

Report title

## **Half Yearly Monitoring of Performance Indicators (Aim 3) in the London Safety Plan for 2017/18 (for People and Resources)**

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Meeting

Resources Committee

Date

3 November 2017

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Report by

Head of Strategy and Inclusion

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### **Summary**

This is the half yearly monitoring report for 2017/18 (with data to the end of September 2017). It contains key performance for indicators in the London Safety Plan (LSP2017), related to Authority Aim 3 (People and Resources).

Performance against indicators for Aims 1 and 2 (Prevention and Protection; Response and Resilience) is addressed in a separate report to the Governance, Performance and Audit Committee.

### **Recommendation**

That the report be noted.

**Table 1: Performance against key performance indicators, 12 months to end September 2017**

## AIM 3 – PEOPLE AND RESOURCES

Headline and corporate indicators	Yr end Sep 16	Yr end Jun 17	Yr end Sep 17	target	Annual trend
HoHRM : <b>CO6A</b> : Av. no. working day lost to sickness - Operational	5.28%	5.33%	5.34%	3.65%	▲
HoHRM : <b>CO6B</b> : Av. no. working day lost to sickness - FRS	3.97%	3.34%	3.42%	2.48%	▼
HoHRM : <b>CO6C</b> : Av. no. working day lost to sickness - Control	5.72%	5.60%	5.46%	4.70%	▼
HoHRM : <b>CO7A</b> : Trainee firefighter intake - % BAME	21.0%	annual data	13.6%	25%	▼
HoHRM : <b>CO7B</b> : Trainee firefighter intake - % women	10.5%	annual data	16.9%	18%	▲
HoHRM : <b>CO8</b> : Gender diversity (men) of Control staff	22.0%	26.2%	25.7%	26%	▲
HoHRM : <b>CO9</b> : Ethnic diversity (BAME) of FRS staff top earners	10.9%	10.1%	11.7%	16%	▲
HoHRM : <b>CO10A</b> : Pay ratio btw highest & median salary	5.12	Data not yet available		6.0	n/a
HoHRM : <b>CO10B</b> : Gender pay gap - all staff (median)	-2.67%	annual data	-2.26%	+/-3%	▼
HoHS : <b>CO11</b> : RTCs involving Brigade vehicles	513	479	457	484	▼
HoHS : <b>CO12</b> : Injuries from operational incidents	144	180	167	135	▲
HoHS : <b>CO13</b> : RIDDOR	86	86	76	104	▼
HoP : <b>CO14</b> : Spend with SMEs*	49.5%	annual data	21.1%	33%	▼
HoP : <b>CO15</b> : CO <sub>2</sub> redctn from 1990 levels (%)*	46.7%	annual data	38.5%	45%	▼
HoICT : <b>CO16</b> : Statutory info requests handled on time (%)	99.7%	99.3%	99.3%	95%	▼

## Introduction

1. This is the half yearly monitoring report for 2017/18 covering the Authority's activities around People and Resources (aim 3).
2. A copy of the corporate performance digest, containing the full suite of corporate performance information for the period has been circulated to all Members of the Committee, along with the papers for this meeting.
3. The figures in this report for the most recent performance (i.e. the last three months) include interim data to provide the Committee with the Brigade's direction of travel in terms of performance against the indicators. Most figures will not change, however members should note that there may be some small variations for some indicators when the final confirmed figures are published in the corporate digest. The corporate digest is available on the London Datastore.

## Performance targets and monitoring

4. Information on performance for 2017/18 for a selection of key performance indicators, is set out in table 1 with comparative data for the two previous years. The five year trend indicator reflects the change in performance since 2013/14. Full details of performance for each indicator, together with comments from the lead officer concerned, are set out in Appendix 1.
5. The Authority agreed the new London Safety Plan on 30 March 2017 covering the four year period from April 2017 to March 2021 (FEP2723). As part of the Plan a number of headline targets were agreed.
6. At the July meeting of this Committee, members asked to consider whether or not adjustments needed to be made to targets set for both sickness and for RIDDOR events in the light of the Grenfell Tower incident. Officers reported on the outcome of this review (FEP2765) to the September meeting of the Governance, Performance and Audit Committee (GPAC), as they have the remit to agree performance measures and targets for the Authority.
7. Adjustments to the indicators /targets monitored by the Resources Committee were agreed by GPAC (after consultation with the Chair of the Committee). ). Officers recommended to retain the agreed targets for sickness and RIDDOR events, but to note any impact from the Grenfell incident in the supporting commentary.
8. The main changes to the performance measures reported to the Resources Committee are:
  - Indicators/measures arising from the sustainable development strategy have been aligned with indicators in LSP including spend with small to medium sized enterprises (SMEs), and reducing our CO2 emissions. It should be noted that these are annual figures so the position reported here is for the end of 2016/17. These will be updated for the year end report accompanied by performance commentary.
  - The 'improve' measure for compliments and complaints has been split into component parts, instead of a single figure to provide better transparency.
  - A new indicator for a reduction in injuries from operational incidents is added, and three 'context' measures have been provided for RIDDOR injuries to provide better clarity about the components parts of the total RIDDORs number.
  - In line with the new Inclusion Strategy *Safer Together*, officers looked closely at all the inclusion measures, and recommend having fewer but more specific corporate indicators

(with targets) and retaining the former inclusion measures, with some new ones, to provide context only. GPAC agreed these. This will ensure a focus on those aspects of the Inclusion agenda where change needs to be achieved. Progress against these measures will be provided in future reports to the Committee.

9. Data is not yet available for the pay ratio measure (C010A). This is an annual indicator and will be reported on in the year end report along with performance commentary.

## Performance highlights

10. More detailed commentary for the key resources indicators for the six months to September 2017 is set out in Appendix 1, but the performance highlights are as follows:

- **Sickness absence** amongst operational staff was 5.34 per cent, compared to the target of 3.65 per cent. Sickness for non-operational (FRS) staff was 3.42 per cent against a target of 2.48 per cent. Control staff sickness was 5.46 per cent against a target of 4.70 per cent.
- The number of **road traffic accidents involving fire brigade vehicles** continues to improve over the long term. The figure of 457 accidents for the 12 months to end September 2017 represents a decrease against the same period in 2016/17 (513). A detailed report about health and safety, including performance against targets, is presented to the Committee annually.
- **Safety events reported under RIDDOR** are those more serious events and/or those which happen to result in sickness absence over seven days required to be reported to the Health and Safety Executive (HSE), under the Reporting of Injuries, Diseases, and Dangerous Occurrences Regulations (RIDDOR) 2013. The definition of events reportable under these Regulations are listed for reference, in Appendix 2. The figure of 76 RIDDOR reportable injuries for the 12 months to end September 2017 represents an improvement over the number of incidents reported during the same period in 2016/17 (86).

## Head of Legal & Democratic Services comments

11. The Head of Legal & Democratic Services has reviewed this report and has no comments.

## Director of Finance and Contractual Services comments

12. The Director of Finance and Contractual Services has reviewed this report and has no comments.

## Sustainable development implications

13. The corporate indicators selected for this report represents performance against key aspects of five of the six strands of our Sustainable Development Framework. Corporate indicators that represent performance against the sixth strand of our Sustainable Development Framework are addressed in a separate report to the Governance, Performance and Audit Committee. The six strands of the Sustainable Development Framework are:

- Equality and Social Inclusion;
- Climate Change;
- Environment and its Resources;
- Health, Safety and Wellbeing;
- Economic Prosperity; and
- Community Safety.

## Equalities implications

14. Alongside the indicators selected for this report, the full suite of corporate performance indicators has targets to measure how well the Authority is achieving its equality objectives. For 2017/18, indicators and targets continue to be focussed on retention and progression of women and those from BME groups within the workforce.
15. The indicators (with targets) are for:
- Improve the ethnic diversity (BAME) of each trainee firefighter intake (CO7A);
  - Improve the gender diversity (women) of each trainee firefighter intake (CO7B);
  - Improve the gender diversity (men) of Control staff (CO8); currently 28 members of Control staff are men, which represents 25.7 per cent of all Control staff, this is just short of the target of 26 per cent.
  - Improve the ethnic diversity (BAME) of FRS staff top earners (CO9); currently, there are 17 FRS top earners who are BAME, which represents 11.7 per cent of all FRS top earners, this falls short of the target of 16 per cent.
  - Pay ratio between highest and median salary for permanent staff (CO10A);
  - Gender pay gap – all staff (median) (CO10B).
16. As at end of September 2017, there were 605 BAME and 328 women uniformed operational staff in post; that is 13.1 per cent and 7.1 per cent of the workforce (respectively).

