



LONDON FIRE BRIGADE

LFB KPI Report July 2024

Appendix 1

Data as of 30 June 2024



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Performance at a Glance

% TIME SPENT ON PREVENTION (C4-01)

12.80%

Up by 1.49 pp. compared to last quarter

% TIME SPENT ON PROTECTION (C4-02)

2.39%

Down by 0.24 pp. compared to last quarter

% HIGH RISK HFSVS (C4-03)

55.91%

Down by 0.86 pp. compared to last quarter

AFA NON-DOMESTIC (C4-04)

5,624

Down by 242 compared to last quarter

STAFF SICKNESS (C5-03)

7.29%

Up by 0.31 pp. compared to last quarter

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

1st 05:21 (m:ss)

Up by 1 second compared to last quarter

2nd 06:42 (m:ss)

Up by 8 seconds compared to last quarter

Key		Protecting You
		Learning From Others
		Adding Value
		Engaging With You



RIDDOR INCIDENTS (C5-01)

18

Up by 2 compared to last quarter

FIRES IN HOUSES & BUNGALOWS (C7-03)

351

Down by 1 compared to last quarter

STAFF COMPOSITION

18.30%

ETHNIC MINORITIES (C1-03)

Up by 0.23 pp. compared to last quarter

18.61%

WOMEN (C1-02)

Down by 0.08 pp. compared to last quarter

FIRES IN FLATS (C7-05)

581

Up by 25 compared to last quarter

Grenfell Recommendations Completed	HMI Round 2 Recommendations Completed	HMI Round 2 Actions Completed
38/40 (29 of 29 directed at LFB) No change in Q1	40/46 18 closed in Q1	85/92 21 closed in Q1

ONLINE HOME FIRE SAFETY CHECKS (C2-01)

3,315

Up by 44 compared to last quarter

*PP. Percentage Points

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	87.00%	●	85.00%	87.00%	85.00%	■
C1-05	Staff Composition - LGB	6.08%	●	4.60%	6.08%	4.60%	■
C3-01	Average first appliance arrival time	05:26	●	06:00	05:21	06:00	■
C3-02	Average second appliance arrival time	06:47	●	08:00	06:42	08:00	■
C3-03	First appliance arrival within 10 minutes	95.67%	●	90.00%	96.34%	90.00%	■
C3-04	First appliance arrival within 12 minutes	98.22%	●	95.00%	98.58%	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	50.30%	●	40.00%	44.00%	40.00%	■
C4-01	Station staff time spent on prevention activity	14.27%	●	12.00%	12.80%	12.00%	■
C5-02-A	Pay gap - Gender	-0.40%	●	+ -3%	-0.40%	+ -3%	■
C5-02-B	Pay gap - Ethnic minority	0.73%	●	+ -3%	0.73%	+ -3%	■
C5-02-C	Pay gap - Disability	-0.78%	●	+ -3%	-0.78%	+ -3%	■
C5-04	Percentage of staff trained to respond to marauding terrorist attacks	89.74%	●	90.00%	89.74%	85.00%	■
C5-05	Percentage of managers who have completed training against plan	98.26%	●	95.00%	98.26%	95.00%	■
C6-02	YouGov survey question - LFB is trusted to serve and protect London	90.00%	●	85.00%	90.00%	85.00%	■
C7-01	Number of fire deaths	39	●	39	39	39	■
C7-03	Number of fires - Houses & Bungalows	108	●	1,700	351	425	■
C7-05	Number of fires - Flats	211	●	2,400	581	600	■
C7-06	Number of fires - Care homes	24	●	330	62	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

- [Station staff time spent on prevention \(C4-01\)](#) increased to 14.27% in June 2024 and we expect the new Fire Station Performance Report to drive further improvement. Further detail about this is on page 22.
- [Alleged fire risks addressed within 3hrs \(C3-05\)](#) returned to 100% in Q1 indicating current processes are effective where initial investigation indicates that there are persons at risk.
- The new target of 40% for [Ratio of high-risk audits \(C3-06\)](#) was met in Q1. Work has been done on the competency of inspecting officers, however the introduction of the Building Safety Regulator (BSR) may impact performance. Progress will therefore be monitored closely.
- The completion of [MTA training \(C5-04\)](#) is on target with just under 90% of eligible staff trained. This will now be monitored for maintenance.
- [Managers' training \(C5-05\)](#) has been re-evaluated for 2024/25, to include other leadership training inputs, and is currently on 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 - Women	18.61%	●	20.00%	18.61%	20.00%	■
C1-03	Staff Composition - Ethnic Minority	18.30%	●	19.00%	18.30%	19.00%	■
C1-04	Staff Composition - Disabled	8.82%	●	10.00%	8.82%	10.00%	■
C2-01	Number of triages via online home fire safety checker	1,138	●	18,000	3,315	4,500	■
C4-02	Station staff time spent on protection activity	2.60%	●	3.00%	2.39%	3.00%	■
C4-03	Percentage of high risk home fire safety visits	55.35%	●	60.00%	55.91%	60.00%	■
C4-04	False alarms attended due to automatic fire alarms in non-domestic buildings	1,776	●	20,000	5,624	5,000	■
C5-01	Number of RIDDORs	8	●	56	18	14	■
C5-03	Staff sickness	7.68%	●	5.75%	7.29%	5.75%	■
C6-01	People survey question - I would recommend LFB as a place to work to friends and family	56.00%	●	60.00%	56.00%	60.00%	■
C7-02	Number of fire injuries	724	●	705	724	705	■
C7-04	Accidental fire deaths in the home	30	●	27	30	27	■

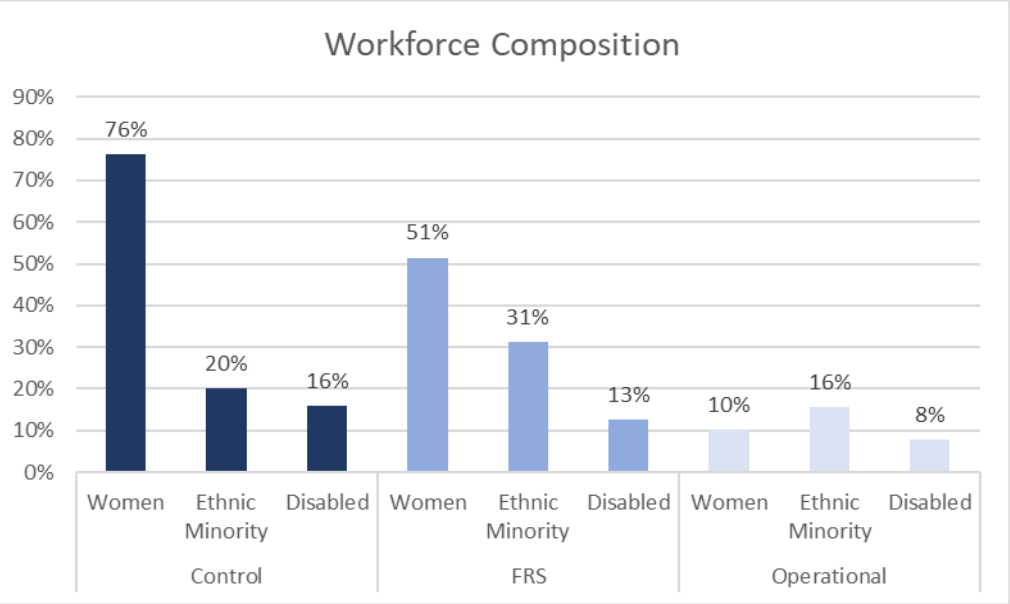
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- Not visualised as Statistical Process Control (SPC) chart

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

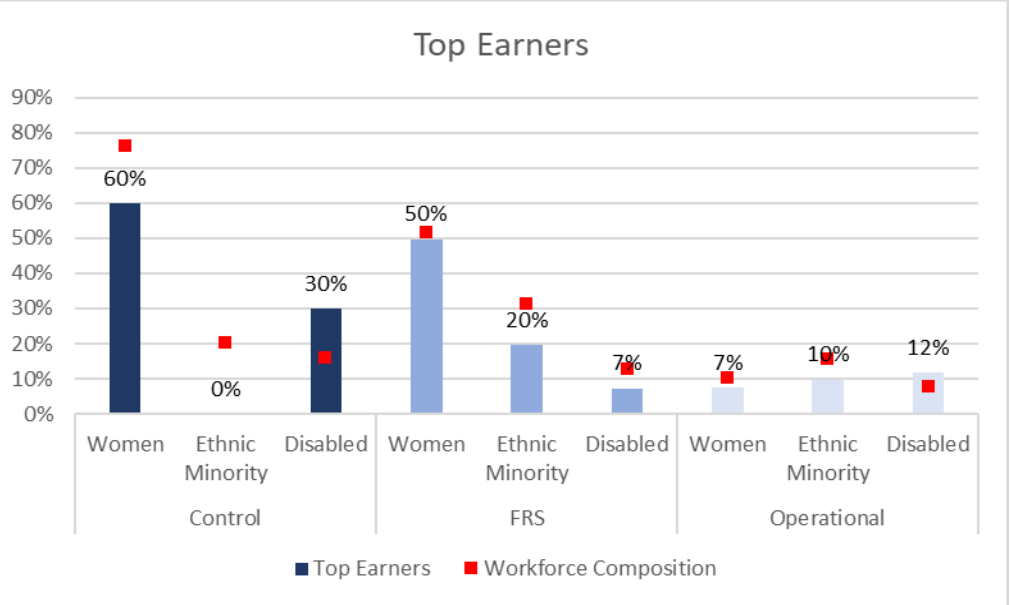
Performance Data Highlights

- The [staff composition for staff with disabilities \(C1-04\)](#) remains below target. Data shows that the number of staff declaring a disability has slightly declined and therefore several positive actions are being put in place to improve recruiting of underrepresented groups as well as disability disclosure rates.
- The [number of triages via the Online Home Fire Safety Checker \(C2-01\)](#) remains off target, though engagement and communication plans are in place.
- [Staff time spent on Protection \(C4-02\)](#) is off target at 2.60%, however there was a slight uplift in June and we expect this to improve with the launch of the Fire Station Performance Report.
- [Staff sickness \(C5-03\)](#) and the number of [RIDDORs \(C5-01\)](#) remained off target in Q1. Further detail on interventions taken to address staff sickness is on page 28.
- [Fire injuries \(C7-02\)](#) and [Accidental Fire Deaths in the Home \(C7-04\)](#) are off target against the new and more challenging target that aims for LFB to be the best performing FRS in England. We are aiming to achieve this by the end of the CRMP. We continue to monitor emerging fire trends from lithium-ion batteries, particularly those in E-bikes and scooters, which have resulted in 3 deaths.

