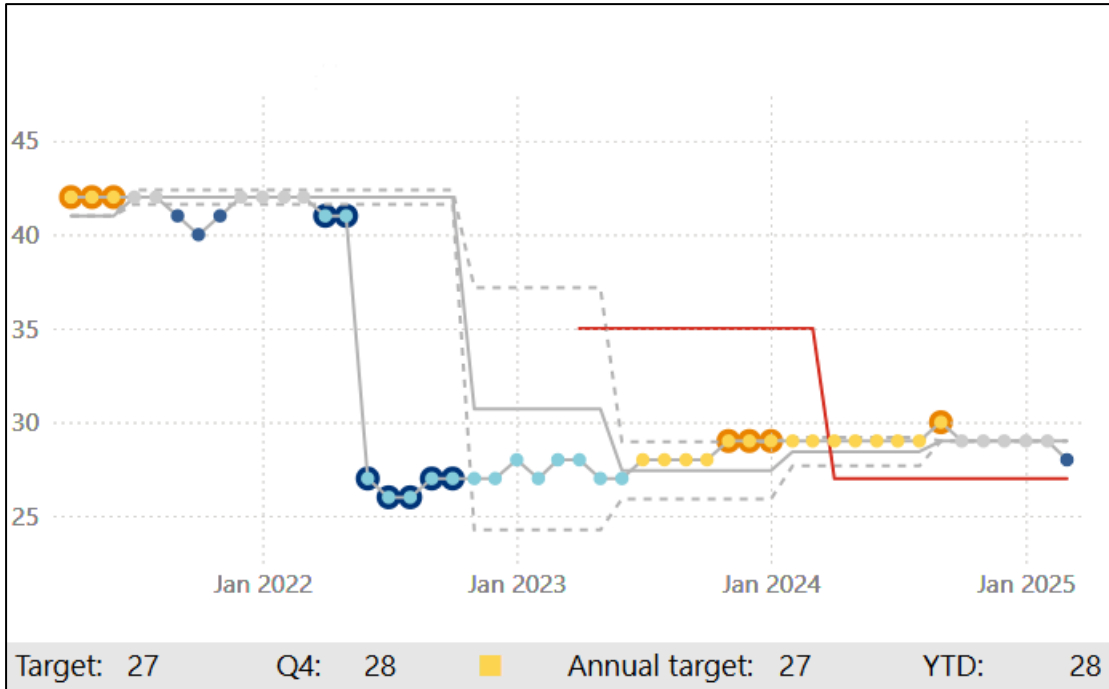


KPI definition: Total monthly figure of fires that have occurred in a house or bungalow of single occupancy
Rationale: Monitoring the number of fires in different locations allows us to assess trends across different property types and plan our use of resources efficiently

[Understanding the SPC Charts](#)

C7-04: Accidental fire deaths in the home (5 year rolling average)

Adding Value

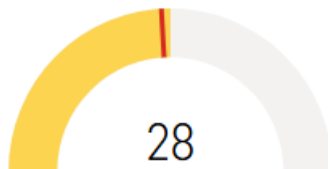


Accidental fire deaths in the home are reporting at a 5-year average of 28. This target was made more challenging for 2024/25 to reflect our aim of having the lowest rate of accidental fire deaths in the home of any Fire and Rescue Service in England by the end of the CRMP lifecycle.

Accidental dwelling fires are often preventable and many share similar characteristics and circumstances. The reduction in the number of fire fatalities is a key organisational objective for the Brigade. After each accidental fatal fire, a Fatal Fire Review is held to discuss the incident and identify organisational learning that directs or supports work to prevent similar future deaths.

The development of the Prevention and Protection App for internal staff along with effective Borough Risk Management Plans and Station Delivery Plans will further enhance the promotion of prevention services and advice to local communities.