## Staff Side consultations undertaken

17. There was no specific staff side consultation on this report. Any performance issues which need input from staff side would be dealt with as part of the Brigade's established performance management framework.

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### List of Appendices to this report:

- 1 Performance against a number of key indicators for six months to end of September 2017
- 2 Description of RIDDOR reportable events

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985	
<b>List of background documents</b> 1. London Safety Plan 2017 2. Corporate performance digest	
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## Performance indicators and commentary

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## Sickness - average days lost

Operational, Control & FRS staff

### CO6A - SICKNESS - OPERATIONAL STAFF

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	target
2013/14	4.43%	4.45%	4.46%	4.45%	4.39%	4.33%	4.32%	4.32%	4.34%	4.29%	4.27%	4.31%	3.65%
2014/15	4.35%	4.39%	4.43%	4.46%	4.57%	4.64%	4.71%	4.77%	4.88%	4.97%	5.04%	5.10%	3.65%
2015/16	5.10%	5.13%	5.14%	5.20%	5.27%	5.28%	5.26%	5.29%	5.24%	5.22%	5.22%	5.18%	3.65%
2016/17	5.21%	5.25%	5.29%	5.28%	5.25%	5.28%	5.27%	5.21%	5.28%	5.31%	5.33%	5.34%	3.65%
2017/18	5.34%	5.34%	5.33%	5.35%	5.35%	5.34%							3.65%

#### short term sickness

2016/17	1.96%	1.97%	1.97%	1.96%	1.95%	1.99%	1.98%	1.94%	1.93%	1.95%	1.98%	1.94%
2017/18	1.97%	1.97%	1.94%	1.98%	1.95%	1.93%						

### CO8C - SICKNESS - CONTROL STAFF

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	target
2013/14	6.74%	6.73%	6.70%	6.78%	6.74%	6.42%	6.31%	6.27%	6.06%	5.66%	5.50%	5.58%	4.70%
2014/15	5.82%	5.83%	6.15%	6.36%	6.63%	6.84%	7.00%	7.11%	7.22%	7.57%	7.87%	8.09%	4.70%
2015/16	7.92%	7.81%	7.47%	7.06%	6.67%	6.59%	6.54%	6.40%	6.56%	6.55%	6.46%	6.23%	4.70%
2016/17	6.10%	5.86%	5.80%	5.84%	5.85%	5.72%	5.42%	5.34%	5.02%	4.86%	4.82%	4.99%	4.70%
2017/18	5.22%	5.50%	5.60%	5.57%	5.49%	5.46%							4.70%

#### short term sickness

2016/17	1.52%	1.50%	1.48%	1.48%	1.50%	1.60%	1.65%	1.84%	1.76%	1.71%	1.81%	1.70%
2017/18	1.70%	1.70%	1.73%	1.80%	1.79%	1.87%						

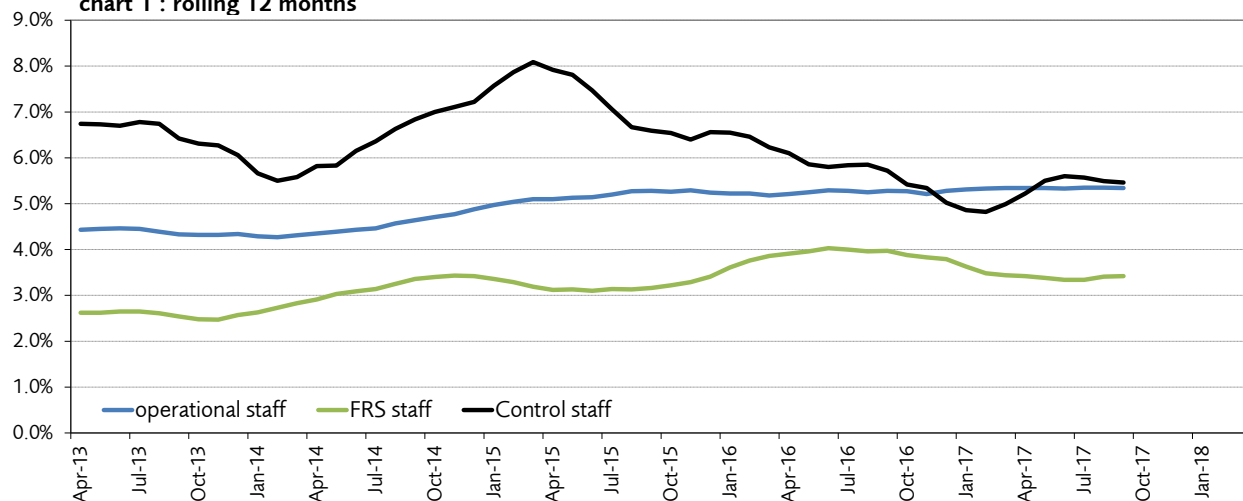
### CO7B - SICKNESS - FRS STAFF

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	target
2013/14	2.62%	2.62%	2.65%	2.65%	2.61%	2.54%	2.48%	2.47%	2.57%	2.63%	2.73%	2.83%	2.48%
2014/15	2.91%	3.03%	3.09%	3.14%	3.25%	3.36%	3.40%	3.43%	3.42%	3.36%	3.29%	3.19%	2.48%
2015/16	3.12%	3.13%	3.10%	3.14%	3.13%	3.16%	3.22%	3.29%	3.41%	3.61%	3.76%	3.86%	2.48%
2016/17	3.91%	3.96%	4.03%	4.00%	3.96%	3.97%	3.88%	3.83%	3.79%	3.63%	3.48%	3.44%	2.48%
2017/18	3.42%	3.38%	3.34%	3.34%	3.41%	3.42%							2.48%

#### short term sickness

2016/17	0.99%	1.01%	1.04%	1.05%	1.05%	1.08%	1.10%	1.14%	1.17%	1.17%	1.16%	1.13%
2017/18	1.12%	1.14%	1.12%	1.13%	1.14%	1.12%						

chart 1 : rolling 12 months





## **Indicator Description**

12 month rolling sickness across the operational occupational group has remained at the same level over the first six months of 2017/18. For operational staff, sickness performance at 5.34 per cent of time lost to sickness is above the annual target for 2017/18 (3.65 per cent), and represents an increase of 0.06 per cent compared to the corresponding period in 2016/17 (to September 2016).

12 month rolling sickness for control staff has increased in the first six months of 2017/18, from 4.99 per cent to 5.46 per cent, and remains above the annual target for 2017/18 (4.70 per cent). For control staff, sickness performance of 5.46 per cent does however represent a reduction in sickness of 0.26 per cent compared to the figure for the corresponding period in 2016/17.

For FRS staff, 12 month rolling sickness decreased slightly in the first six months of 2017/18, from 3.44 per cent to 3.42 per cent. For FRS staff, sickness performance of 3.42 per cent represents a reduction in sickness of 0.55 per cent compared to corresponding period in the previous year, however it remains above the annual target for 2017/18 (2.48 per cent).

## **Performance Management**

For the 12 months ending September 2017, the estimated cost of lost time due to sickness for:

- Operational staff was £12.48m, based on 9.75 shifts (5.34 per cent) lost;
- FRS staff was £1.59m, based on 8.96 days (3.42 per cent);
- Control staff was £286k, based on 9.96 shifts (5.46 per cent) lost.

When these figures are adjusted to exclude the sickness of those who have left the Brigade in the previous 12 months, sickness rates reduce to:

- 4.59 per cent for Operational staff;
- 3.17 per cent for FRS staff; and
- 5.26 per cent for Control staff.