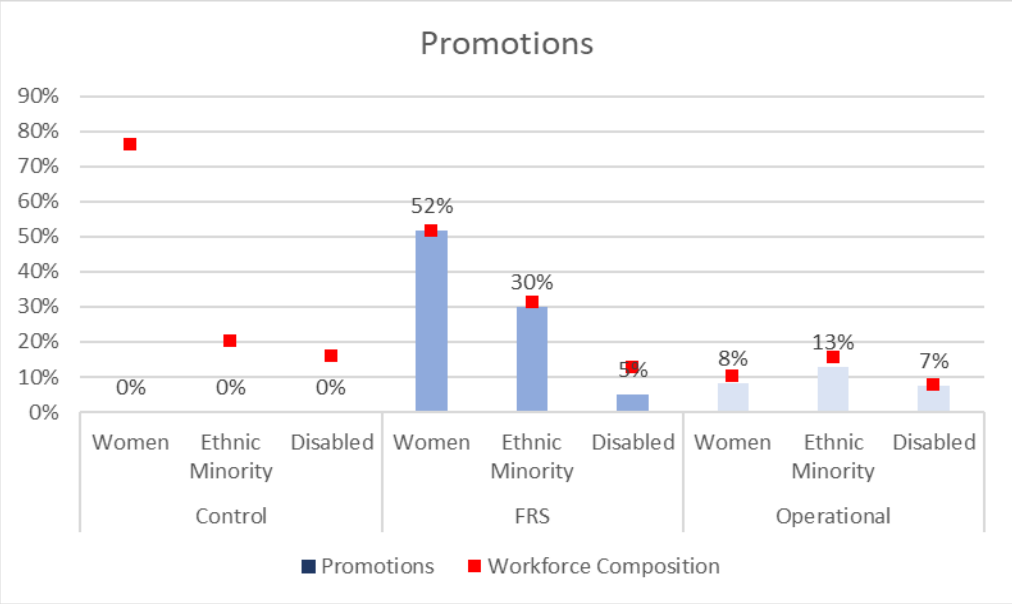
Workforce data



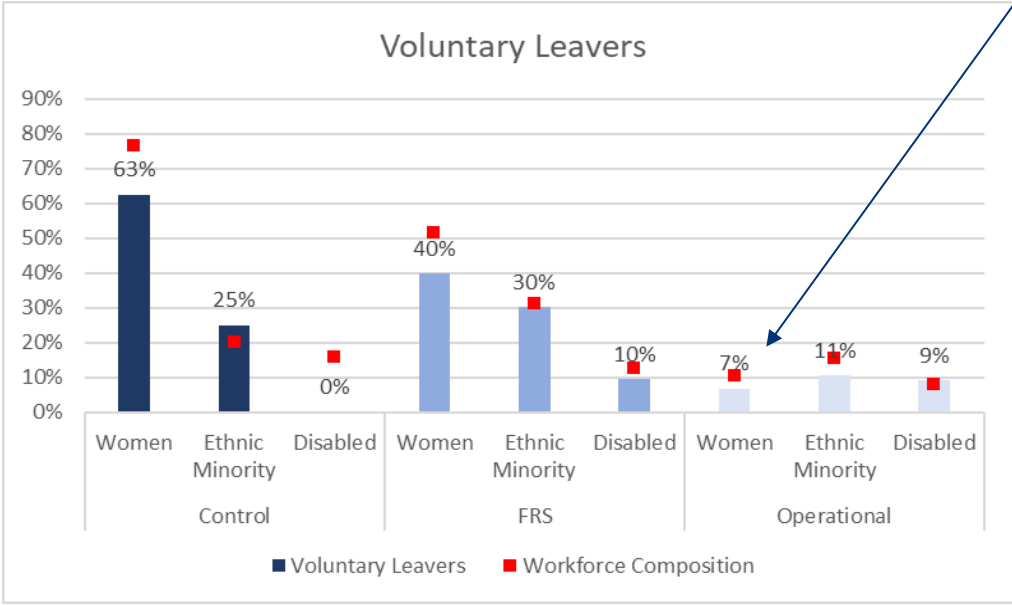
Data as at 30 June 2024



Data as at 30 June 2024



12 month rolling data ending 30 June 2024

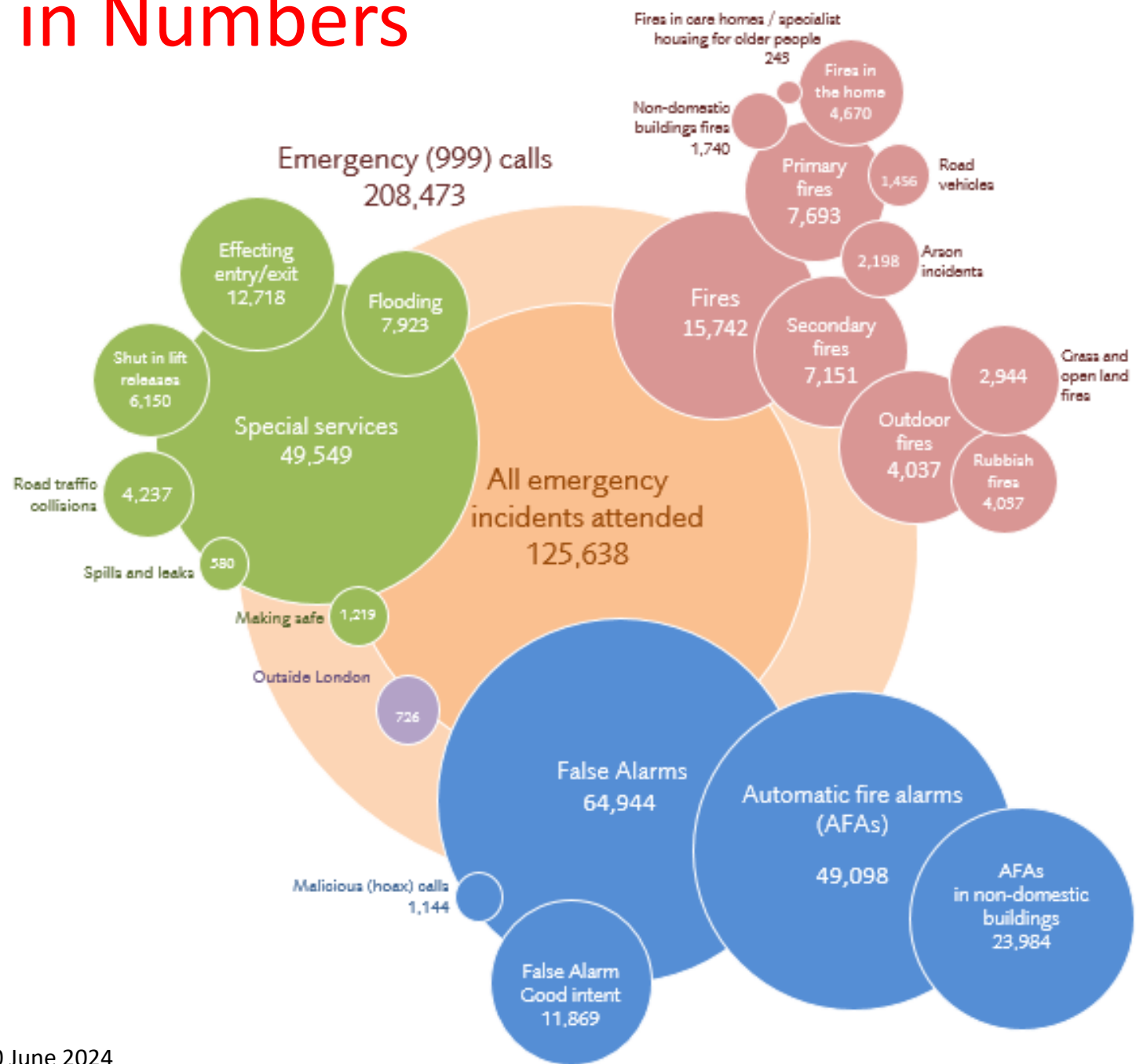


12 month rolling data ending 30 June 2024

Example: Women represent 10% of Operational staff (red dot) but 7% of voluntary leavers amongst the Operational staff group

Key		Control
		FRS
		Operational
		LFB Staff %

Incidents in Numbers



Understanding the Graphs

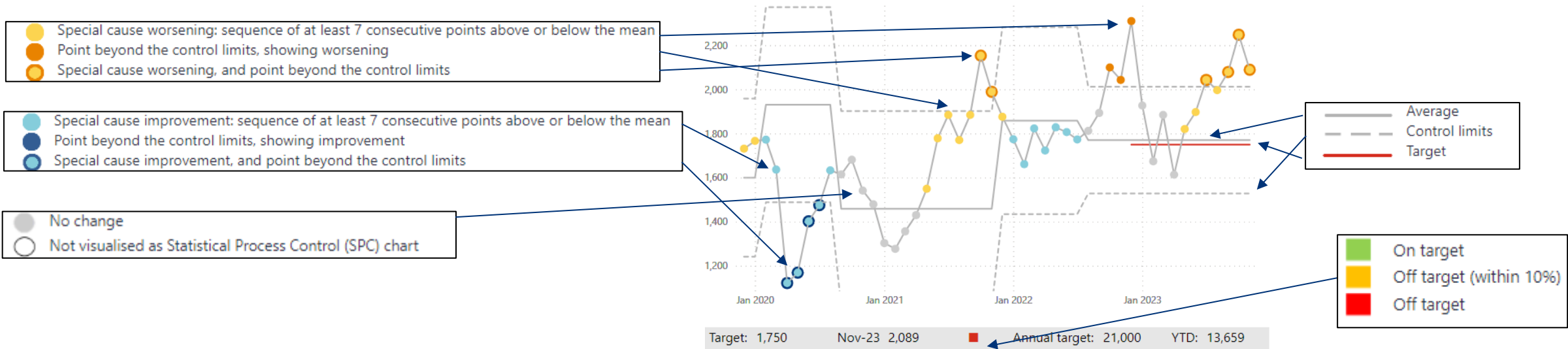
Statistical Process Control (SPC) Charts

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.

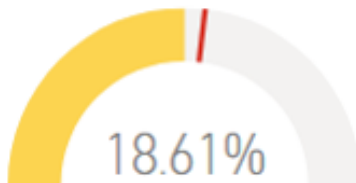
We can also use SPC charts to determine if an improvement (i.e. a project) is actually making the positive change we expect and use them to predict statistically whether a process is capable of meeting a target.

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, C4-03, C4-05, C4-06, C5-01, C5-03, C7-01, C7-02, C7-03, C7-04, C7-05 and C7-06



YTD actuals vs target

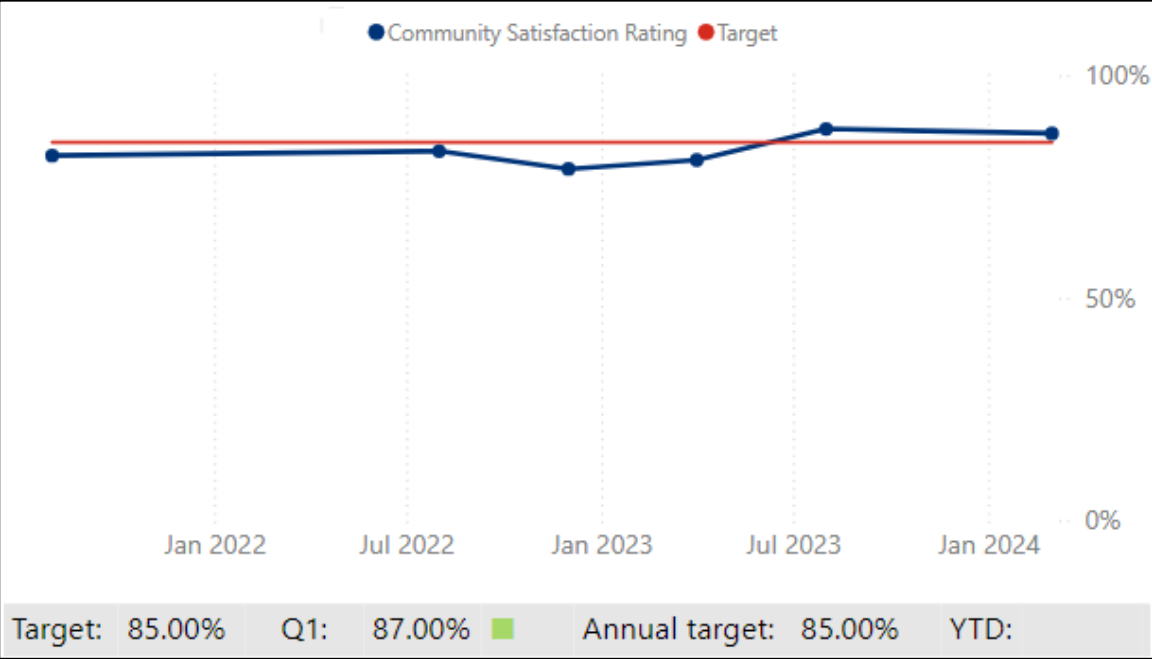


Tracking Progress to date

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"

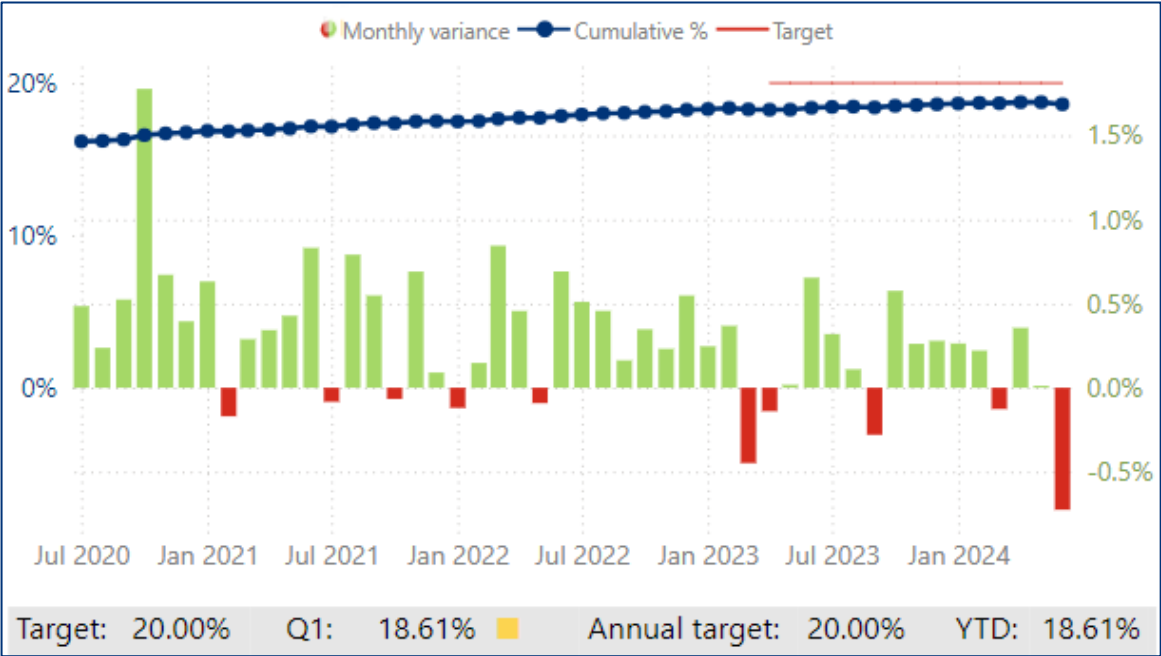
Rationale: To ensure our communities feel we are providing the right services to meet their needs

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 they understand or interact with our services. We are currently meeting our target for whether the public feel that our services are the right services.

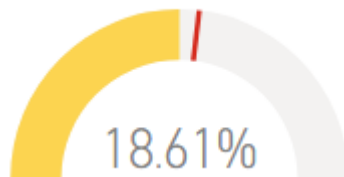
The Brigade's most recent polling results in March showed the proportion of respondents that agree that 'the services provided by LFB are the right services' remains high at 87%. We aim to drive up performance for this indicator through engaging with communities about how we adapt our services as their needs change, as well as by working with the public and external stakeholders to share information about our services. We are also working towards establishing local community fora across London. The next public opinion poll is being carried out in summer 2024.

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

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

The recent drop in women new joiners is due to reduced numbers of women firefighter applicants 12 months ago. Since then a number of initiatives and changes to processes have taken place to increase the numbers and they are continuously adjusted as required. These are outlined below.

The Outreach Team continues to runs circa 14 Experience Days a month for candidates who have expressed an interest in submitting a firefighter application. This allows potential candidates to visit a fire station for a day and take part in a firefighter facilitated event. It is important these days provide potential candidates with a realistic and honest portrayal of the role to assist with the retention of successful candidates.

There has been a change in approach to events attended by the Outreach team in Q1. Traditionally a wide variety of events would be attended, however to increase diversity the team are targeting events that will increase applicants from underrepresented groups. In Q1 the team have attended 28 events.

From April 2024 the team have been focusing on events at sporting clubs, particularly women's teams. We have attended Harlequins, Wasps and have a good relationship with Wembley Stadium for women's team match days, this is ongoing and growing, including league teams, grass roots and academy levels.

The recent cohort of 196 applicants passed over to the recruitment team had a total of 32 women applicants which is 17%. This is an increase on recent cohorts which dropped to ~10%.

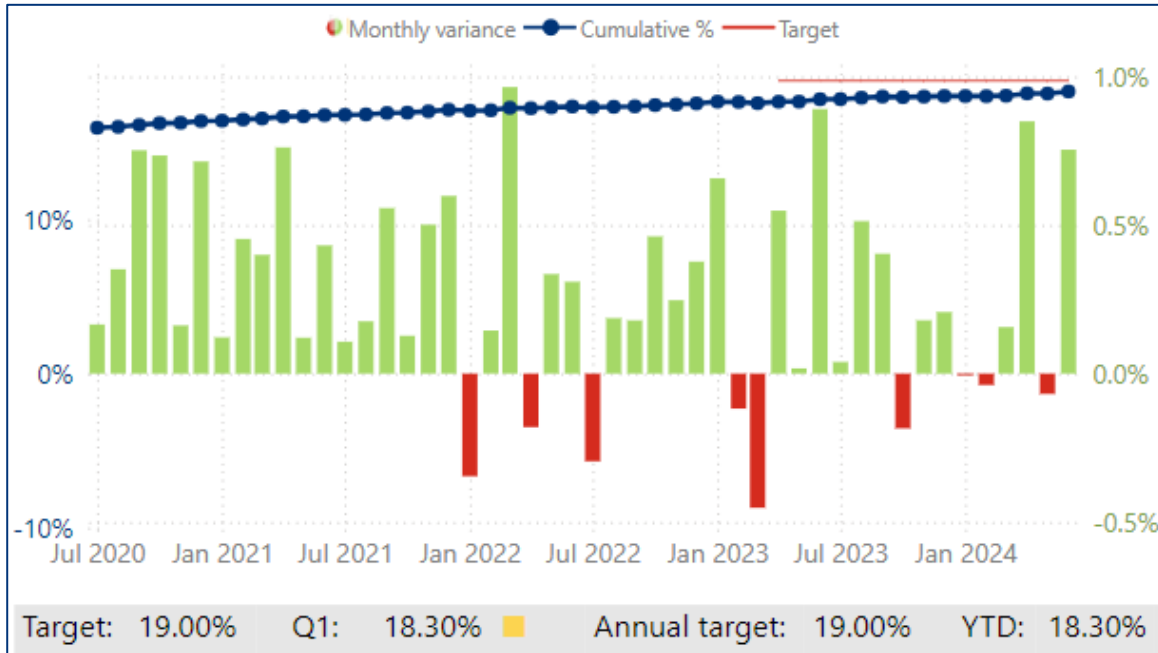
A social media campaign was launched in February 2024, however it did not achieve the levels of diversity we were looking for in the first few weeks so the campaign was paused whilst the targeting was improved. The updated targeting was released in June but is too early to gather data.

Establishment Board has taken the decision to halt transferee recruitment as the lack of diversity in the transferee market outweighs any benefits gained through skills being acquired.

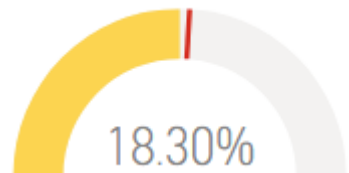
LFB continues to support and work with equality support groups such as Women in the Fire Service and the Fire Brigade Union's Women's Action Committee. Members of these networks have been seconded full-time to work in the Positive Improvement Team based at LFB headquarters where, as part of a wider team, they will continue to champion staff who are women and ensure our policies and processes are supportive of their members.