YTD actuals vs target

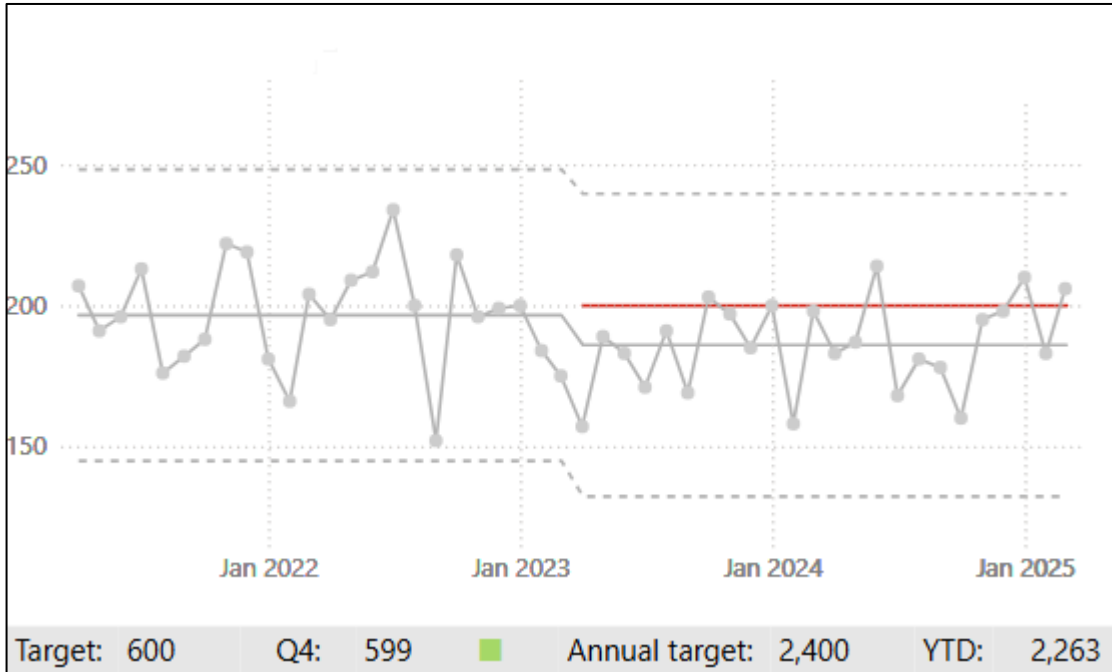


KPI definition: 5 year rolling average of fire deaths in dwellings caused by an accidental fire
Rationale: Monitoring the number of accidental deaths in the home enables us to assess trends and undertake analysis where we see an increase

[Understanding the SPC Charts](#)

C7-05: Number of fires - flats

Adding Value



This performance continues to be within target despite the number of residential flats continuing to increase. The year-to-date figure is within target.

This performance will be monitored closely to consider the impact of the Borough Risk Management Plans (BRMPs) and Station Delivery Plans (SDPs) which target our prevention activity towards local risks and needs of the community.

