



LONDON FIRE BRIGADE

LFB KPI Report January 2025

Data as of 31 December 2024
Last refreshed on 22 January 2025



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Performance at a Glance

% TIME SPENT ON PREVENTION (C4-01)

13.90%

Up by 0.22 pp. compared to last quarter

% TIME SPENT ON PROTECTION (C4-02)

3.76%

Up by 0.68 pp. compared to last quarter

% HIGH RISK HFSVS (C4-03)

58.32%

Up by 2.3 pp. compared to last quarter

AFA NON-DOMESTIC (C4-04)

5,003

Down by 919 compared to last quarter

STAFF SICKNESS (C5-03)

8.23%

Up by 0.39% pp. compared to last quarter

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

1st 05:25 (m:ss)

Up by 1 second compared to last quarter

2nd 06:51 (m:ss)

Up by 3 seconds compared to last quarter

Key		Protecting You
		Learning From Others
		Adding Value
		Engaging With You



RIDDOR INCIDENTS (C5-01)

15

Down by 7 compared to last quarter

FIRES IN HOUSES & BUNGALOWS (C7-03)

368

Up by 8 compared to last quarter

STAFF COMPOSITION

18.49%

ETHNIC MINORITIES (C1-03)

Up by 0.06 pp. compared to last quarter

18.95%

WOMEN (C1-02)

Down by 0.01 pp. compared to last quarter

FIRES IN FLATS (C7-05)

550

Up by 23 compared to last quarter

Grenfell Recommendations Completed	HMI Round 2 Recommendations Completed	HMI Round 3 Report (published Nov 2024)
38/40 (29 of 29 directed at LFB) No change in Q3	40/46 + 2 proposed for closure in Q3	11 Areas for Improvement (reporting from Q4 onwards)

ONLINE HOME FIRE SAFETY CHECKS (C2-01)

2,435

Down by 1,072 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	89.00%	●	85.00%	89.00%	85.00%	■
C1-05	Staff Composition - LGB	6.05%	●	4.60%	6.05%	4.60%	■
C3-01	Average first appliance arrival time	05:25	●	06:00	05:25	06:00	■
C3-02	Average second appliance arrival time	06:53	●	08:00	06:51	08:00	■
C3-03	First appliance arrival within 10 minutes	96.38%	●	90.00%	96.30%	90.00%	■
C3-04	First appliance arrival within 12 minutes	98.58%	●	95.00%	98.55%	95.00%	■
C3-05	Alleged fire risks addressed within 3 hours	91.67%	●	90.00%	94.87%	90.00%	■
C3-06	Ratio of high risk audits completed	52.20%	●	40.00%	50.05%	40.00%	■
C4-01	Station staff time spent on prevention activity	13.06%	●	12.00%	13.90%	12.00%	■
C4-02	Station staff time spent on protection activity	3.17%	●	3.00%	3.76%	3.00%	■
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	89.35%	●	90.00%	89.35%	85.00%	■
C5-05	Percentage of managers who have completed training against plan	98.07%	●	95.00%	98.07%	95.00%	■
C6-01	People survey question - I would recommend LFB as a place to work	64.00%	●	60.00%	64.00%	60.00%	■
C6-02	YouGov survey question - LFB is trusted to serve and protect London	93.00%	●	90.00%	93.00%	90.00%	■
C7-01	Number of fire deaths	39	●	39	39	39	■
C7-03	Number of fires - Houses & Bungalows	111	●	1,700	368	425	■
C7-05	Number of fires - Flats	196	●	2,400	550	600	■
C7-06	Number of fires - Care homes	40	●	330	73	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

- In October 2024, LFB launched its second full annual staff survey to all employees and the percentage of staff that ['would recommend LFB as a place to work \(C6-01\)'](#) rose from 54% in 2023 to 64% in 2024, and thus within the target of 60%.
- [Station staff time spent on prevention \(C4-01\)](#) and [Station staff time spent on protection \(C4-02\)](#) have both seen positive shifts in the data over the last quarter, and both are reporting as on target. The second version of the Fire Station Performance report combined with a performance management [framework have contributed to this improvement](#).
- [The new target of 40% for Ratio of high-risk audits \(C3-06\)](#) has been met. The positive improvement reflects work to ensure that officers are trained as fully competent and qualified, together with reviewing the Relative Risk Level (RRL) for premises where remediation is required.
- In October 2024 LFB stopped attending [automatic fire alarms in non-domestic buildings \(C4-04\)](#), between the hours of 07:00 – 20:30 unless a call is also received from a person reporting a fire, and as a result the number of AFAs attended by LFB is reporting 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	18.95%	●	20.00%	18.95%	20.00%	■
C1-03	Staff Composition - Ethnic Minority	18.49%	●	19.00%	18.49%	19.00%	■
C1-04	Staff Composition - Disabled	8.93%	●	10.00%	8.93%	10.00%	■
C2-01	Number of triages via online home fire safety checker	686	●	18,000	2,435	4,500	■
C4-03	Percentage of high risk home fire safety visits	59.53%	●	60.00%	58.32%	60.00%	■
C4-04	False alarms attended due to automatic fire alarms in non-domestic buildings	1,352	●	20,000	5,003	5,000	■
C5-01	Number of RIDDORs	6	●	56	15	14	■
C5-03	Staff sickness	8.78%	●	5.75%	8.23%	5.75%	■
C7-02	Number of fire injuries	722	●	705	722	705	■
C7-04	Accidental fire deaths in the home	30	●	27	30	27	■