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

*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](#)

LFB has continued to improve the ethnic diversity of the staff it recruits in Q1 and is close to meeting this target. The following activity has been delivered or is planned in order to continue improvement:

The Outreach Team continues to runs ~14 Experience Days a month for candidates who have expressed an interest in submitting a firefighter application. This allows potential candidates to visit a fire station for a day and take part in a firefighter facilitated event. It is important these days provide potential candidates with a realistic and honest portrayal of the role to assist with the retention of successful candidates.

There has been a change in approach to events attended by the Outreach team in Q1. Traditionally a wide variety of events would be attended, however to increase diversity the team are only targeting events that will increase applicants from underrepresented groups. In Q1 the team have attended 28 events. In the upcoming months we will be attend the following cultural and community events; Pride, Black Pride, Taste of the Caribbean, Black in the Square, Notting Hill Carnival, IRIE Family Fun Day: (this community event celebrates dance and promotes black organisations and businesses), Black Unity Bike ride, Jamaica Day, Kenya in the Park, Ganesh Chaturthi (CHAT URH EE) – Hindu religious celebration, Sanatan (SAN A TAN) Hindu Cultural Society 2024 and Eid Festival.

The recent cohort of 196 applicants passed over to the recruitment team had a total of 55 ethnic minority applicants which is 29%.

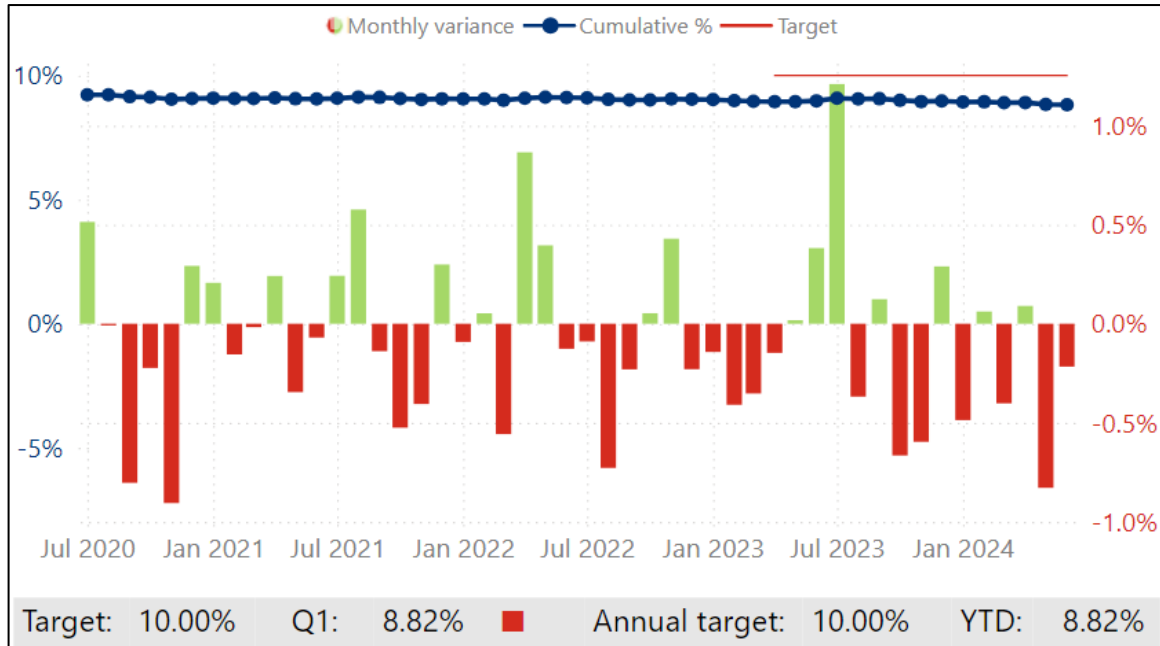
The social media campaign launched in Feb 2024 did not achieve the levels of diversity we were looking for in the first few weeks so the campaign was paused whilst the targeting was improved. The updated targeting was released in June but is too early to gather data.

LFB continues to support and work with equality support groups such as Fairness, Asian Fire Service Association and the FBU's Black & Ethnic Minority Members. Members of these networks have been seconded full-time to work in the Positive Improvement Team based at LFB headquarters where, as part of a wider team, they will continue to champion underrepresented staff and ensure our policies and processes are supportive to their members.

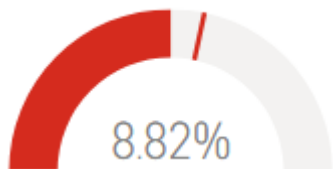
Establishment Board has taken the decision to halt transferee recruitment as the lack of diversity in the transferee market outweighs any benefits gained through skills being acquired.

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

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

LFB is undertaking analysis to understand why numbers of staff declaring a disability has slightly declined. Several positive actions are already in place to correct this. An example of this is the new approach to monitoring disability which takes a more person-centred, practical approach to the impact of disability. It is hoped that this approach will encourage an improvement in employee disclosure once the questions are embedded in our IT system.

The Resourcing strategy has been completed and ensures attraction, selection and onboarding of new employees is inclusive and contains positive actions to support improvement in recruiting underrepresented groups. This includes improving the capture of diversity data.

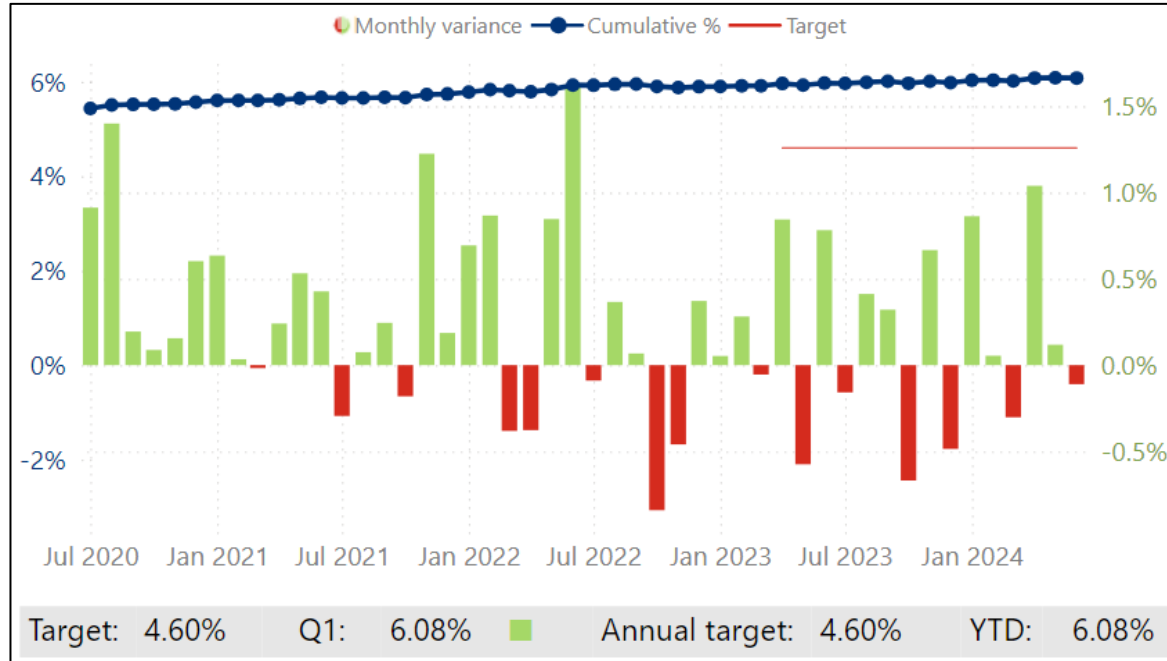
A review has been done into the recent reduction of employees who have disclosed a disability. This has highlighted that of the 481 new starters in 2023/24 51 declared a disability but 50 either provided no information or preferred not to say. People Services are reviewing how this can be improved for new and existing staff.

LFB continues to support and work with equality support groups such as the Disability Support Group and the Neurodiversity Support Group, to ensure our policies and processes are supportive of staff with disabilities.

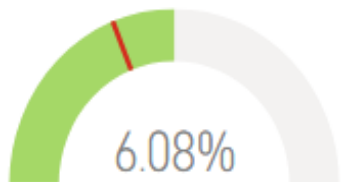
The Outreach Team continues to engage with potential future applicants through digital media channels and community, partner-based activities to seek to increase the diversity of our workforce across the Brigade.

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 to reflect the proportion of LGB Londoners according to the 2021 Census with progress continuing. LFB knows it has a lot more to do to support existing LGB staff to feel safe and openly express themselves. Within the wider programme of cultural change to maintain progress and ensure safety and dignity at work, LFB is undertaking activities to support LGB colleagues.

LFB continues to support and work with equality support groups including the LGBTQ+ group. Members of this network have been seconded full-time to work in the Positive Improvement Team based at LFB headquarters. As part of a wider team they will continue to champion LGBTQ+ staff and ensure our policies and processes are supportive to their members.

LFB held several initiatives during London Pride 2024 including articles on Hotwire and a Pride Breakfast at Soho Station along with participation in the parade where LFB and FBU marched and celebrated together.

*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

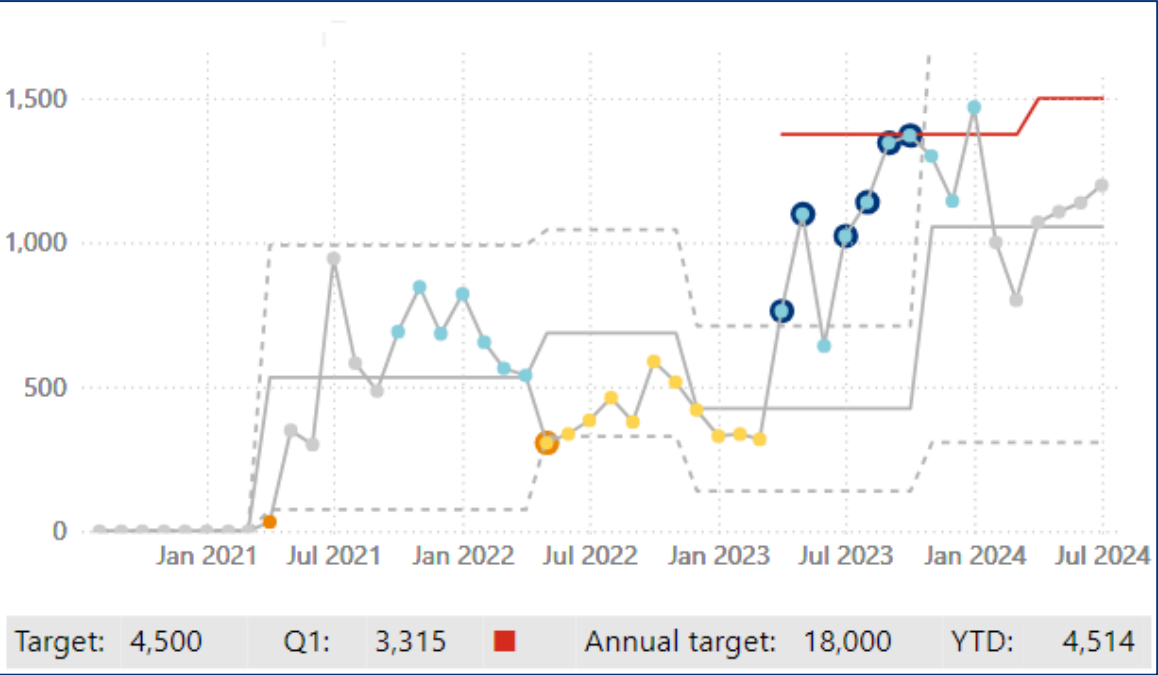
Engaging with You

London Fire Brigade has developed a tool aimed at quantifying the value of our programmes and services for individuals, communities and the environment. This is an innovative and forward-thinking approach, which will have a significant impact on the Brigade, and we are committed to developing and implementing it with the care it deserves. We have consulted extensively with staff in different roles, the community, and other external stakeholders, and developed a draft, which was presented to directors in April 2024.

We have now recruited to the Head of Community Engagement post which became vacant at the end of May 2024 and they will start with the LFB at the end of July. We anticipate that progress on the tool will resume in autumn 2024 and will undertake formal consultation with unions. We are hoping to launch an action plan in early 2025, followed by an initial draft of the datasets in 2025/26.

C2-01: Triages via our Online Fire Safety Checker

Engaging with You

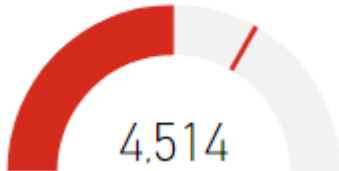


Home Fire Safety Checker (HFSC) triages are a critical measure for the Brigade, because the process underpins our strategy to focus our resources on those at greatest risk. Triage numbers in Q1 have rebounded following a slight dip at the end of Q4 2023/24 and have improved month-on-month across the quarter.

Completions averaged 1,100 per month in Q1, which is 75% of the target. The Brigade continues to investigate new ways of increasing triages per month. This includes investment in paid-for digital campaigns and working with public-facing staff to support them in recommending the checker in all appropriate community interactions.

We have developed and implemented a new webpage to signpost safety information including the HFSC to the public through the use of QR codes. The codes will be segmented and tracked in order to measure the success of this initiative.

YTD actuals vs target

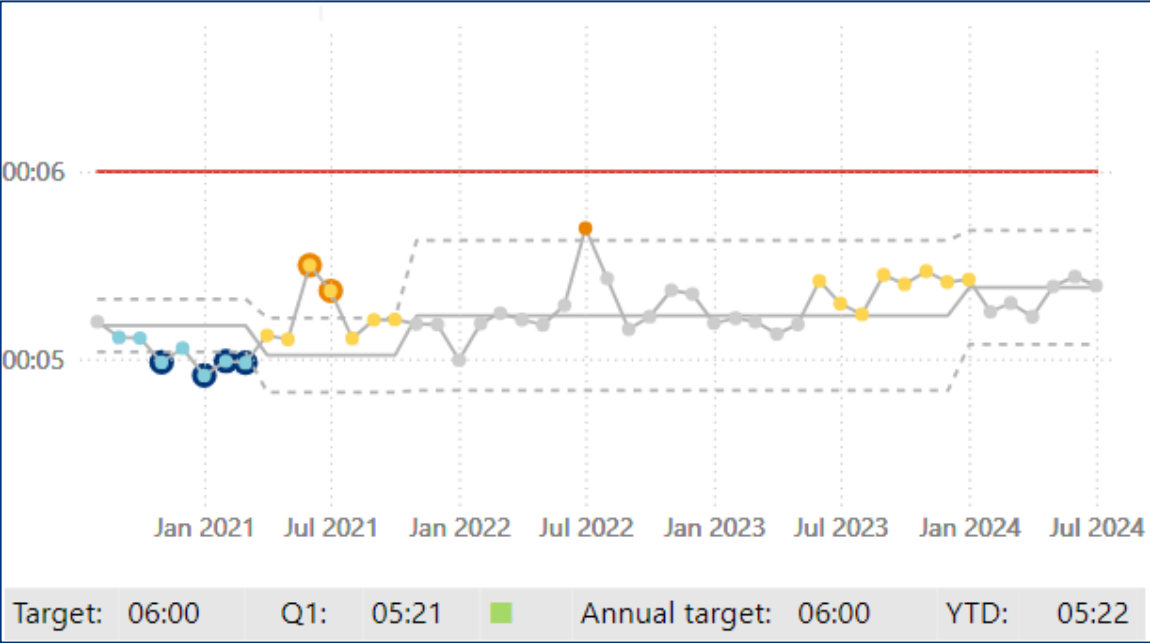


KPI definition: Number of triages completed online, identifying households at risk of a fire
Rationale: The delivery of prevention work has changed and will continue to strengthen using online tools, this allows us to prioritise in-person high risk Home Fire Safety Visits

[Understanding the SPC Charts](#)