The estimated cost of the lost time due to sickness for the staff who left the Authority in the 12 months to September 2017 equates to £1.74m for Operational staff, £116k for FRS staff, and £10k for Control staff.

Analysis of the most recent data (April 2017 to September 2017) shows that sickness amongst FRS staff has reduced in the last six months, however, it has increased amongst Control staff, and is unchanged for operational staff. Over the last 12 months, FRS and Control staff sickness has reduced, but increased slightly for Operational staff. Overall, sickness remains above target for all three occupational groups.

For all staff groups, the majority of sickness in the 12 months ending September 2017 was due to long-term sickness (63.9 per cent for operational staff; 67.3 per cent for FRS staff; and 65.8 per cent for Control staff). Long-term sickness reduced for FRS and Control staff over this period in absolute terms, and also as a percentage of all sickness. For Operational staff long-term sickness increased slightly, both in absolute and percentage terms. Short-term sickness increased for FRS and Control staff over this 12 month period, but decreased slightly for operational staff, as can be seen from the above tables.

The six monthly Attendance Update report to Resources Committee in September 2017 (*FEP2774*) included a more detailed analysis of sickness patterns and trends, and current and future planned initiatives aimed at reducing sickness absence to target levels. This report noted that stress, anxiety and depression (SAD) continues to be the main reason for sickness amongst FRS and Control staff, and is also the second main reason for sickness amongst operational staff. The report included information on the Grenfell Tower incident on 14 June 2017, the support and counselling provided for crews who attended, and the number of injuries and sickness cases arising from the incident.

Work continues to support staff with mental health issues, and the Brigade's Wellbeing Action Plan Monitoring Board is overseeing two new steering groups to (a) review the organisation's approach to trauma prevention, and (b) develop a co-ordinated mental health wellbeing approach using existing resources.

The September 2017 Attendance Update report noted that an enhancement to StARS had been implemented in May 2017 enabling the Brigade to report on whether SAD sickness is work-related, non-work-related, or a combination of the two, in order to inform future strategies to reduce this sickness. The initial data to 31 August 2017 indicated that, for the workforce as a whole, 19.2 per cent of SAD sickness was work-related, 48.5 per cent of SAD sickness was non-work-related, and 32.1 per cent was a combination of the two (with 0.25 per cent being unknown).

The report also provided an update on the implementation of the Attendance Policy, and advised that around 36 per cent of the workforce have hit the new policy sickness triggers since the policy was introduced in April 2016. HR are undertaking a review of the effectiveness of the Attendance Management Policy which will be reported to Members later this year.

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## Improve diversity of firefighter intake

BAME and women

### CO7A - IMPROVE ETHNIC DIVERSITY (BAME) OF EACH TRAINEE FIREFIGHTER INTAKE

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18*
Actual	9%	0%	5%	23%	21%	14%
Target	-	-	-	-	-	25%

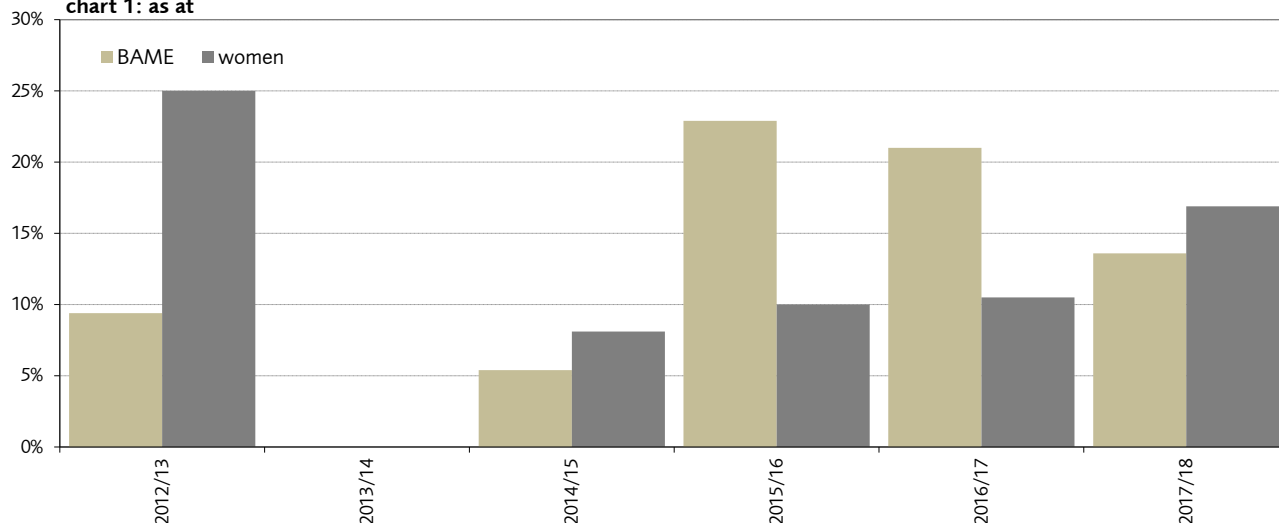
\*as at 30/09/2017

### CO7B - IMPROVE GENDER DIVERSITY (WOMEN) OF EACH TRAINEE FIREFIGHTER INTAKE

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18*
Actual	25%	0%	8%	10%	11%	17%
Target	-	-	-	-	-	18%

\*as at 30/09/2017

chart 1: as at



### **Indicator Description**

We want to improve the number of people from the Black and Minority Ethnic (BAME) communities who join the Brigade as firefighter recruits. Indicator CO7A measures the number of people who join the Brigade as a recruit firefighter as a result of our firefighter recruitment process. We also want to improve the number of women who join the Brigade as firefighter recruits and this is measured by CO7B.

### **Performance Management**

Recruitment is not as linear as some other performance measures, and recruitment of firefighters may occur more than once during one year and not at all in others (for example, there were no firefighter recruitment rounds in 2013/14). Currently, the Brigade is closer to achieving the target for women than it is for BAME people. However, it can be seen from the historic data that this tends to fluctuate; quite significantly in some years.

Members will be aware that there is a trainee firefighter recruitment round currently underway which is challenging perceptions as to what a firefighter is. The campaign places emphasis on the broader community safety role that the profession undertakes to increase the appeal of the job to people who may not initially consider the role of firefighter as a career. It is hoped that this will have a positive impact on the diversity of the new trainee firefighter intake. Further information and analysis will follow in the year end report.

## Gender and ethnic diversity

### Control staff (men) and FRS top earners (BAME)

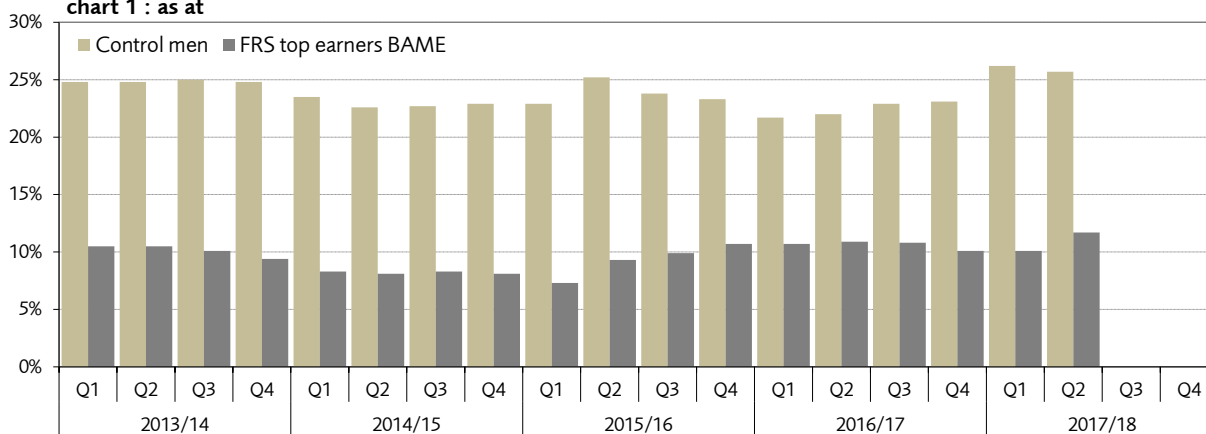
#### CO8 - GENDER DIVERSITY (MEN) OF CONTROL STAFF