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

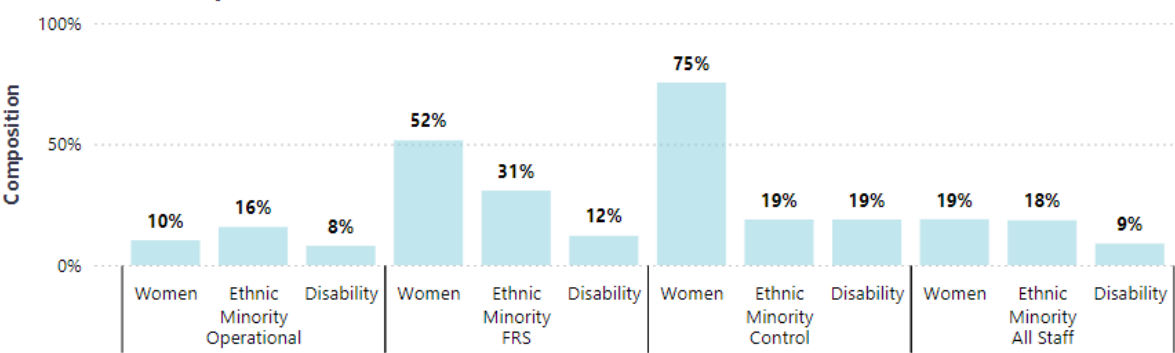
- On target
- Off target (within 10%)
- Off target

Performance Data Highlights

- The [staff composition for staff with disabilities \(C1-04\)](#) remains below the target. 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 \(C2-01\)](#) has decreased from last quarter and is off target. LFB has invested in a new four-month paid-for online campaign, which began on some channels in December and will be increased in January.
- [Staff sickness \(C5-03\)](#) and the number of [RIDDORs \(C5-01\)](#) remained off target in Q3.
- [Fire injuries \(C7-02\)](#) is 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. While cookers remain the top ignition source for fire injuries, vehicle related fire injuries (including e-bikes and e-scooters) have increased as well as fire injuries caused by batteries and generators (such as lithium-ion batteries).
- The number [Accidental fire deaths in the home \(5 year rolling average\) \(C7-04\)](#) was slightly above the new and more challenging target set for 2024/25.