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 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



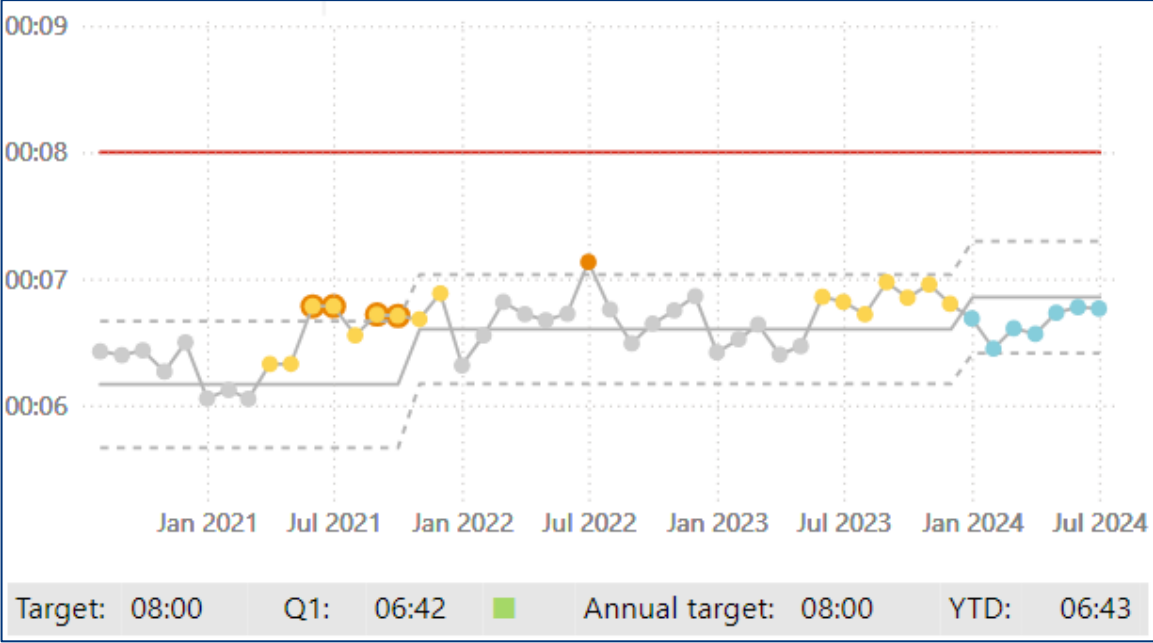
KPI definition: Monthly average arrival time of first fire engine to arrive at an incident within six minutes of being mobilised

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

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 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 second appliance arrival time and performance has been stable.

YTD actuals vs target



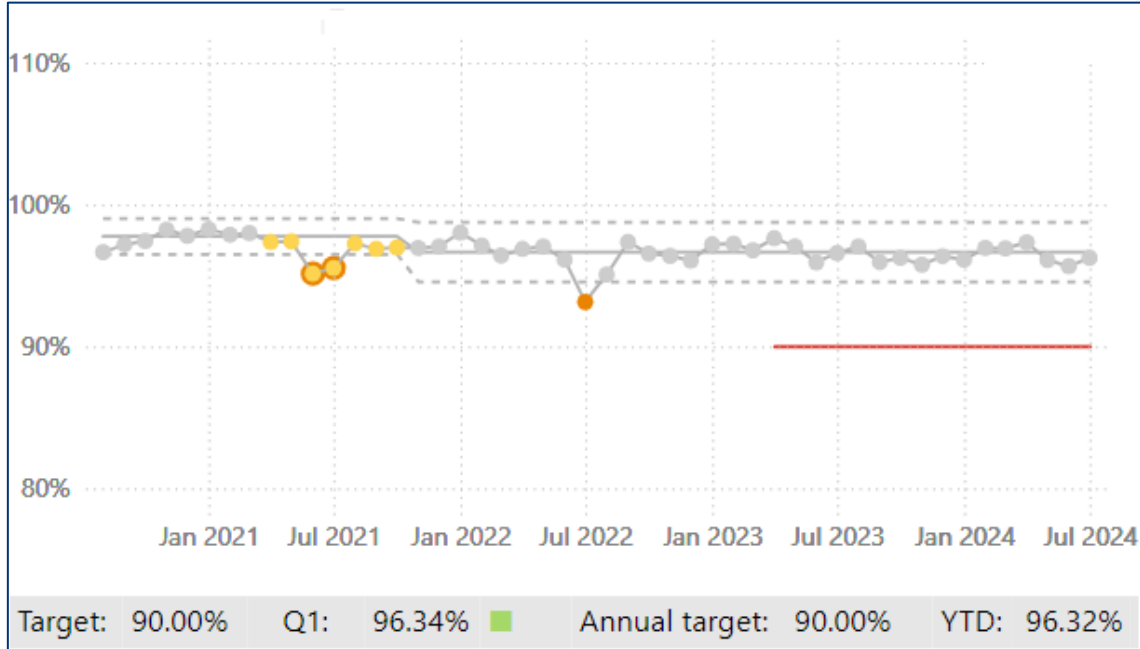
KPI definition: Monthly average arrival time of second fire engine to arrive at an incident within eight minutes of being mobilised

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

[Understanding the SPC Charts](#)

C3-03: First appliance arrival within 10 minutes

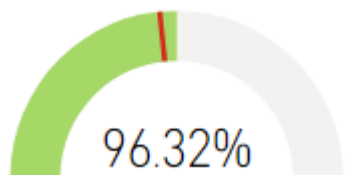
Protecting You



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

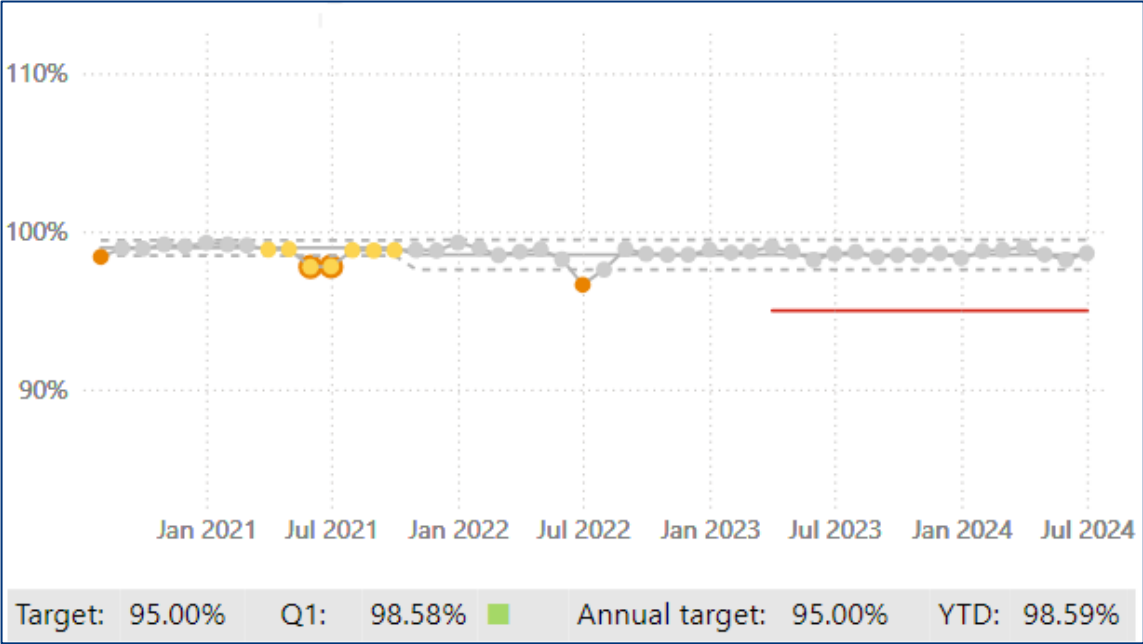
YTD actuals vs target



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

C3-04: First appliance arrival within 12 minutes

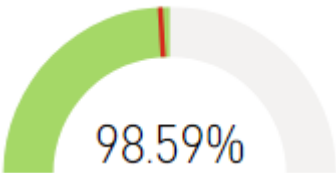
Protecting You



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

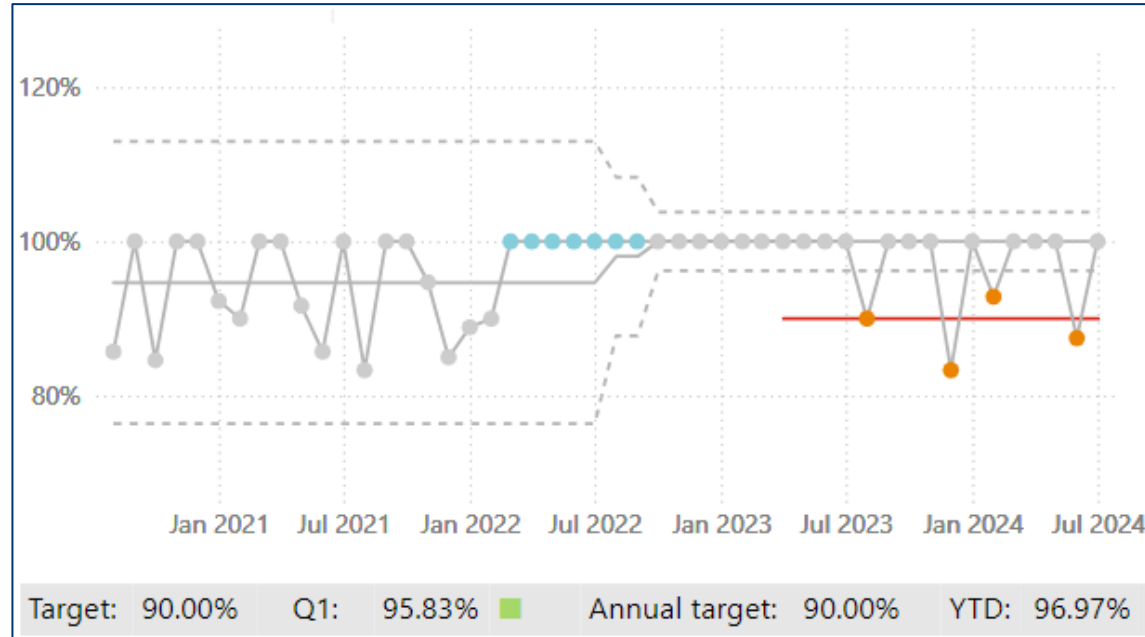
YTD actuals vs target



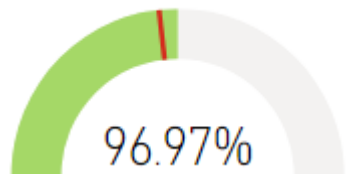
KPI definition: A fire engine anywhere in London in 12 minutes on 95% of occasions
Rationale: Response times are one of the key drivers for ensuring operational staff have the best chance of dealing with fires and other incidents effectively

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

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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.

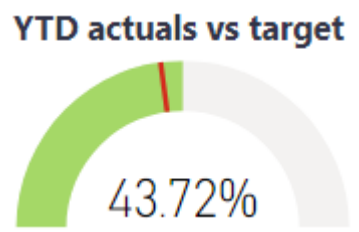
LFB continues to perform well in this area when serious fire risks are presented, and this continues to be a high priority.

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

An app has been developed with the Digital Communications Team to provide a range of Prevention and Protection QR codes; enabling staff in outward facing roles to engage and direct members of the public to the appropriate pages on our LFB website.

C3-06: Ratio of high-risk audits completed

Protecting You



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 positive improvement in performance in recent months that reflects work to get officers trained as fully competent and through their qualifications, as well as reduce the attrition of competent staff.

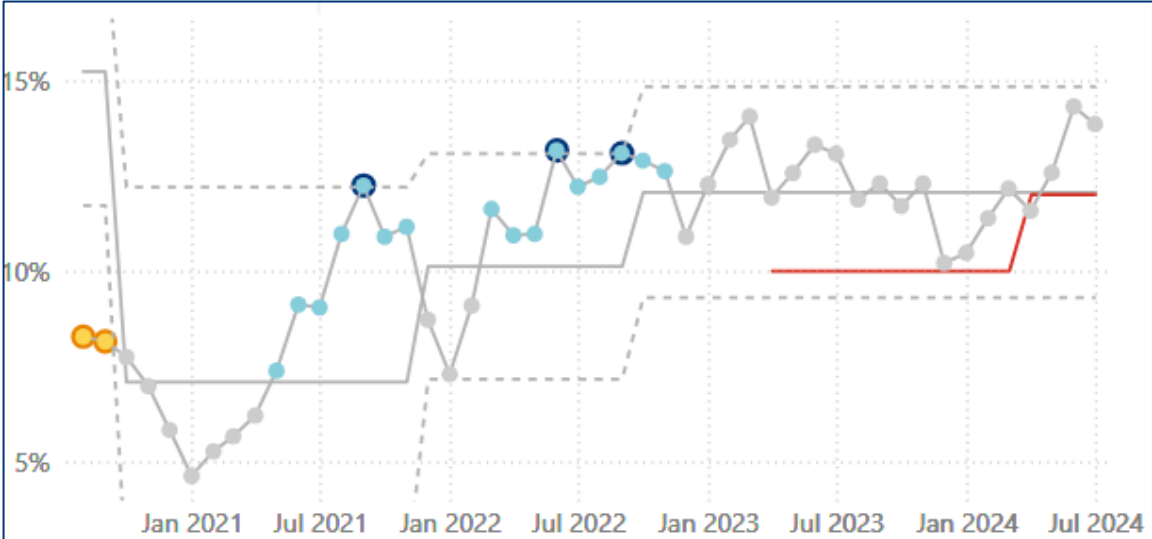
However, performance against this target continues to be impacted by an increasing national skills shortage of fully qualified fire safety inspectors, which is compounded by the new Building Safety Regulator (BSR) and other stakeholders such as large housing providers who are also actively recruiting from the same talent pool. Higher risk audits can only be undertaken by fully competent staff – normally requiring 33 months to reach this level. LFB cannot compete with the private sector and in some cases even other public sector organisations, who recruit smaller numbers but pay far more for those skills. As a result, our current attrition rate is circa 15%, which is higher than the previously predicted rate of 10%.

However, LFB now has a Protection specific workforce plan for inspecting officers to help map recruitment, training and competency, against the current challenges and emerging pressures such as the BSR. LFB has done a lot to counter this, including setting up and growing its own academy, which attracts and trains more inspecting officers than anywhere else in the UK. LFB are also actively exploring options to utilise external training provisions to potentially increase the training throughput for new and/or existing staff, LFB as an employer offers a range of non-cashable benefits including but not limited to; generous leave allowances and flexible working where possible. Additionally, by providing pension abatement to retain the most experienced staff alongside a better market rate supplement, LFB is hoping to improve overall retention. 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.

LFB set a lower target of 40% of total audits being on high-risk properties for 2024/25 in recognition of the impact that the introduction of the Building Safety Regulator (BSR) will have on this area of work. The time-frame to complete the BSR work has also been reduced, which could increase the impact when it starts to affect performance.