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	target
2013/14	24.8%	24.8%	25.0%	24.8%	-
2014/15	23.5%	22.6%	22.7%	22.9%	-
2015/16	22.9%	25.2%	23.8%	23.3%	-
2016/17	21.7%	22.0%	22.9%	23.1%	-
2017/18	26.2%	25.7%			26%

#### CO9 - ETHNIC DIVERSITY (BAME) OF FRS STAFF TOP EARNERS

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	target
2013/14	10.5%	10.5%	10.1%	9.4%	14%
2014/15	8.3%	8.1%	8.3%	8.1%	15%
2015/16	7.3%	9.3%	9.9%	10.7%	16%
2016/17	10.7%	10.9%	10.8%	10.1%	16%
2017/18	10.1%	11.7%			16%

chart 1 : as at



### **Indicator Description**

Staff at LFB Control answer 999 calls, despatch resources to emergency incidents and otherwise support the management of ongoing incidents. Traditionally there have been a high proportion of woman staff in Control. We want to create a better gender balance in Control and indicator CO8 measures the proportion of men that work in Control.

People from BAME communities are under-represented in the top earners amongst our Fire and Rescue Service (FRS) (i.e. non-operational support) staff. We count LFB grade FRS E and above as top earners. We want to have more people from BAME communities working as senior FRS staff. This is measured by indicator CO9.

### **Performance Management**

These two areas represent priority gender and ethnic diversity aspirations for the Brigade. The percentage of both is influenced heavily by available recruitment, and reducing the number of leavers in these groups. As with the new firefighter intake measure, the Brigade is much closer to achieving its target for gender diversity (men) in Control (at 25.7 per cent) than it is for BAME FRS top earners (although the BAME position has slightly improved here).

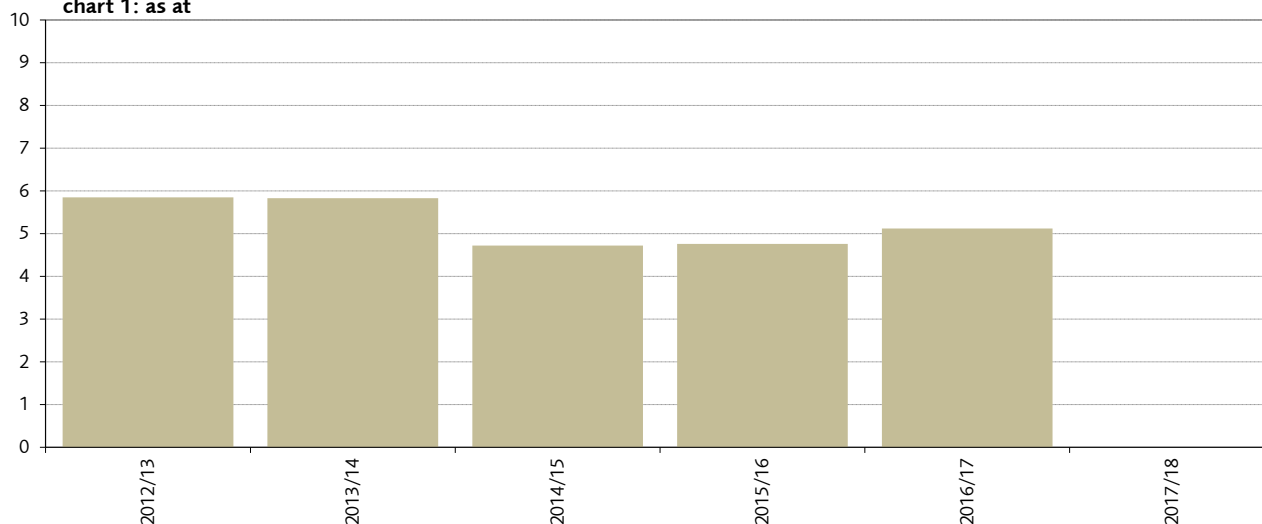
There is a Control room officer recruitment round currently underway and it is hoped this will help contribute to the gender diversity at Control. Several FRS posts are also being advertised but only one represents a senior FRS grade (F) and this highlights the challenge the Brigade has to move this measure on.

## Pay ratio between highest and median salary

CO10A - PAY RATIO BETWEEN HIGHEST AND MEDIAN SALARY

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Actual	5.85	5.83	4.72	4.76	5.12	<i>tbc</i>
Target	-	-	-	-	-	6.00

chart 1: as at



## Gender pay gap ratio

CO10B - GENDER PAY GAP - ALL STAFF (MEDIAN)

Median hourly pay rate (full time)	2016/17	2017/18
Female	£16.60	£16.73
Male	£16.17	£16.36
Pay Gap	-2.67%	-2.26%
Target	-	+/-3%



### **Indicator Description**

With the introduction of the requirement to publish a Pay Policy Statement annually (by 31 March each year), the Brigade has published the pay ratio between the highest paid officer and the median salary of all (permanent) staff. The calculation for the pay ratio is the one determined by the requirements for the Pay Policy Statement and set out in the Local Government Transparency Code 2015.

The gender pay gap is a measure of the difference between men's and women's average earnings across the organisation. The Brigade is required to report the gender pay gap from 1 April 2017. The gap is expressed as a percentage of men's earnings based on a gross hourly rate, using both the median and mean (arithmetical average).

### **Performance Management**

The pay ratio between the highest and median salary is an annual figure and will be reported on in the year end report.

In terms of the gender pay gap, the Brigade is currently within its median target at -2.26 per cent.

## RTCs involving LFB vehicles

### CO11 - RTCs INVOLVING FIRE BRIGADE VEHICLES

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	target
2013/14	495	490	503	514	522	511	506	524	515	509	525	524	564
2014/15	528	514	510	493	490	514	515	498	501	512	485	483	536
2015/16	475	469	478	487	488	482	490	501	496	486	496	492	509
2016/17	505	511	503	503	513	513	500	500	509	515	504	499	509
2017/18	489	476	479	485	466	457							484

chart 1: rolling 12 months

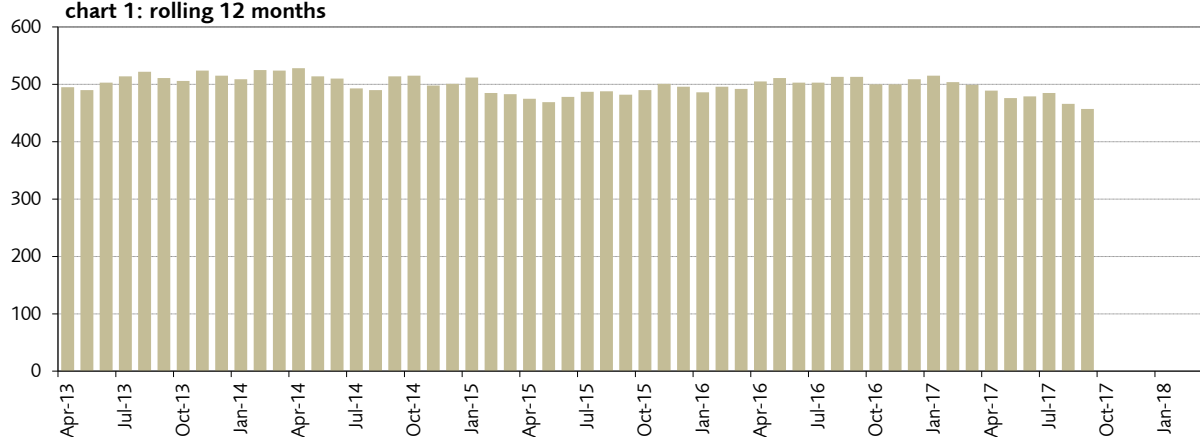
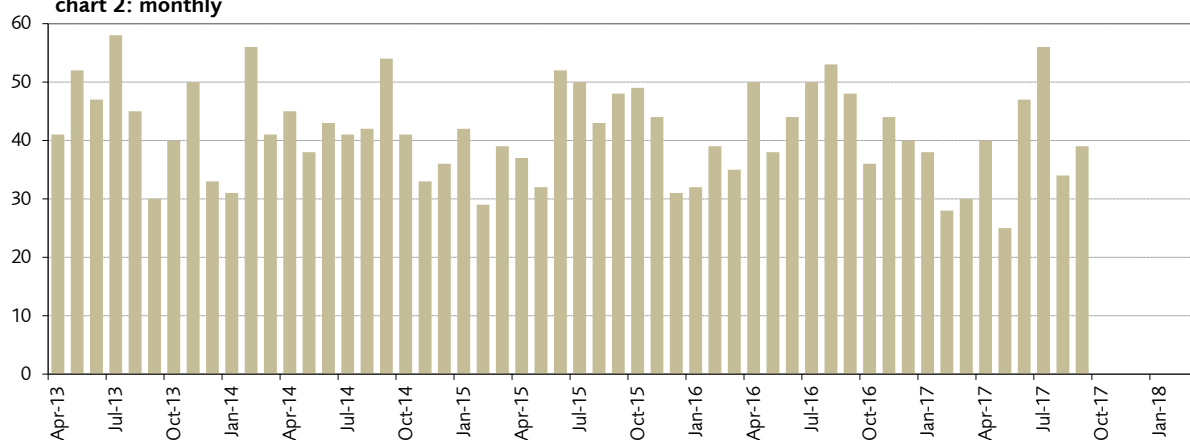