YTD actuals vs target

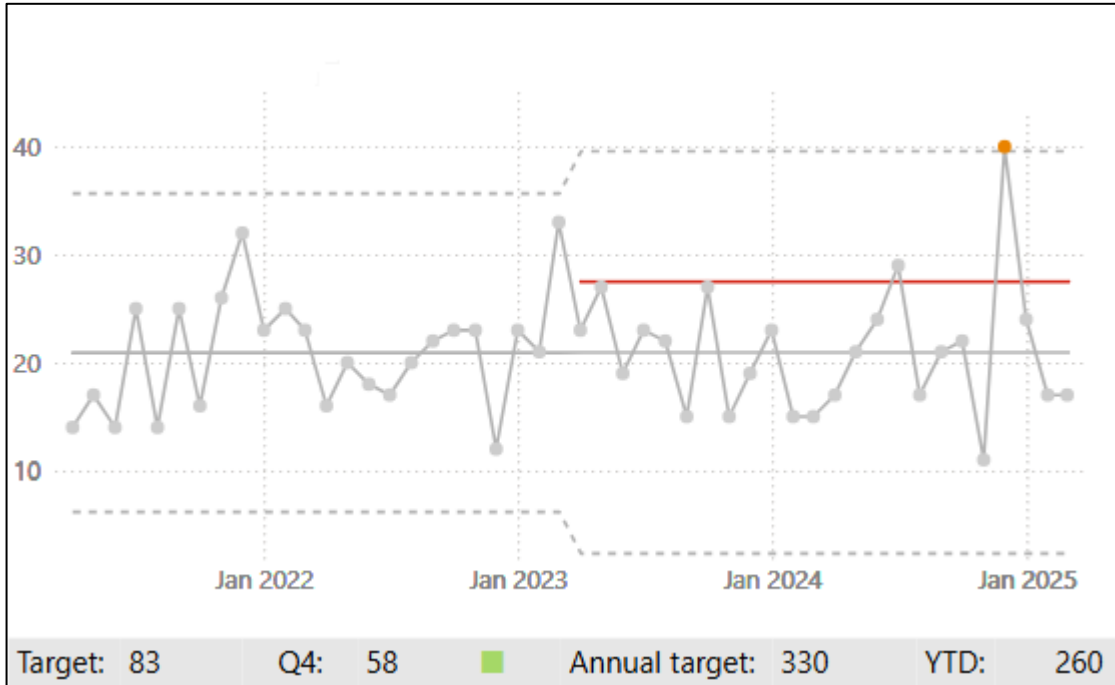


KPI definition: Total monthly figure of fires that have occurred in purpose-built flats or maisonettes of all storeys
Rationale: Monitoring the number of fires in different locations allows us to assess trends across different property types and plan our use of resources efficiently

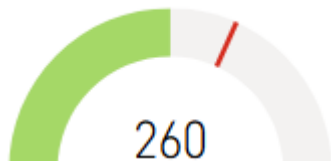
[Understanding the SPC Charts](#)

C7-06: Number of fires - care homes and supported living

Adding Value



YTD actuals vs target



KPI definition: Total monthly figure of fires that have occurred in self-contained sheltered housing, residential home, children's home or nursing/care home

Rationale: Monitoring the number of fires in different locations allows us to assess trends across different property types and plan our use of resources efficiently

December saw a large spike in care home and supported living fires with a total of 39 compared to the same period in 2023 which was 19. This was exceptional, and figures in Q4 have returned to within target.

We are working with LFB's Communications Department to promote messaging around December's increase in incidents and preventative measures for those in the Care Sector, including individual carers. We have written to the Care Quality Commission specifically requesting support to reach out to Care Homes across London to review their Fire Risk Assessments and have provided key preventative messages.

Care Homes feature in our Risk Based Intervention Programme (RBIP) within our high-risk category. As our primary protection staff competency increases, we are ensuring further training on healthcare and specialised housing is being completed. In 2024/25, all Protection Inspecting Officers were either trained or received refresher training.