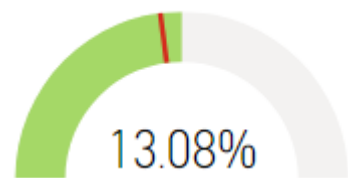
C4-01: Station staff time spent on Prevention - Day

Protecting You



Target: 12.00% Q1: 12.82% Annual target: 12.00% YTD: 13.08%

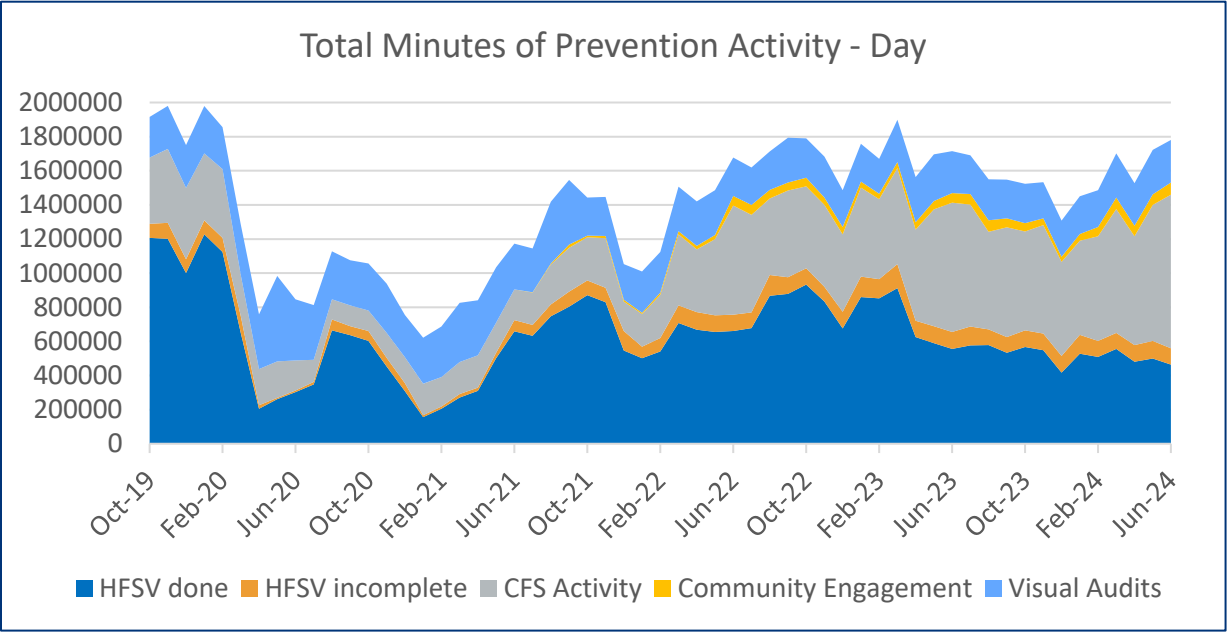
YTD actuals vs target



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

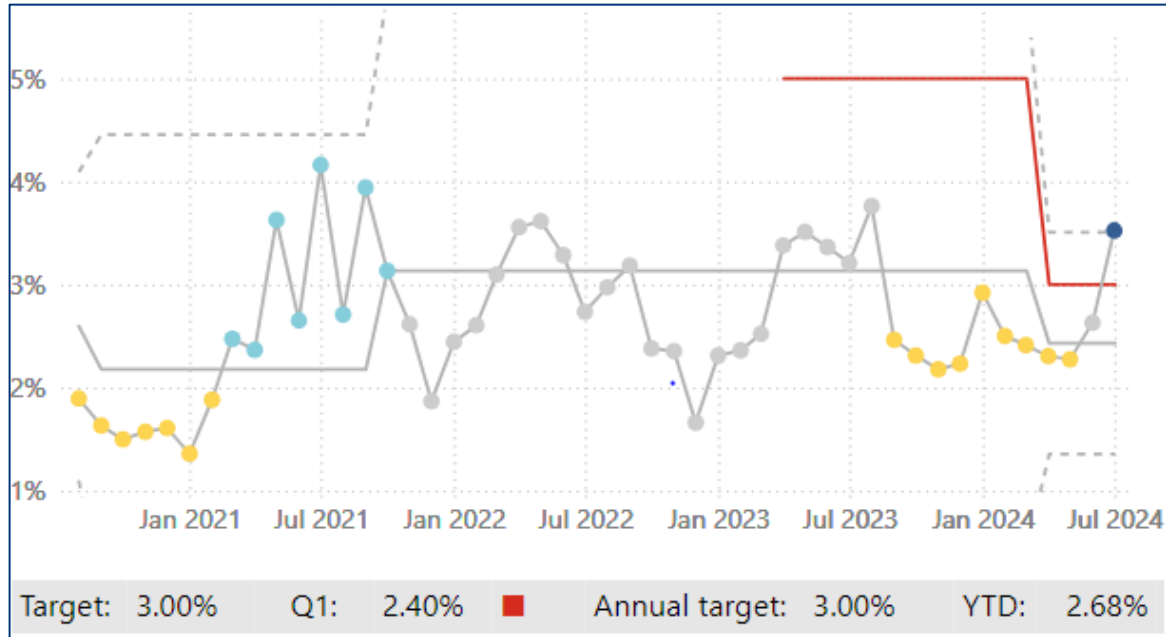
[Understanding the SPC Charts](#)



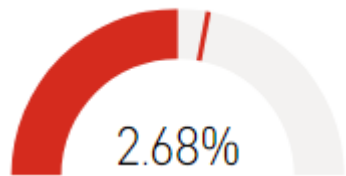
The quarterly performance for the percentage of staff time spent on Prevention activity remains well above target against the new more challenging target of 12% for 2024/25. The Fire Station Performance Report went live at the end of April 2024 and has been viewed more than 7,000 times by 1,100 unique users. The report makes targets clearer to operational staff with the ability to view performance by area, borough, station and watch and enables them to monitor and better plan their own performance. Since then we have seen an uplift in time spent on Prevention activity linked to the ability to plan activity better and enable data driven conversations between all levels of operational staff.

C4-02: Station staff time spent on Protection - Day

Protecting You



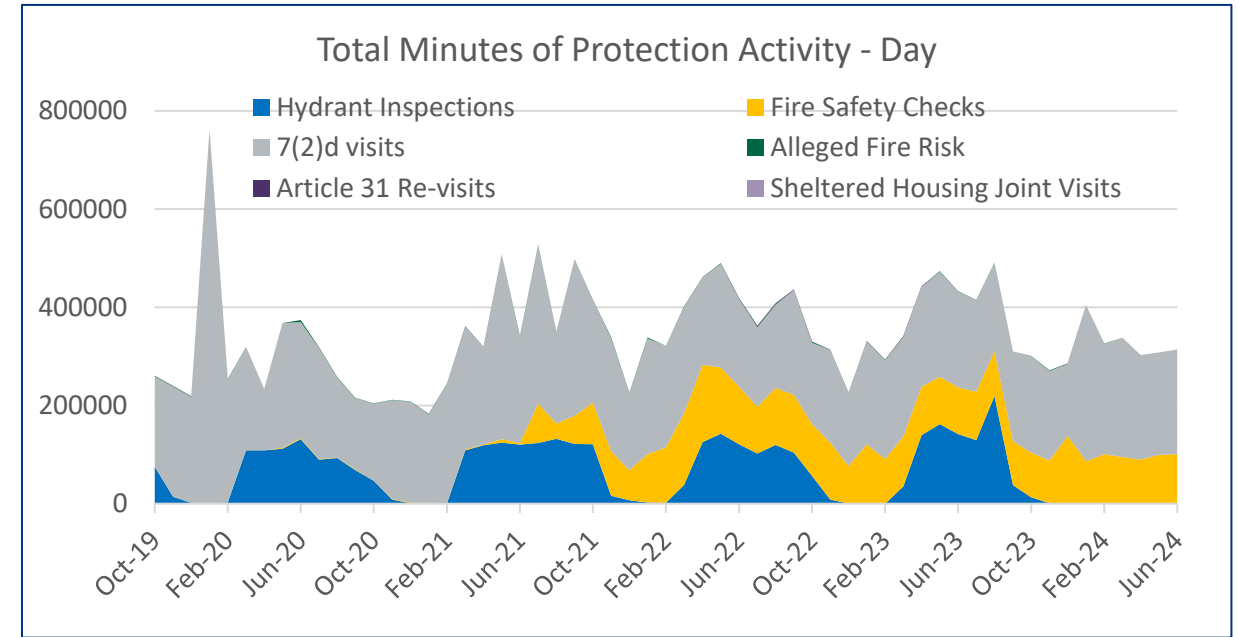
YTD actuals vs target



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

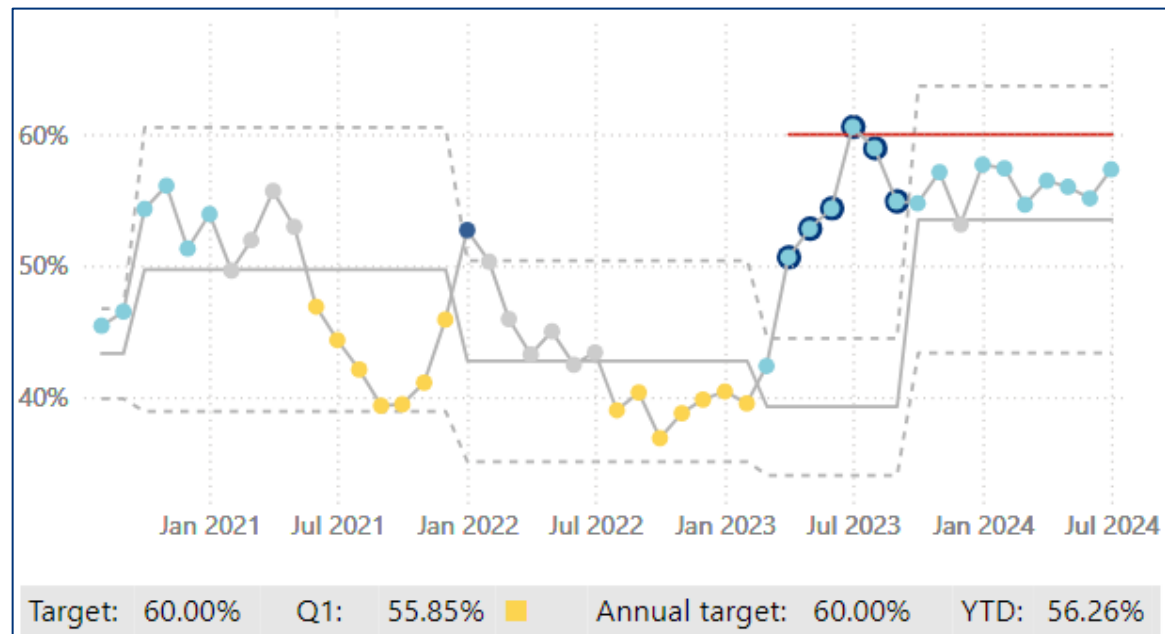
[Understanding the SPC Charts](#)



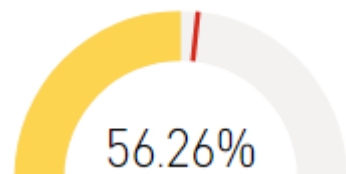
As previously agreed, hydrant inspections were removed from the Protection Activity definition as of April 2024 as they fall under other station activity. The target for 2024/25 has been adjusted to reflect this change. LFB has performed below the set target for the percentage of station staff time spent on Protection activity, however we saw a slight increase in June. The Fire Station Performance Report went live at the end of April 2024 and has been viewed more than 7,000 times by 1,100 unique users. The report makes targets clearer to operational staff with the ability to view performance by area, borough, station and watch and enables them to monitor and better plan their own performance. We are expecting further improvement in this area as the new report gets embedded.

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

Protecting You



YTD actuals vs target



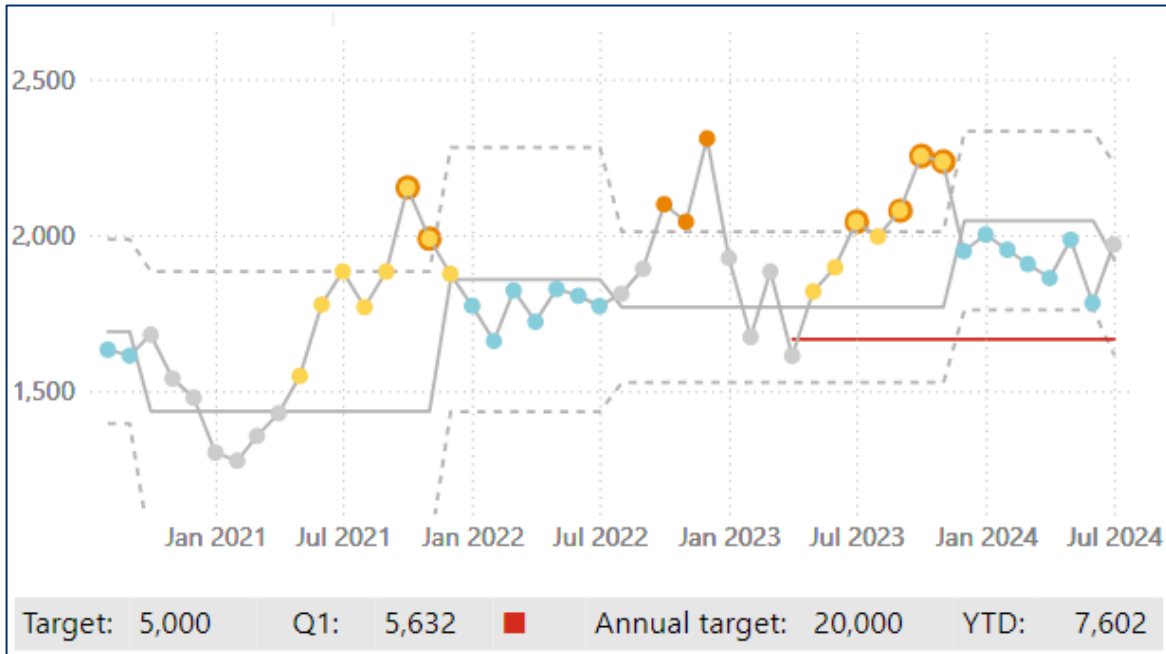
KPI definition: Visits to households which have been identified as at a higher risk of experiencing an accidental dwelling fire and/or being injured as a result of a fire
Rationale: The delivery of prevention work has changed and will continue to strengthen using online tools, this allows us to prioritise in-person high risk HFSVs

LFB has set a challenging target of 60% of all HFSVs to be undertaken at high-risk properties. While LFB is currently just short of this target it should be noted that there has been a significant improvement since the start of the CRMP and we have seen 6 consecutive months of above-average performance this year.

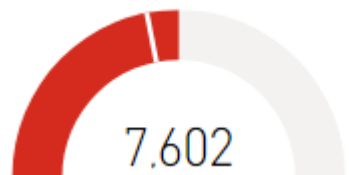
We are taking a new, more sophisticated, approach to targeting those at risk, including leveraging referrals from partner agencies and use of geodemographic risk data. We have also introduced Station Delivery Plans (SDPs) to support the tactical delivery of Borough Risk Management Plans (BRMPs). We expect that these will have an impact on this metric in the future as this approach is further embedded.