chart 2: monthly



## **Indicator Description**

The tables and graphs display the number RTCs involving LFB vehicles. The numbers include all vehicles used by the Brigade, and also include those accidents that were not the fault of a Brigade driver (for example, where a private vehicle collides with a Brigade vehicle).

Performance for the 12 months to the end of September 2017 at 457 vehicle events represents a continuing improvement of eight per cent when compared to April 2013 and 11 per cent when compared to the same period the previous year.

The table below shows an overall long term reduction in vehicle events. The number of events involving pumping appliances for the 12 months to the end of September 2017 (339) has reduced by nine per cent since the year end figure for 2016/17.

<b>Vehicle type</b>	<b>Number of accidents 12 months to end of September 2017</b>	<b>Number of accidents 2016/17</b>	<b>Number of accidents 2015/16</b>	<b>Number of accidents 2014/15</b>	<b>Number of accidents 2013/14</b>
Pumping appliances	339	371	381	375	395
Special appliances	65	76	52	58	68
Aerials	19	12	22	13	17
Other vehicles (includes vans and officer cars)	34	33	34	34	43

## **Performance Management**

Continued efforts are being made to drive down the number of vehicle events across the Brigade. Driving policy and training has been reviewed; vehicle event trends and driver behaviour were considered as part of that review. The new Emergency Response Driver refresher training programme started in Q2 2017/18. This training includes a reassessment of driver skills in accordance with the Joint Emergency Services High Speed Driver Training (HSDT) codes of practice.

To ensure focus is maintained, this subject is covered at quarterly meetings between AC Fire Stations and the area Deputy Assistant Commissioners. The health and safety team are supporting this by providing specific data on vehicle events each quarter to AC Fire Stations and the Director of Operations.

This also helps maintain a consistent approach across the four operational areas, and allows for Area DACs to apply a similar approach when holding 1-2-1 meetings with Borough Commanders. This focus has helped to reduce the number of vehicle events over the last few years. Managers at stations ensure that there are suitable plans in place to prevent, as far as possible, the occurrence of all types of vehicle events. Actions taken include:

- risk assessment of vehicle movements on the fire station;
- establishing a system of follow up, working with those drivers who have recorded two or more road traffic collisions or other vehicle events in a year;
- reminding all staff of their responsibilities as set out in the firefighter role map;
- recording all types of training on staff individual training records (ITR), and
- discipline when it is established personnel breach conduct or performance standards.

## Injuries from operational incidents

### CO12 - INJURIES FROM OPERATIONAL INCIDENTS

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	target
2013/14	201	200	194	199	181	177	177	177	179	181	194	180	-
2014/15	186	188	191	198	203	216	211	219	212	220	193	192	-
2015/16	184	188	190	195	197	187	193	185	191	169	179	187	-
2016/17	192	141	142	139	142	144	144	140	136	143	148	135	-
2017/18	132	129	180	173	169	167							135

chart 1 : rolling 12 months

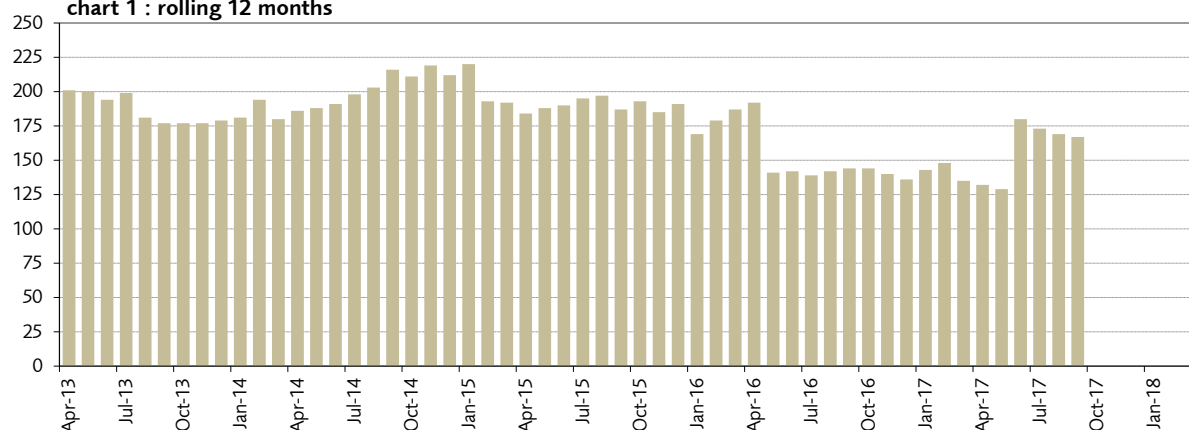
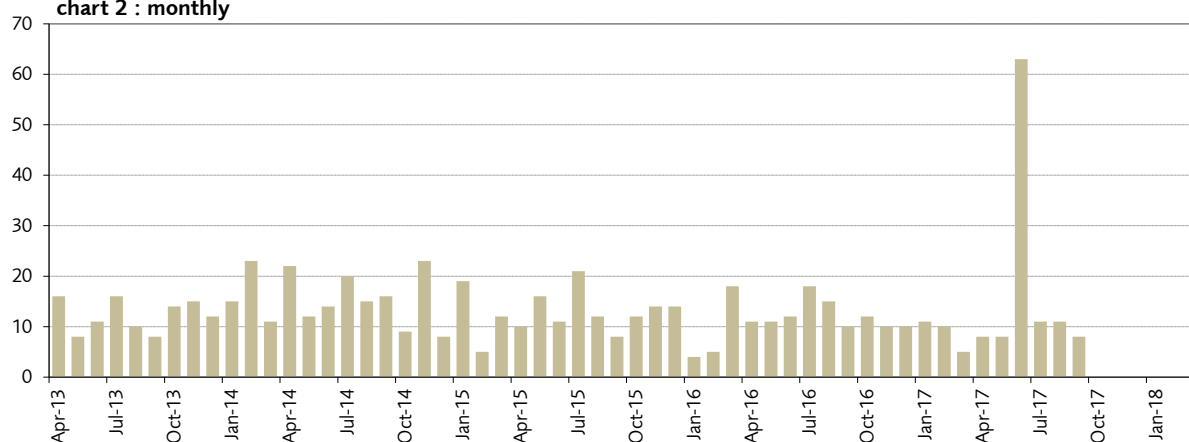


chart 2 : monthly



### **Indicator Description**

Injuries from operational incidents include all injuries that occurred on the incident ground from the moment the crews arrive on site to the moment they leave. Injuries that occur during RTC while en-route to an incident, or on return to station, are not included.