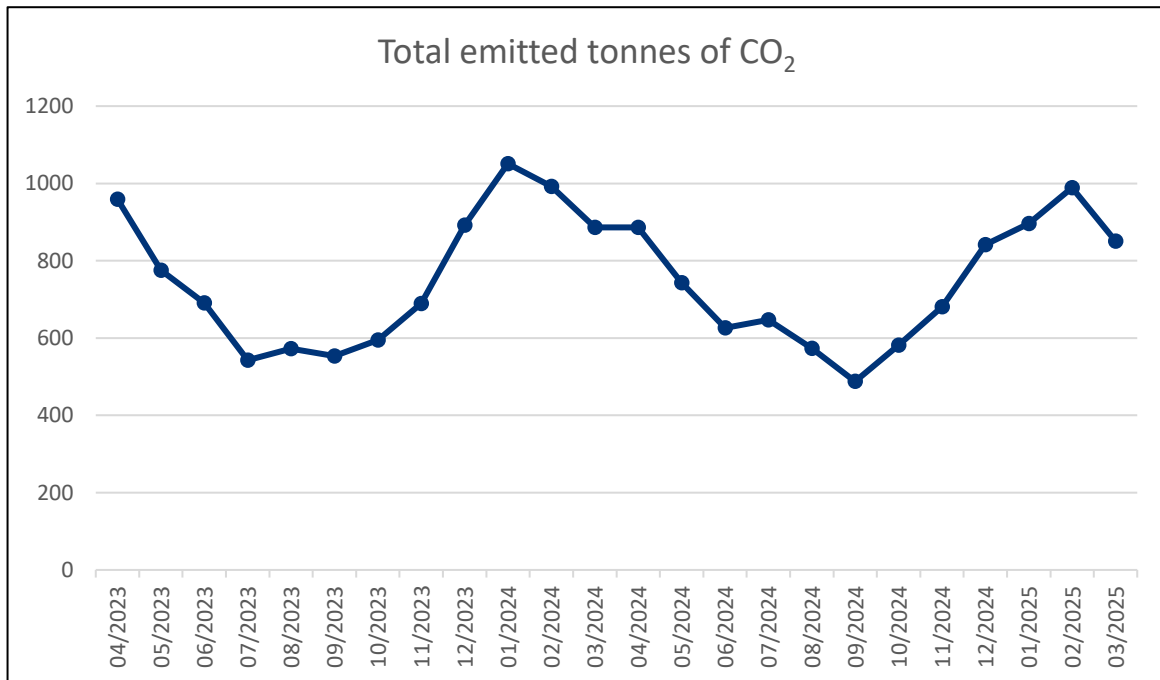
We further plan to conduct informal engagement with care home and supported living providers to offer early-stage advice and guidance and encourage providers to review and improve fire safety measures before formal inspections take place. We will share best practices and resources to drive proactive fire risk management.

We will also deliver a structured programme of inspections across care homes as per our Team Plans. Conduct in-person inspections and desktop audits of simple sheltered housing and provide targeted education on key fire safety areas, including staff training, PEEPs and smoking policies.

[Understanding the SPC Charts](#)

C7-07: Net zero carbon by 2030

Adding Value



KPI definition: All direct (scope 1) and indirect (scope 2) CO₂ emissions from activities of the London Fire Brigade or under its control, collated in accordance with the methodologies laid out in the Greenhouse Gas Protocol

Rationale: LFB has a key role as a large public sector organisation to reduce our impact on the environment

LFB has worked hard to make further progress in meeting the 2030 net zero target. To realise that ambition fully there will need to be significant financial investment through appropriate funding or borrowing. This is recognised by colleagues in both national government and the GLA who have done much to support LFB and discussions are underway as to how the next stage of meeting this funding gap can be achieved.

LFB carbon net zero strategy identifies the move away from fossil fuels to an all-electric operation. LFB has made a significant borrowing commitment from the GLA green fund finance scheme and is currently mobilising the electrical infrastructure project. This is an essential stepping stone to de-carbonise the operation of LFB as it provides electrical power for property and the capacity to charge the future electric fleet.

LFB has been awarded three Salix (DESNZ) grants, which are decarbonising 24 fire stations. In addition, self-funded capital investment projects will result in 28 fire stations fully carbon net zero before 2027.

In Q4, 37 stations strategic bulk fuel tanks have been supplied with Hydrotreated vegetable oil (HVO) instead of Diesel fuel, which is being used by fleet vehicles based at stations with these tanks. This change of fuel is reducing the carbon emissions and contributing to carbon reduction.

Participation in the GLA Group Power Purchase Agreements (PPA) will reduce LFB reliance on UK government decarbonising electrical power production. LFB recognises the requirement to purchase carbon offsetting post-2030 to address the emissions of some specialist vehicles that can't be electrified or made zero emissions within the 2030 timeframe. Such vehicles are not expected to be available until 2036 as detailed in LFB's Fleet Strategy.