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

Protecting You



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

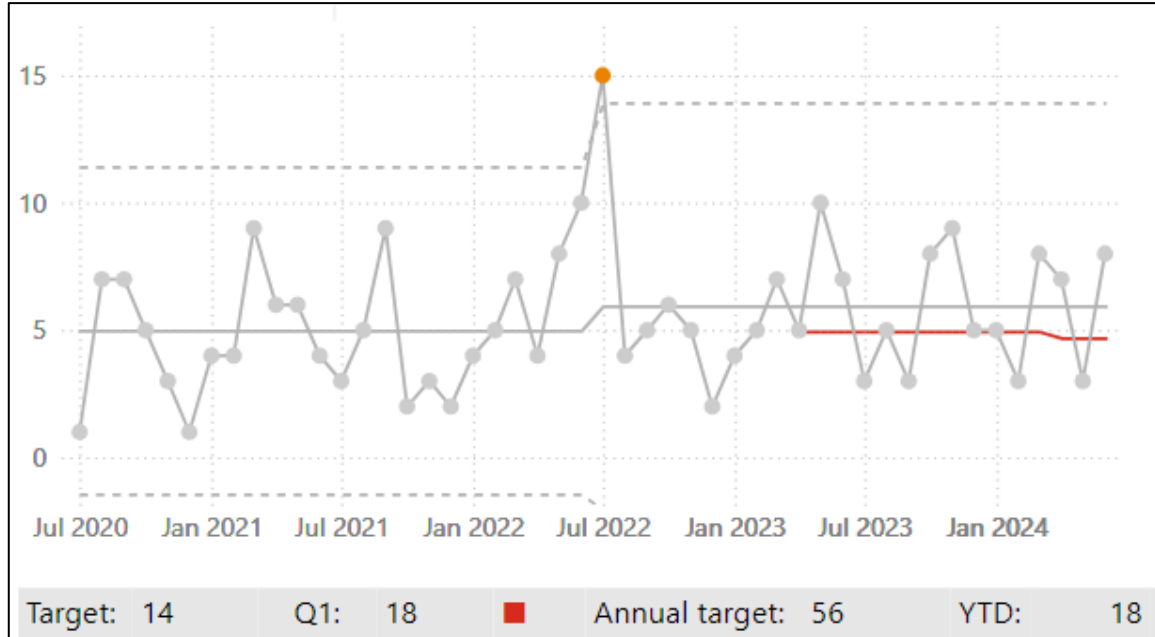
Following the agreement to implement a non-attendance policy, LFB is working towards an Autumn go live date; progressing internal system and policy updates as well as external and internal communications.

The communications strategy commenced with the public announcement at the end of May of our go live date of 1st October 2024 where LFB will no longer be attending AFAs between the hours of 07:00 – 20:30 in commercial properties, unless a call is also received from a person reporting a fire. 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](#).

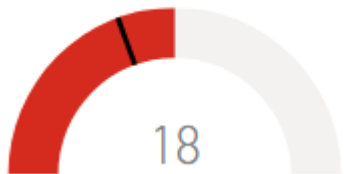
The cycle of communications activity includes liaison with business owners, local authorities and working with business engagement groups to make sure that they're properly prepared and informed, ready for go live.

C5-01: Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

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

[Understanding the SPC Charts](#)

The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013, often known by the acronym RIDDOR, is a 2013 statutory instrument of the Parliament of the United Kingdom. It regulates the statutory obligation to report deaths, injuries, diseases and "dangerous occurrences", including near misses, that take place at work or in connection with work.

There were 16 injuries reported under RIDDOR in Q1 2024/25. For the 12 month rolling period (July 2023 to June 2024) there have been 65 RIDDOR injuries, which is above target, but an improvement on the 2023/24 outturn (71).

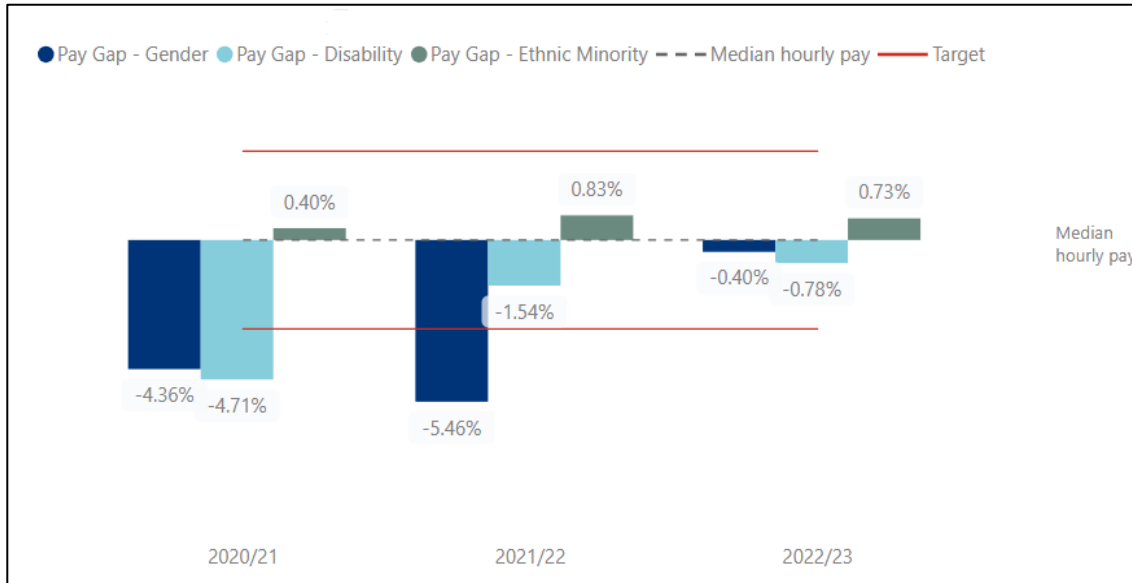
All RIDDOR injuries in Q1 were to firefighters, with 9 injuries occurring at operational incidents, 4 injuries occurring during operational training events and 3 injuries during general activities. All injuries in this period were reported as 'over 7 day' injuries. These included 7 firefighters who tripped or lost their footing on the incident ground, 2 firefighters who were injured while closing lockers/shutters on appliances, 2 firefighters who were injured while testing/using hydrants, 2 firefighters who were injured while moving operational equipment and a firefighter who was injured using a cutting tool during an RTC exercise.

All injuries are investigated, and recommendations are made to prevent recurrence. Of the 16 injuries reported in Q1, 10 investigations have recommended actions to prevent a recurrence. The remaining 6 investigations are ongoing.

Common themes in injuries are identified and organisational actions are taken where appropriate, which includes the recent roll out of analytical risk assessment, a staff survey and focus groups relating to safety culture, manager communications on specific safety issues to the work force (including extreme heat, hydration and wildfire firefighting in this period in preparation for the summer months) and other focused internal safety campaigns.

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, there is a downward trend in both the mean and median gender pay gaps over this period, with the median currently at -0.40% and the mean at -5.07%, indicating that women earn, on average, 5.07% more than men.

Target: +-3% Q1: -0.40% Annual target: +-3% YTD: -0.40%

Ethnicity Pay Gap: The median pay gap stands at 0.73%, down by 0.1% from the previous year 2022 (0.83%), while the mean gap is 4.22%, down by 0.3% from the previous year 2022 (4.52%). This suggests that ethnically underrepresented staff earn less on average than White staff, with minimal change observed year on year.

Target: +-3% Q1: 0.73% Annual target: +-3% YTD: 0.73%

Disability Pay Gap: The median disability pay gap has decreased by 0.76% from 2022, currently standing at -0.78%, while the mean pay gap is -2.83%, reduced by -0.20% compared to 2022 (-3.03%). This slight favourability towards staff with disabilities suggests that, on average, staff with and without disabilities earn nearly the same.

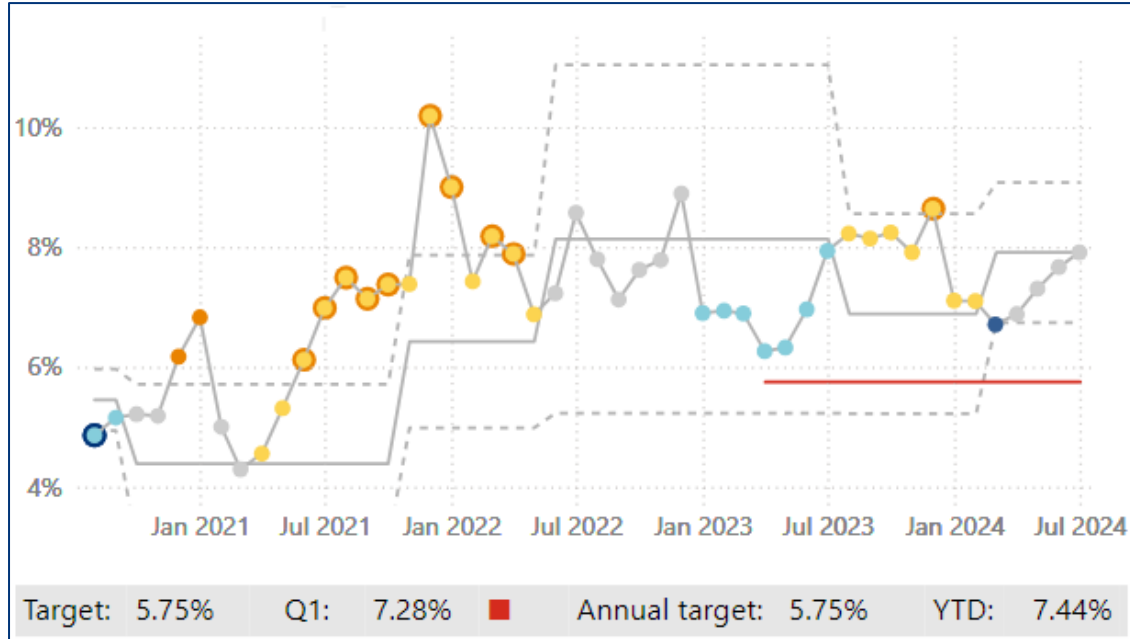
Target: +-3% Q1: -0.78% Annual target: +-3% YTD: -0.78%

While the pay gaps are minimal due to our flat pay structure, it should be noted that the mean gaps could mask issues of disproportionate representation in grades across the organisation. Work to improve diversity of external recruitment is already highlighted in slides 10, 11, 12 and 13.

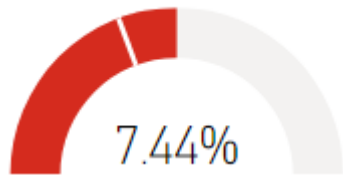
Further analysis of the data of mean gaps, at grade and rank level should be done to ensure understand if impact of skills payments and or overtime availability has an impact.

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

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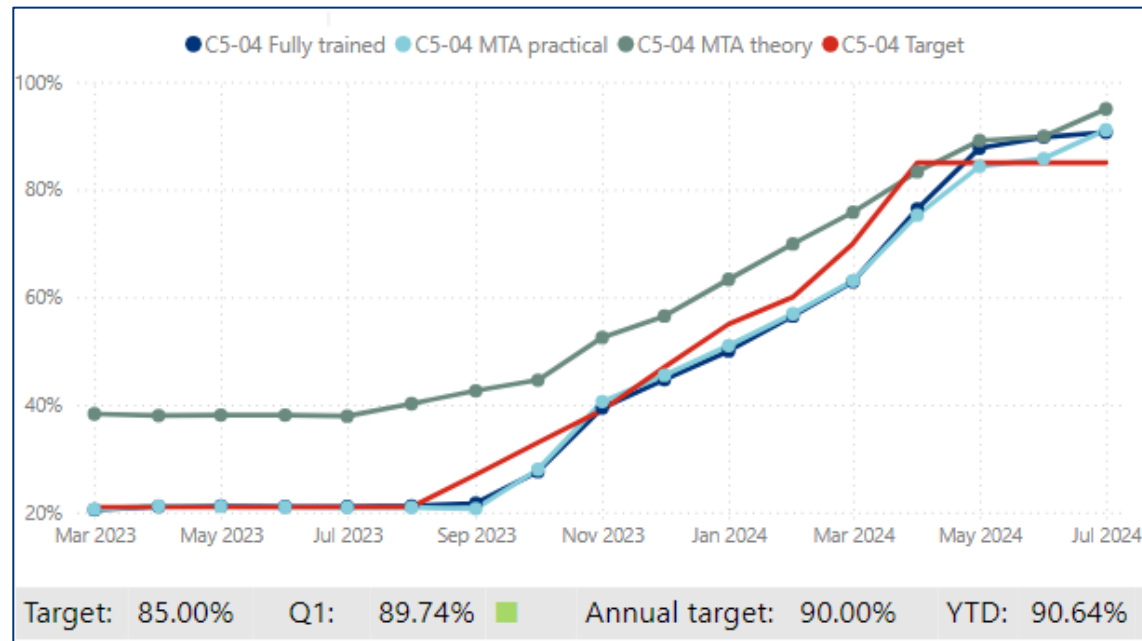
We have seen a decrease since the December 2023 peak of 8.6%, although sickness continues to report above target at 7.29% for Q1. Stress, Anxiety and Depression (SAD) has been the greatest cause of absence in Control and FRS staff, with Musculoskeletal the greatest cause for Operational staff. Long-term sickness continues to constitute the majority of sickness, at 5 % for Q1.

Current work to address operational sickness includes the Attendance Project for Fire stations which is now progressing. Work has begun with all four areas on special leave and light duties with initial findings and recommendations being produced in early August. The next phase of the project will focus on sickness absence reasons, partial absences, half pay and nil pay as well as due to service cases. Work is due to complete in July to release to Operational Managers and a new Fire Stations People Report provides Station based information on sickness, light duties, transfers, appraisal along with other indicators to support proactive support and management of staff. The HR Business Partnering team run manager upskilling session on absence to improve internal capabilities. In line with other fire and rescue services, GLA partners and the wider industry, the Brigade is now treating Covid-19 related sickness like any other sickness absence from work.

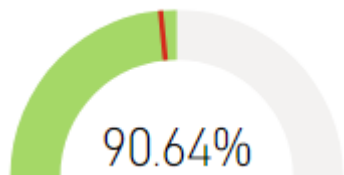
The Wellbeing Team continues work with a project team to provide a more evidence-based delivery of wellbeing service provision and exploring further support required. Informed by the recent project team data analysis and the levels of SAD absence being taken by FRS and Control colleagues, the Wellbeing Team are working with the Control training team to coordinate potential dates with Firefighters Charity Wellness Coaches for the delivery of SAD related workshops. The 'Managing Stress' and 'Building Resilience' workshops will be tailored to colleagues working in FRS and Control roles. The project also looked at the triggers that are needed to generate interventions to support mental health and wellbeing, and a new route which facilitates the easy and early request of support following attendance at potentially traumatic operational incidents has now gone live via the Station Diary. In Q2 the Wellbeing Team will commence a refresh of the existing Recognising and Managing Stress Anxiety and Depression course content to educate managers regarding the common contributory factors including general life and work stressors (based on NTU research) to increase awareness of early indicators and promotion of psychological and social wellbeing. Following this a new e-learning package will be developed for all staff to promote awareness of early indicators and promotion of psychological and social wellbeing. This should promote greater individual understanding, earlier identification and access to interventions, reducing the need to take SAD absence through earlier resolution.

C5-04: Percentage of Ops staff trained to respond to marauding terrorist attacks

Learning from Others



YTD actuals vs target



KPI definition: Total number of staff that have completed theory or 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 will be 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, fourteen fire rescue units (FRUs), and eleven aerial appliances. Command Units and aerals do not carry Ballistic Personal Protective Equipment (BPPE), but the crews are MTA trained. The Brigade also have 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 approximately 90% and the ongoing MTA training delivery will move to business as usual.

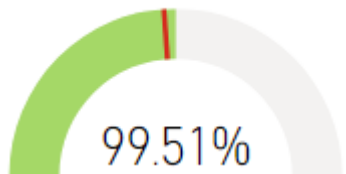
In May our MTA response was mobilised to a suspected mass casualty incident following a multiple shooting in Stoke Newington where we assisted our emergency service partners with risk management.

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

This indicator has been updated for 2024/25 to include other leadership training inputs including Colin Townsley workshop two (Challenge, Trust & Psychological Safety) and the National Fire Chiefs Council (NFCC) supervisory and middle leader eLearning packages, which are being piloted and will inform the plan for full adoption.