These operational injuries represent about 40 per cent of the total number of injuries and are the main cause of RIDDOR events. During the 12 months to the end of September 2017, 52 operational RIDDOR events were reported representing 68 per cent of all RIDDOR events reported during the period.

The two main causes of operational injuries are slips and trips and moving and handling injuries which represent respectively 29 per cent (49 events) and 22 per cent (37 events) of all operational injuries reported during the 12 month period to the end of Q2 2017/18.

The target of 135 events for this performance indicator was not achieved at the end of Q2 2017/18 and the figure for the period (167) is higher than the performance in 2016/17 (at 135). This is largely due to the number of events reported during the Grenfell tower incident. However, over the last five years, the performance has improved with a 30 per cent reduction in the number of events between 2014/15 and 2016/17.

### **Performance Management**

This is a new corporate target; work to specifically reduce the number of injuries that occur at operational incidents has commenced. Operational injuries have been analysed and the main causes of injuries have been identified. This has led to work to specifically target reductions in injuries that occur from the activities of forcing entry to premises and hose management at incidents.

A training package (CBT) to raise awareness of the risks (and control measures) from moving and handling loads has been completed and the package is now available for all staff via the intranet. This training has been promoted to staff through departmental risk assessments and Operational News. Moving and handling guidance for operational activities (including casualty and patient handling) is under review and will result in further improvements to training.

The Safety Officer role at incidents is critical for hazard awareness and management at incidents. This role is also under review, which will include an analysis of training needs.

## RIDDOR events

CO13 - RIDDOR events

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	target
2013/14	143	134	130	127	117	110	109	103	98	99	101	101	137
2014/15	110	113	122	130	131	138	134	142	142	140	131	133	115
2015/16	122	128	115	110	114	107	112	101	102	99	96	94	109
2016/17	93	85	87	86	86	86	79	77	72	73	78	73	109
2017/18	76	75	86	85	78	76							104

chart 1 : rolling 12 months

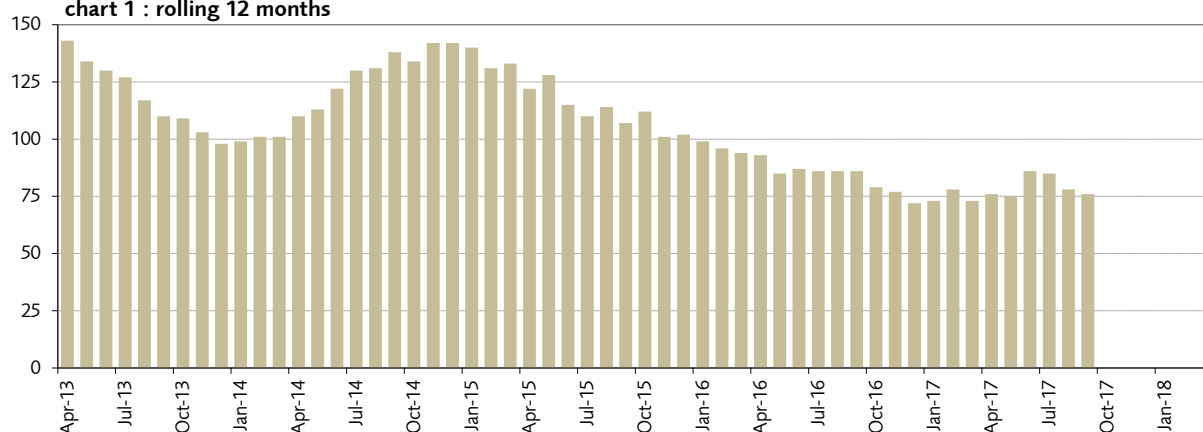
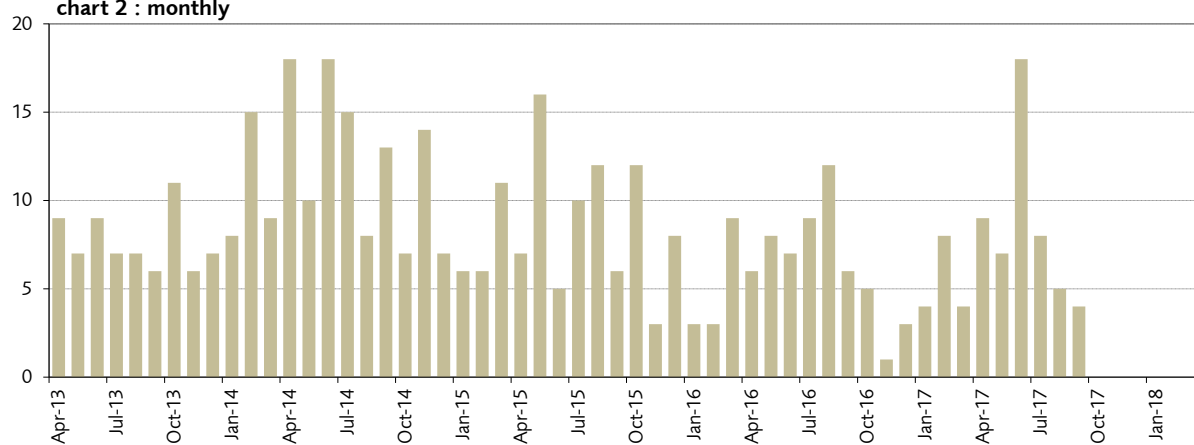


chart 2 : monthly



## **Indicator Description**

RIDDOR events are those required to be reported to the Health and Safety Executive (HSE), under the Reporting of Injuries, Diseases, and Dangerous Occurrences Regulations (RIDDOR) 2013. The Q2 2017/18 health and safety update and monitoring summary report provides further information on the severity level of RIDDOR events recorded across the Brigade. Data shows the majority of RIDDOR injury events fall within the over 'over seven day injury' category, in other words, where an employee has been off sick for more than seven days following a safety event. Very few of these injuries fall within the category of 'specified' injuries as described in Appendix 2.

The figure for the 12 months to the end of September 2017 (76) is slightly higher than the performance in 2016/17 (73). This increase can be partly attributed to the Grenfell Tower fire where 10 RIDDOR events were reported. The five year trend remains one of improvement; RIDDOR events have fallen by 25 per cent when compared to 2013/14.

Four injury events were reported as specified injuries during Q1 2017/18. These events were firefighters suffering heat exhaustion while in attendance at the Grenfell Tower fire.

One RIDDOR event involved a member of the public falling on Brigade premises.

The Resources Committee in September 2014 (*FEP2312*), asked that a distinction be made between RIDDOR injury events involving FRS and operational staff, and a further breakdown of the events for operational staff into categories. Data for the 12 months to the end of September 2017, additionally broken down by quarter, is shown below:

	<b>Accident type</b>	<b>Q3 2016/17</b>	<b>Q4 2016/17</b>	<b>Q1 2017/18</b>	<b>Q2 2017/18</b>	<b>Total</b>
<b>Operational staff</b>	Operations	5	10	28	9	<b>52</b>
	Training	1	5	4	1	<b>11</b>
	General	2	1	3	6	<b>12</b>
	<b>Total</b>	<b>8</b>	<b>16</b>	<b>35</b>	<b>16</b>	<b>75</b>
<b>FRS staff</b>	<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* Three RIDDOR injuries occurred at Babcock led training sessions during the 12 months to the end of September 2017. These events included: a heat related injury during fire training, an elbow injury during BA training and an ankle injury during water rescue training.

## **Performance Management**

The number of RIDDOR events has reduced during the 12 month to the end of Q2 2017/18 despite an increase in Q1 that is mainly associated with the Grenfell tower event.

	Q1	Q2	Q3	Q4
<b>2013/14</b>	25	20	24	32
<b>2014/15</b>	46	36	28	23
<b>2015/16</b>	28	28	22	15
<b>2016/17</b>	21	27	9	16
<b>2017/18</b>	35	16		

All accidents, including RIDDOR reportable incidents, are investigated and the causes identified. Where an accident occurs that has corporate implications, the Senior Accident Investigation (SAI) team will lead and provide a report for corporate consideration. Where significant risks are identified these may be subject to thematic audit by Health and Safety Services staff.