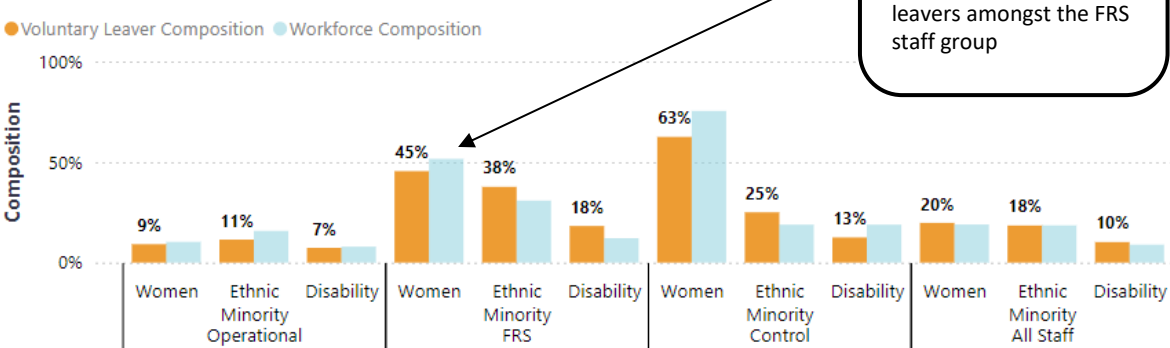
Workforce data

Overall Staff Composition



Data as at 31 December 2024

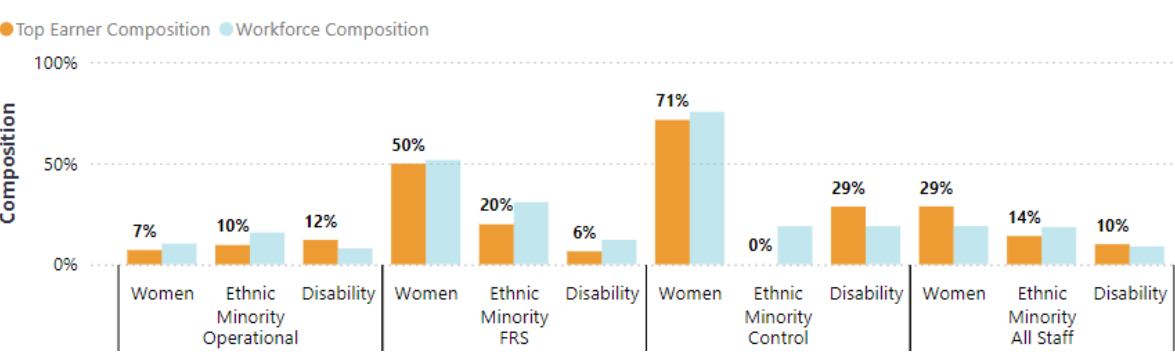
Voluntary Leavers (12 Month Rolling)



12 month rolling data ending 31 December 2024

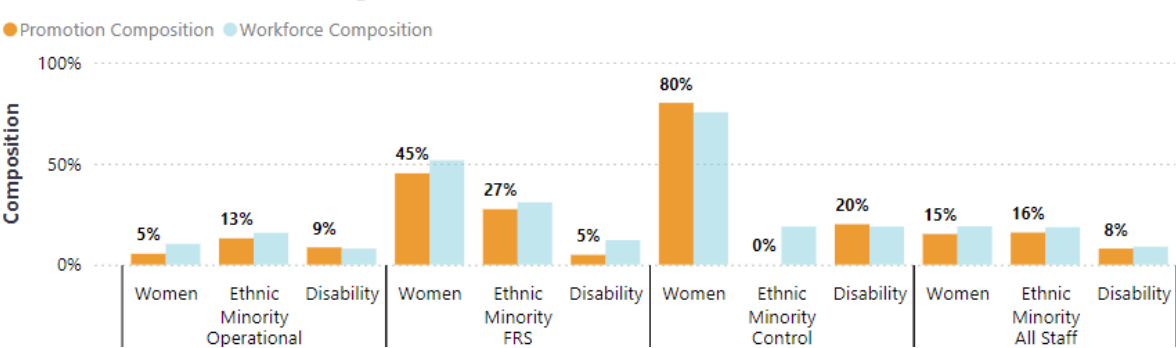
Example: Women represent 52% of FRS staff (light blue column) but 45% of voluntary leavers amongst the FRS staff group