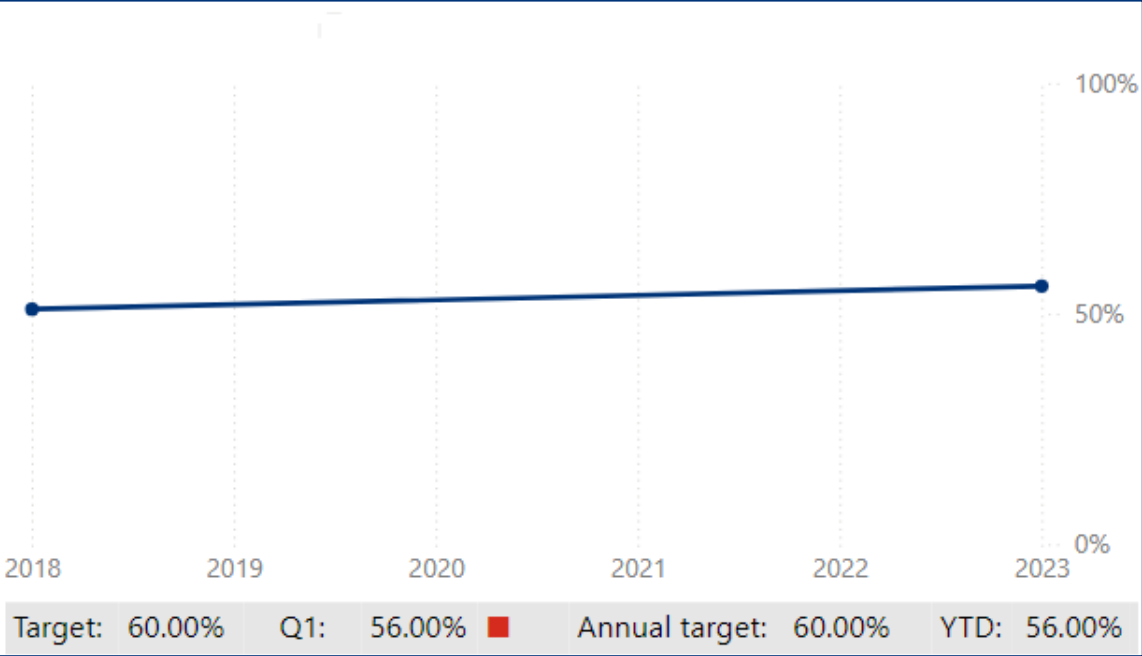
The methodology has also been updated to only count staff once even if they have attended multiple courses and those that are working for LFB on the reporting date. This removes duplication arising from managers being trained through multiple leadership inputs, as well as acknowledging that if someone has left LFB their leadership knowledge leaves with them.

Some of the leadership programmes are open to all staff, rather than targeted to managers. In some months there may be differences seen between the actual number of managers trained compared to the forecast, where either more staff without managerial responsibility or managers who have already received a leadership training input may attend. Where possible staff with managerial responsibility, who have not received a leadership training input will be prioritised, to achieve the target set.

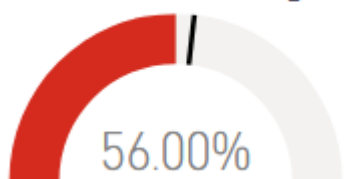
The target was achieved in Q1.

C6-01: I would recommend LFB as a place to work to my friends and family

Learning from Others



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 to friends and family"

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

LFB regularly requests feedback from staff at all levels through anonymous surveys and makes changes as a direct result of the feedback given. LFB's most recent staff survey was run in April 2023. Almost 4,000 staff took part, which is 70% of the Brigade's workforce.

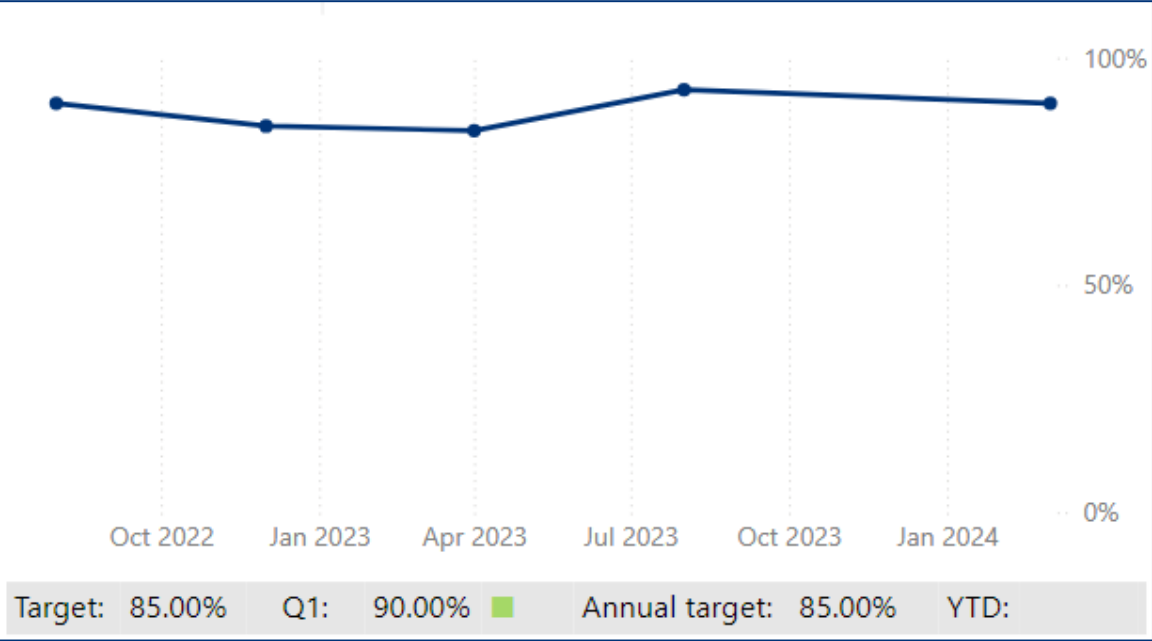
This is the best engagement the Brigade has had for the staff survey, having not previously reached a 50% return rate. LFB is committed to driving up this indicator through joined-up activities across the Brigade, supported by a comprehensive communications campaign setting out our transformation journey in a way that resonates with our staff. This campaign will build on the significant amount of work in progress, which includes staff recognition, celebrating the work of staff, and working with ESGs.

The next full survey will be carried out in autumn 2024. The wording of this question will change slightly to 'I would recommend LFB as a great place to work', which was the question asked in the 2018 staff survey. Removing the 'family and friends' element of the question will support the Brigade in delivering against the Mayor of London's recruitment goals for all occupational groups. It also facilitates the Brigade with benchmarking.

The Brigade will finalise a short and long-term target for improvement against this question in spring 2025.

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

Learning from Others



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 they understand or interact with our services.

In March 2024, 90% of those asked agreed that LFB is ‘trusted to service and protect’, which compares with 93% in August 2023 and 84% in April 2023. The Brigade is working to build public trust through our Communications and Engagement Strategy, which sets out how we will use communications to build trust in LFB and how we will serve and protect London by using communications to prevent fires and other incidents, change public behaviour and promote public safety.

This also includes our communication to the public during and following incidents, which show how the Brigade responds quickly and efficiently to protect people and properties, as well as public relations events showcasing how we protect Londoners from seasonal risks such as wildfires. The next public opinion poll is being carried out in summer 2024.

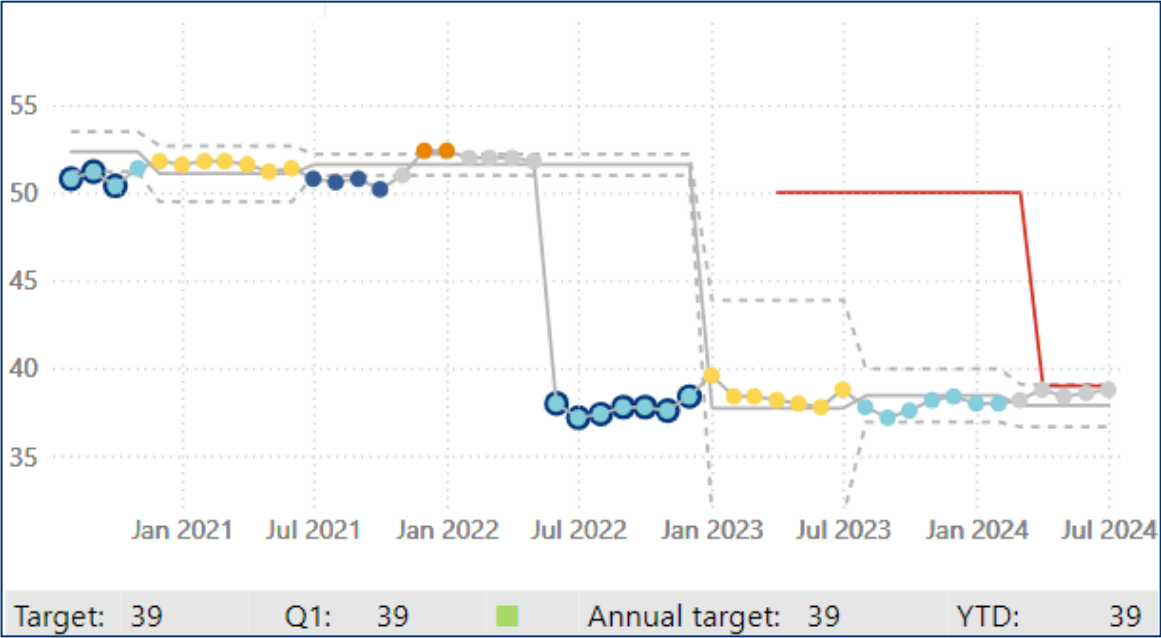
YTD actuals vs target



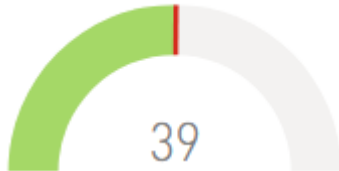
KPI definition: Polling by YouGov - percentage who agree with the statement “LFB is trusted to serve and protect London”
Rationale: Having the trust of the community we serve is integral to the organisation

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

[Understanding the SPC Charts](#)

The all-fire deaths (5-year average) is reporting at target. This target has been made more challenging for 2024/25 to reflect our aim of being having the lowest rate of fire deaths of any Fire and Rescue Service in England by the end of the CRMP lifecycle.

Following the King's Speech last week at the state opening of parliament, the government announced the introduction of the Product Safety and Metrology Bill. The Bill will strengthen product regulation (including for e-bikes), address modern day safety issues and increase product safety from online marketplaces. The government publication that supported the King's Speech included statistics provided by LFB as key facts supporting the need for the Bill. The need for this regulation was set out in the background information for the Bill, which stated: 'there is an urgent need to legislate to respond to emerging threats to consumer safety, for example to address issues such as ... e-bike fires where there was a 78% increase in e-bike fires in 2023 compared to 2022 in London, according to the London Fire Brigade.'

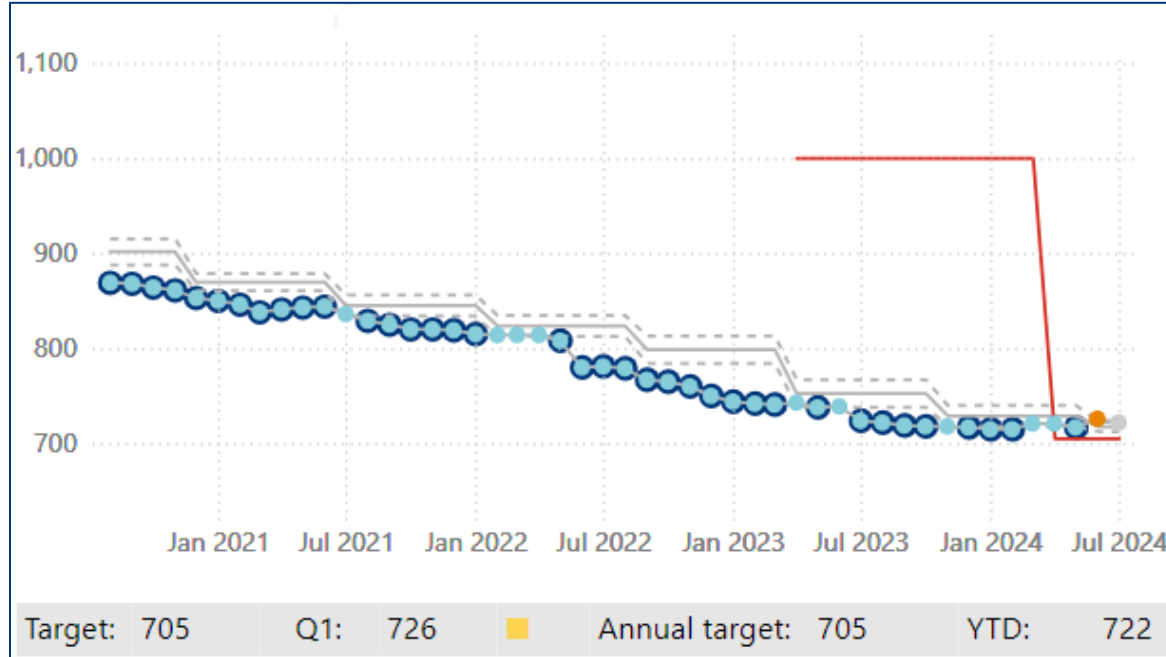
Smoking continues to be the prevalent cause of fatal fires. Our new approach to Home Fire Safety Visits supported by the online checker, sees a shift of our services to focus on the most vulnerable/at risk in our communities. Data shows that those most likely to die in a fire have vulnerabilities but have not interacted with LFB.

We continue to monitor emerging fire trends from lithium-ion batteries, particularly those in E-bikes and scooters, which have resulted in 3 deaths. Events in collaboration with Amazon supporting our #ChargeSafe campaign is raising awareness of the risks associated with lithium batteries with both communities and stakeholders.

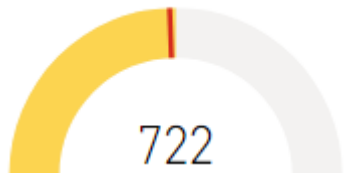
The development of the Prevention and Protection App for internal staff will further enhance the promotion of prevention services and advice to local communities.

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

We are now reporting slightly above the new target of 705. This target has been made more challenging for 2024/25 to reflect our aim of being having the lowest rate of fire injuries of any Fire and Rescue Service in England by the end of the CRMP lifecycle.

Performance against this KPI has been stable, although there has been an increase in fire injuries in recent months.