Analysis of the current incidents shows that slips and trips, and the moving and handling of operational equipment are the major causes of RIDDOR and other injuries. We have introduced a premises slips and trips risk assessment programme to proactively identify and record slips and trips risks on Brigade premises. A communication strategy has been designed to raise awareness of these key issues with staff. It includes the design of several posters and the use of other internal communications media such as Hotwire and Shout.

A training package (CBT) to raise awareness of the risks (and control measures) from moving and handling loads has been completed and the package is now available for all staff via the intranet. This training has been promoted to staff through departmental risk assessments.

More work needs to be done to encourage 'near miss' reporting as identifying the potential for injury early provides an opportunity to prevent RIDDOR injuries occurring. As well as making general improvements to the investigation and reporting of accidents and injuries and to accident investigation training a new accident reporting system will incorporate a streamlined near miss reporting form to further improve near miss reporting. The new accident reporting system, which will be made available to staff in Q3, has been configured to allow near miss reporting by all staff (anonymously if they wish) directly to the accident database, which should further promote near miss reporting.



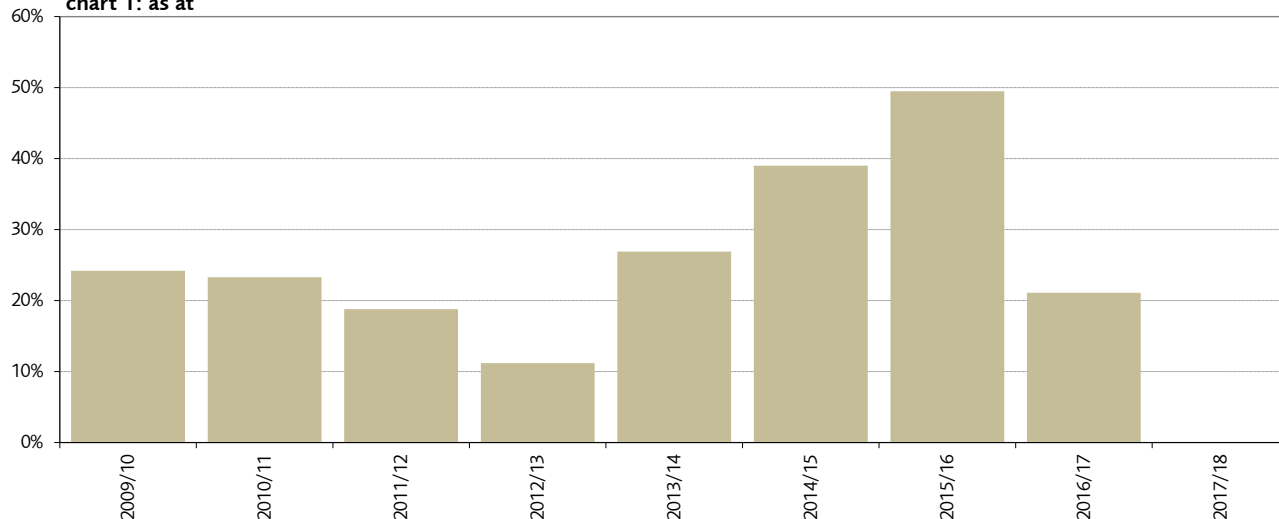
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## Spend with small to medium sized enterprizes (SMEs)

### CO14 - SPEND WITH SMALL TO MEDIUM SIZED ENTERPRIZES (SMES)

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2016/18
% spend	24%	23%	19%	11%	27%	39%	50%	21%	tbc
Target	-	-	-	-	-	-	-	-	33%

chart 1: as at

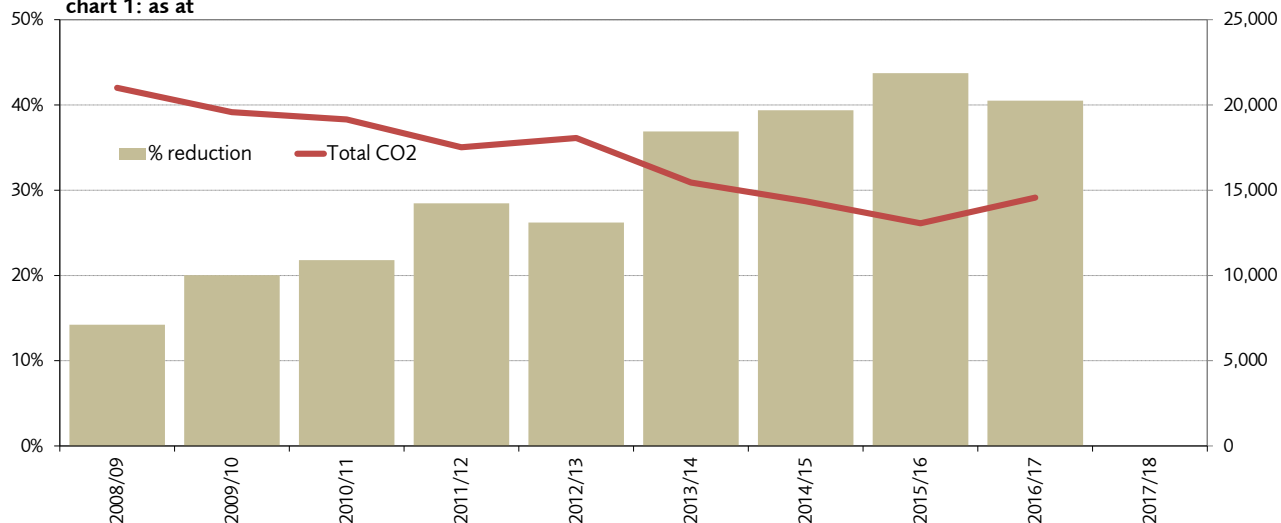


## Reducing our CO<sub>2</sub> emissions

### CO15 - REDUCING OUR CO<sub>2</sub> EMISSIONS BY 45% FROM 1990 LEVEL TO 2020

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Total CO <sub>2</sub> (tn)	21,003	19,578	19,149	17,517	18,066	15,452	14,352	13,057	14,566	tbc
% change	14%	20%	22%	28%	26%	37%	39%	44%	41%	tbc
Target	-	-	-	-	6%	32%	45%	45%	45%	45%

chart 1: as at



### **Indicator Description**

These indicators form part of the Brigade's sustainable development strategy and have included as part of the corporate indicators in the London Safety Plan to support our sustainability principle. CO14 measures spend with small to medium sized enterprises (SMEs), and CO15 focuses on reducing our CO2 emissions.

### **Performance Management**

Both these indicators are annual figures and were reported in the Sustainable Development Annual Plan 2016/17 (*FEP2755*) to this Committee on 21 July 2017.

The report noted that SME spend performance has dropped from previous years – from 50 per cent in 2015/16 to 21 per cent. This reduction correlates with the end of the PFI station build programme, which delivered considerable indirect SME spend on construction over the past two years. As the project has now moved to the facilities management phase, SME spend has dropped as expected.

With regard to reducing our CO<sub>2</sub> emissions, the report also noted that the CO<sub>2</sub> emission has increased from the previous year. Carbon emission had increased due to increased fuel use resulting from 150 years celebration events, and the increased energy usage of PFI stations. There were a number of events during the 150 celebrations which saw an increase in the use of vehicles which included 65 open days. Whilst PFI stations have improved energy efficiency ratings over the previous stations, they do have increased floor space and therefore higher energy consumption. The reduction had therefore reduced from 44 per cent in 2015/16 to 41 per cent in 2016/17.

An update position and more detail on progress against both these annual indicators will be provided in the end of year monitoring report for 2017/18.