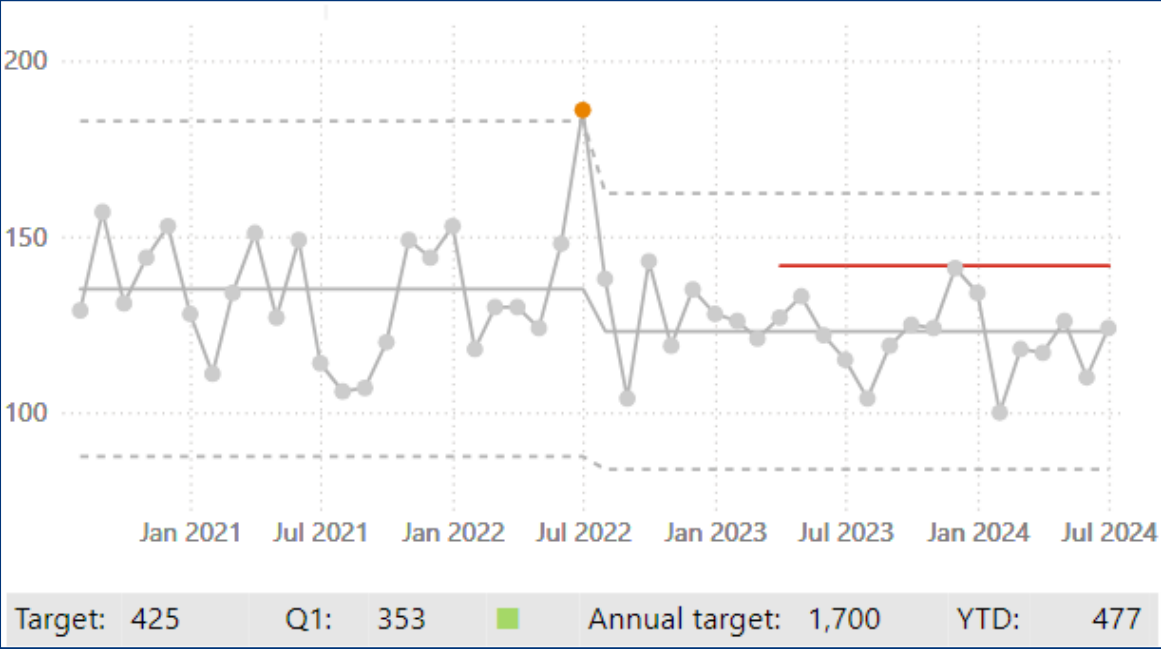
In terms of ignition source groups, cooker remains the top ignition source for fire injuries (25%), followed by smoking (14%) and matches and candles (12%). While fire injuries from cooking fires seem to be on decline (33% of fire injuries in 2019/20 to 19% in 2024/25), we have seen an increase in vehicle related fire injuries (2% to 9%) which includes e-bikes and e-scooters. Fire injuries caused by batteries/ generators (including lithium ion batteries) have also increased since 2019. Finally, in terms of multi-injury fires the data shows that we are seeing more fires with 4 fire injuries or more over time. In 2023/24 there were 27 such incidents (compared to 14 in 2019/20) with a single incident in March 2024 leading to 14 fire injuries. This financial year so far, there have already been 9 incidents that led to 4 or more injuries.

We anticipate an improvement against this indicator with the introduction of the Borough Risk Management Plans (BRMPs) and Station Delivery Plans (SDPs) which target our prevention activity towards the local risk and needs of the community.

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C7-03: Number of Fires – Houses & Bungalows

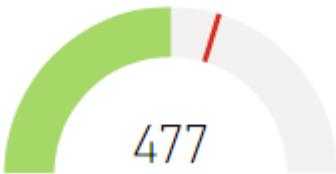
Adding Value



Performance continues to be within target and there has been a below-average number of fires in these properties for 4 out of the last 6 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 the local risk and needs of the community.

YTD actuals vs target

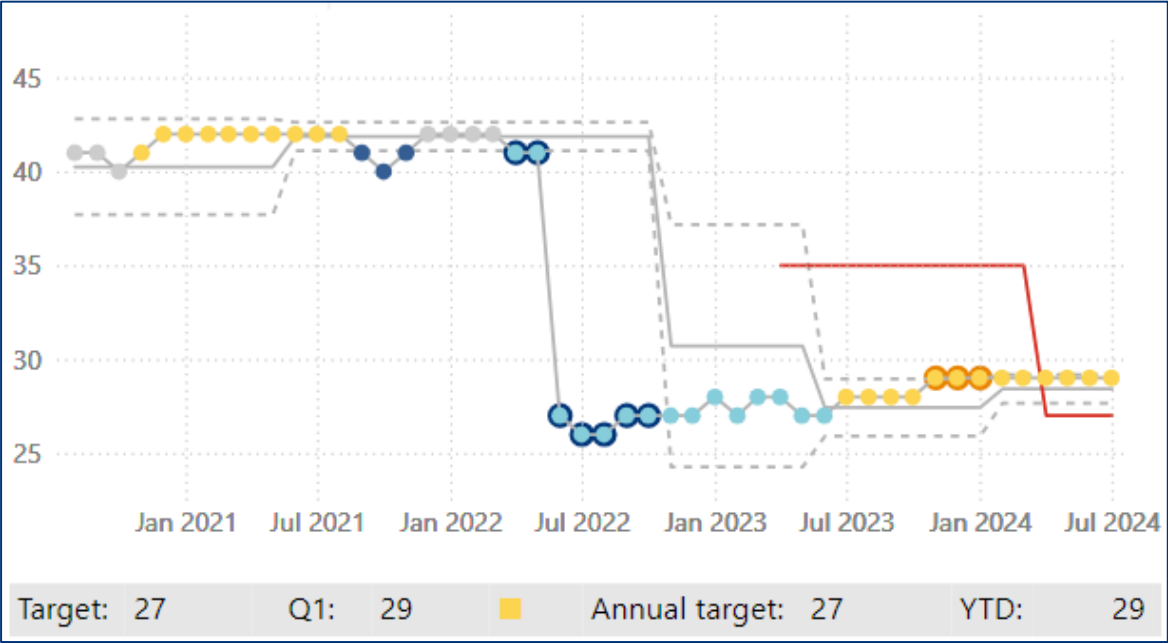


KPI definition: Total monthly figure of fires that have occurred in a house or bungalow of single occupancy
Rationale: Monitoring the number of fires in different locations allows us to assess trends across different property types and plan our use of resources efficiently

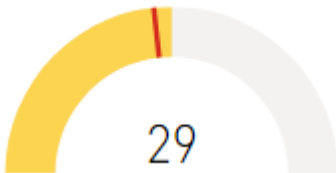
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C7-04: Accidental fire deaths in the home (5-year average)

Adding Value



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

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Accidental fire deaths in the home are reporting at a 5-year average of 29. This target has been made more challenging for 2024/25 to reflect our aim of being 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.

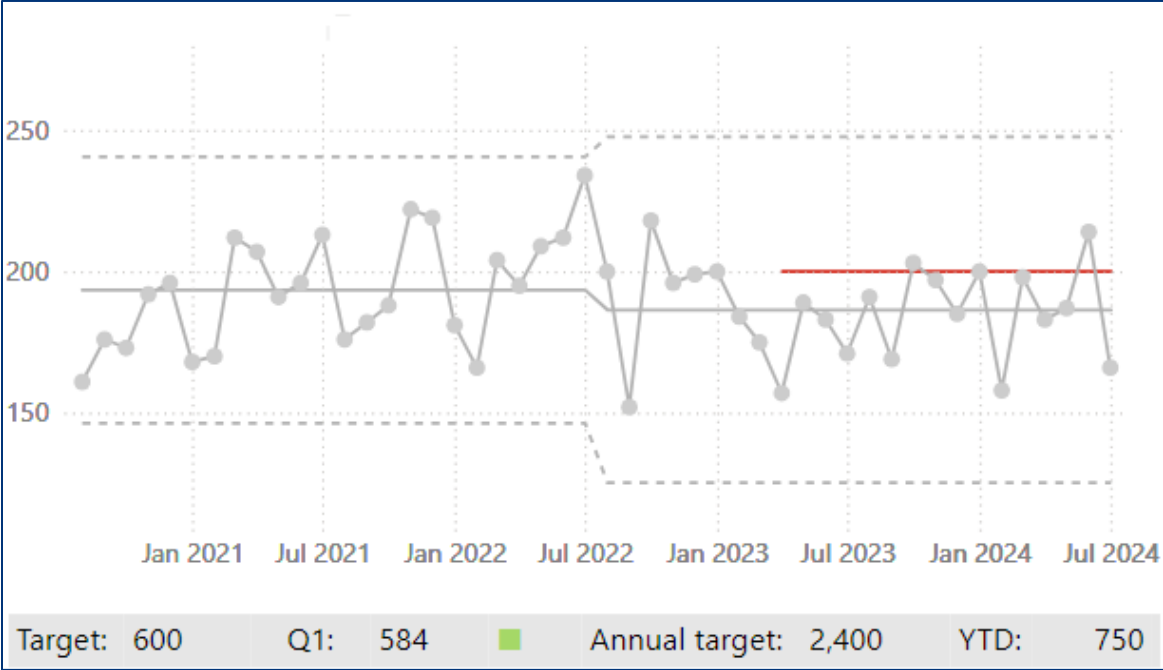
This organisational learning is captured and is shared and accessible to all staff via FireFacts on the London Datastore. Further support and guidance for all Brigade borough commanders is provided by the Prevention and Protection Strategy and Policy Team.

On deeper analysis, there have been 4 deaths in this category since April so far which is well below average, however we know from historical data that there is a higher likelihood of deaths in this category occurring during winter months based on historical data.

LFB continues to keep a watchful eye on the emerging risks such as 3 fire deaths in 2023 attributed to e-bikes/e-scooters – the first fire deaths of this type. The #Chargesafe campaign is specifically raising awareness of this emerging issue.

C7-05: Number of fires - Flats

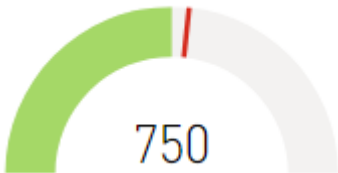
Adding Value



This performance continues to be within target and has been stable across Q1 despite the number of flats continuing to rise. 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 the local risk and needs of the community.

YTD actuals vs target

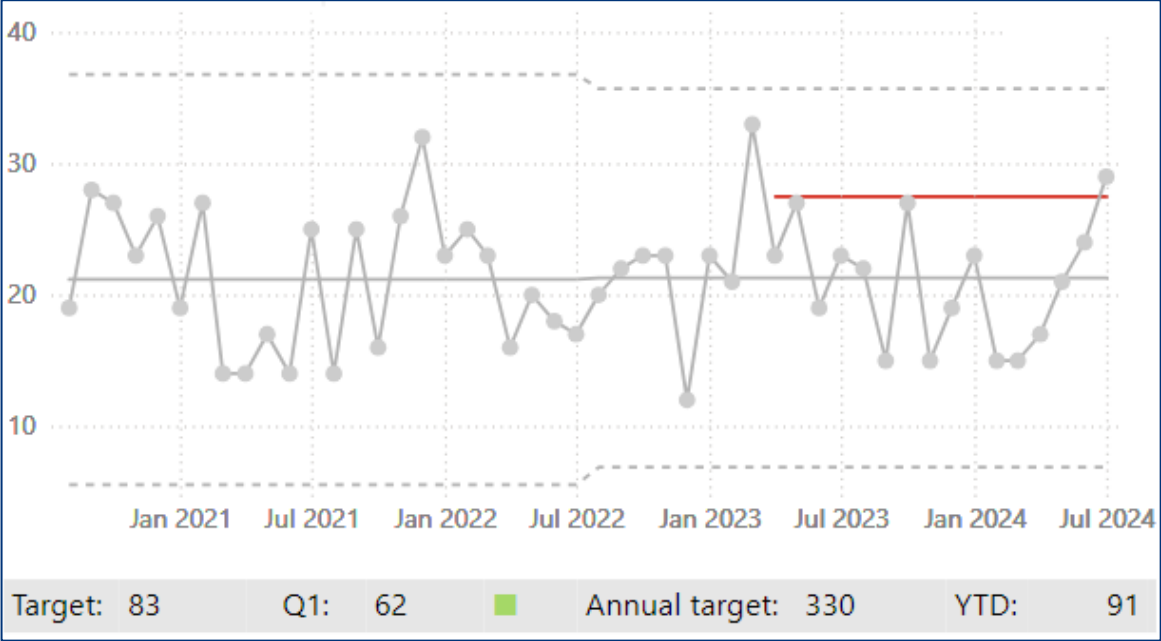


KPI definition: Total monthly figure of fires that have occurred in purpose-built flats or maisonettes of all storeys

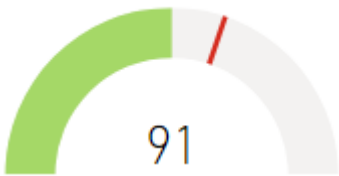
Rationale: Monitoring the number of fires in different locations allows us to assess trends across different property types and plan our use of resources efficiently

C7-06: Number of fires - Care homes

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

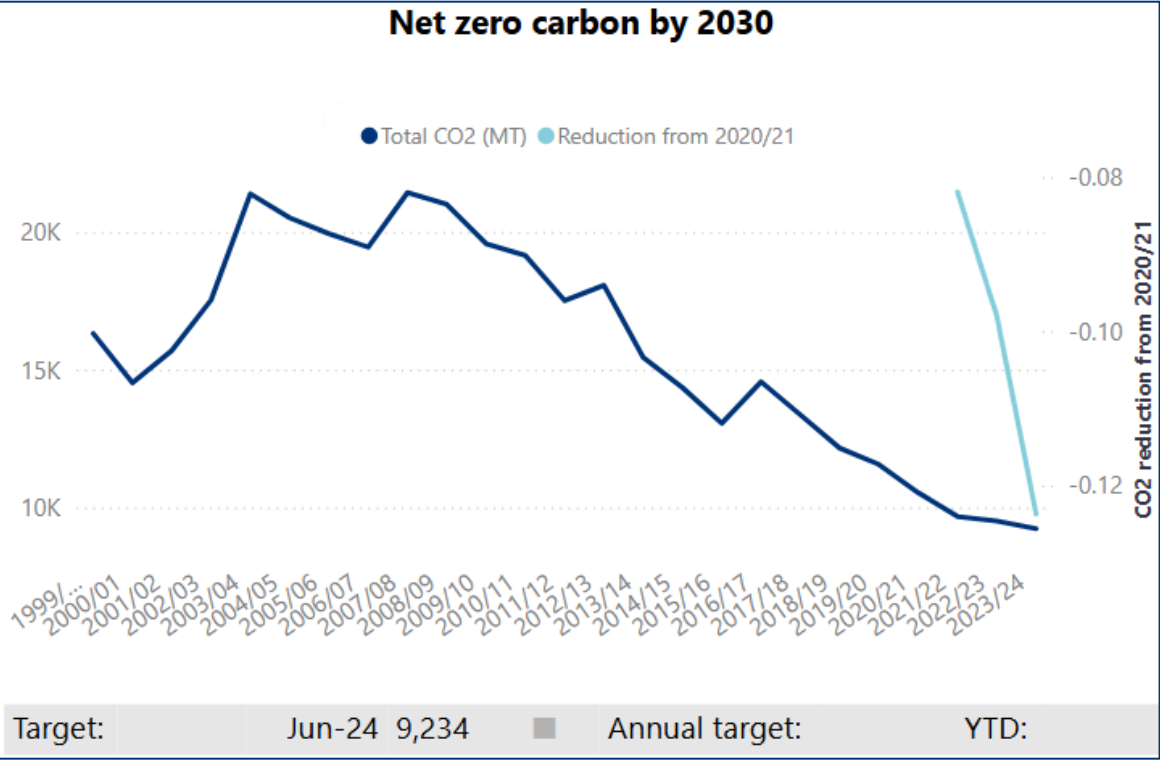
The number of care home fires is currently reporting as being less than LFB had predicted, which is welcome and may reflect the level of activity across all boroughs to try and reduce this risk. However, this remains an area of concern for LFB.

We are planning recruitment of a specialist officer to focus on care homes across prevention and protection activities. Although there remain challenges in recruiting staff with 'in-demand' technical skills, it is anticipated that a specialist officer will be recruited and in post by the early summer of 2024.

The care sector provides particular challenges in that it is a combination of risk in the buildings and mitigating risks with those living in care/supported facilities, along with the turnover of staff working in the care profession. However, we are looking to build our work in directly engaging with those in the care sector, as well as further developing our digital self-service tools that are specifically aimed at the care sector.

C7-07: Net zero carbon by 2030 (annual data)

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 to radically improve power supply infrastructure and fleet. 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 target can be achieved.

Participating in the GLA group Power Purchase Agreements (PPA) will reduce emissions further and any remaining emissions associated with the specialist vehicles that can't be electrified or made zero emissions on this timeframe will need to be offset until we can switch to zero emission alternatives in the 2030s. It will not be possible to fully electrify all the fire appliances and associated specialist equipment by 2030 as detailed in LFB's Fleet Strategy, and so these vehicles represent some of the residual emissions that will need to be offset, until these appliances can be made fully electric, likely later in the 2030s.