## Statutory information requests handled on time

### CO16 - STATUTORY INFORMATION REQUESTS HANDLED ON TIME

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	target
2013/14	99.0%	99.0%	99.0%	99.0%	99.0%	99.0%	99.0%	99.0%	99.0%	99.0%	99.0%	99.0%	100%
2014/15	98.0%	98.0%	97.0%	97.0%	98.0%	98.0%	98.0%	97.0%	98.0%	96.0%	96.0%	96.0%	100%
2015/16	97.0%	97.0%	97.0%	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%	99.0%	99.0%	99.0%	100%
2016/17	99.0%	99.0%	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%	100%
2017/18	98.0%	98.0%	99.0%	98.0%	98.0%	98.0%							95%

chart 1 : rolling 12 months

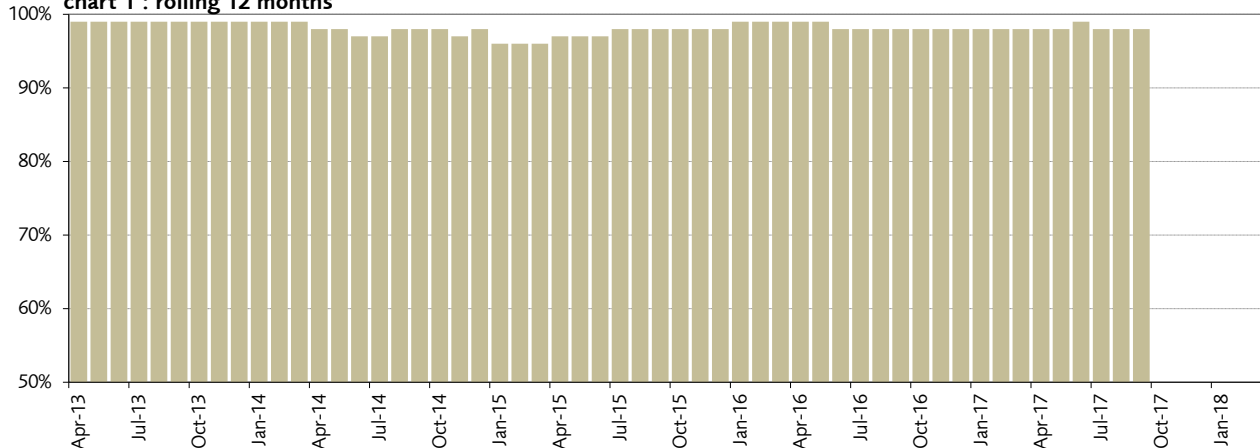
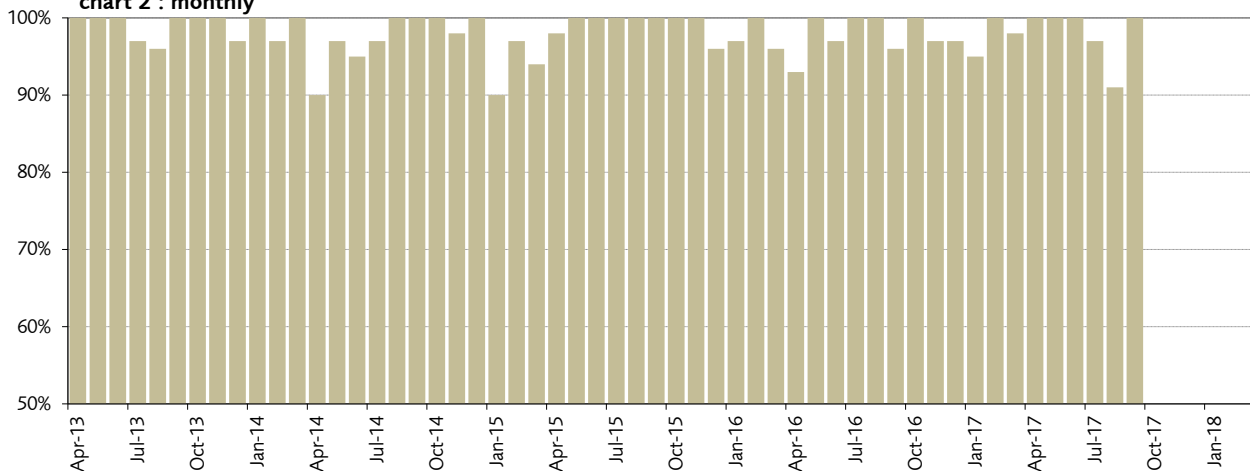


chart 2 : monthly



## **Indicator Description**

This indicator and target measure the extent to which the Brigade is meeting the statutory deadlines for responding to information requests under the Freedom of Information Act (20 working days) and the Data Protection Act (40 calendar days). The target is set having regard to advice from the Information Commissioner's Office that it would be difficult to achieve 100 per cent compliance, and that a target for organisations to achieve the statutory deadline on 95 per cent of occasions, is reasonable. Of course, if any requestor is not satisfied with the Brigade's response, including that the response has taken longer than the statutory timescale, the Brigade will not avoid criticism. However, very few of the Brigade's requests find their way to the ICO for review; there has been one referral in 2017/18 to date (six months to end Q2) and this was about the use of S14 (a vexatious request). The ICO upheld the Brigade's decision to use S14.

## **Performance Management**

For the six months to end September 2017 (Q1 and Q2 2017/18), the Brigade received the following information requests. Figures for the similar period in 2016/17 are also shown, together with the volume and percentage change.

	<b>2017/18 (Q1 + Q2)</b>	<b>2016/17 (Q1 + Q2)</b>	<b>change</b>	
<b>FOIA</b>	273	143	+130	91%
<b>DPA</b>	64	41	+23	56%
	<b>337</b>	<b>184</b>	<b>+153</b>	<b>83%</b>

The higher number of requests in 2017/18, includes some 70 requests about the fire at Grenfell Tower and/or about related matters (e.g. fire safety in high-rise blocks), together with requests about the terrorist attacks in London.

For the 12 months to end Q2, the number of requests not handled within the statutory timescales were as follows:

**FOIA requests** – 11 requests did not receive a response within the deadline:

- Three requests because of workload/logistical issues within the Information Access Team.
- Two requests because information was supplied late by the relevant department(s).
- Two requests were late due to the large amount of information that had to be collated.
- One was late because it required clearance by an external third party.
- One was initially handled as a complaint, but only later recognised as an information request.
- One was delayed because of issue determining appropriate exemptions to withhold information.
- One was delayed because of an email problem/fault.

**DPA request** – One request did not receive a response within the deadline which was due to the large amount of information requested

### Description of RIDDOR reportable events

#### Deaths and injuries

If someone has died or has been injured because of a work related accident this may have to be reported.

(a) Work-related accidents:

The accident that caused the death or injury must be connected to the work activity.

(b) Types of reportable injury:

- deaths;
- specified injuries;
- over-seven-day injuries.

(c) People not at work:

- where a member of the public or person who is not at work has died, or;
- injuries to members of the public or people not at work where they are taken from the scene of an accident to hospital for treatment.

(d) Reportable specified injuries are:

- a fracture, other than to fingers, thumbs and toes;
- amputation of an arm, hand, finger, thumb, leg, foot or toe;
- permanent loss of sight or reduction of sight;
- crush injuries leading to internal organ damage;
- serious burns (covering more than 10 per cent of the body, or damaging the eyes, respiratory system or other vital organs);
- scalping (separation of skin from the head) which require hospital treatment;
- unconsciousness caused by head injury or asphyxia;
- any other injury arising from working in an enclosed space, which leads to hypothermia, heat-induced illness or requires resuscitation or admittance to hospital for more than 24 hours.

(e) Over 7 day injuries:

This is where an employee or self-employed person is away from work or unable to perform their normal work duties for more than seven consecutive days (not counting the day of the accident).

#### Occupational diseases

Employers and the self-employed must report listed occupational diseases when they receive a written diagnosis from a doctor that they or their employee is suffering from a listed condition **and** the sufferer has been doing the work activities listed.

#### Dangerous occurrences

Dangerous occurrences are certain specified near-miss events. Not every near-miss event must be reported. The list of reportable dangerous occurrences includes:

- the collapse, overturning or failure of load-bearing parts of lifts and lifting equipment;
- plant or equipment coming into contact with overhead power lines;
- explosions or fires causing work to be stopped for more than 24 hours.

Note: Certain additional categories of dangerous occurrences apply specifically to mines, quarries, offshore workplaces and certain transport systems (railways etc.).