Top Earners



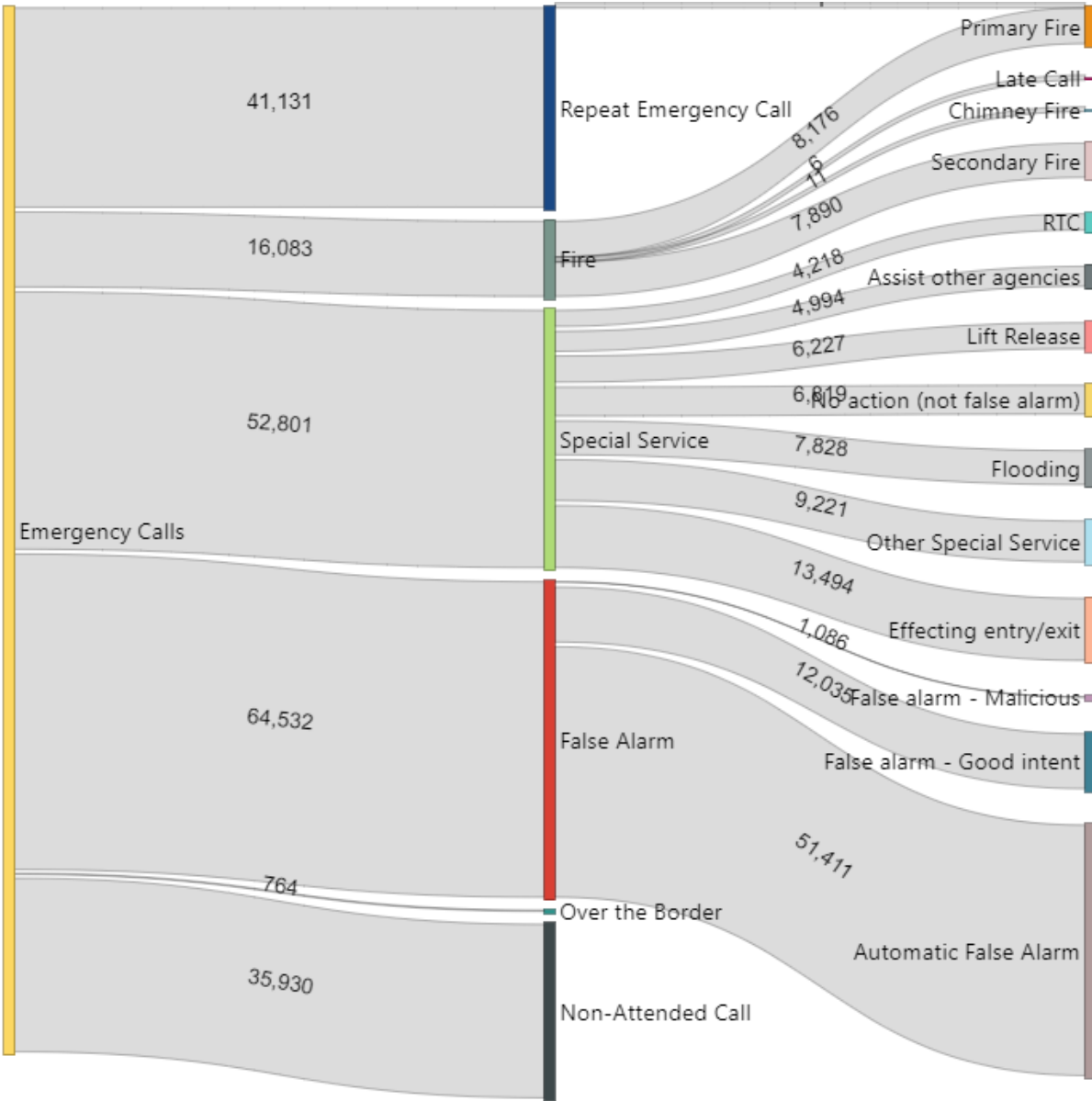
Data as at 31 December 2024

Promotions (12 Month Rolling)



12 month rolling data ending 31 December 2024

Incidents in Numbers



Understanding the Graphs

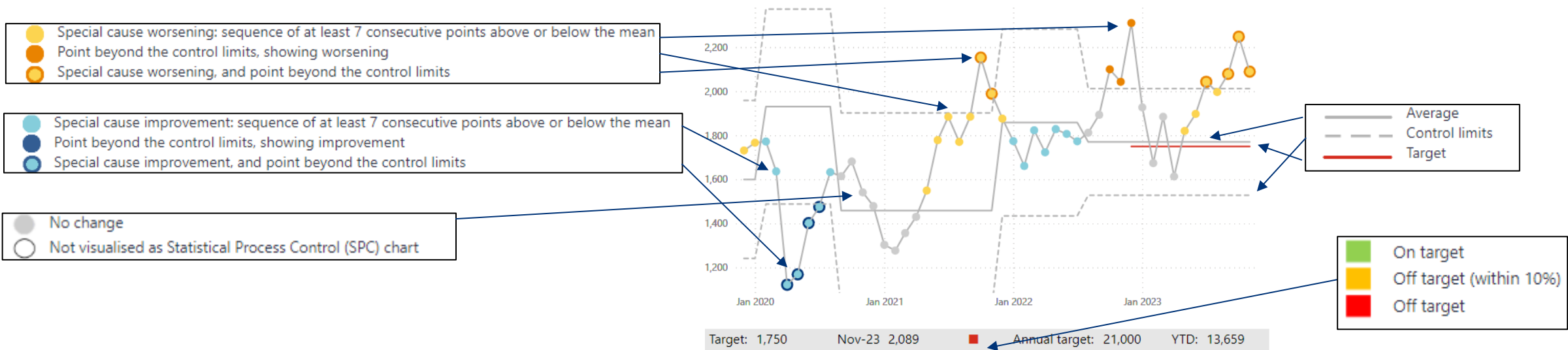
Statistical Process Control (SPC) Charts

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

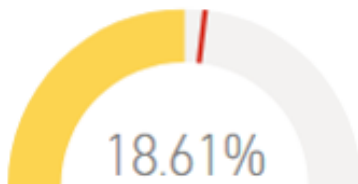
We can also use SPC charts to determine if an improvement (i.e. a project) is actually making the positive change we expect and use them to predict statistically whether a process is capable of meeting a target.

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

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



YTD actuals vs target

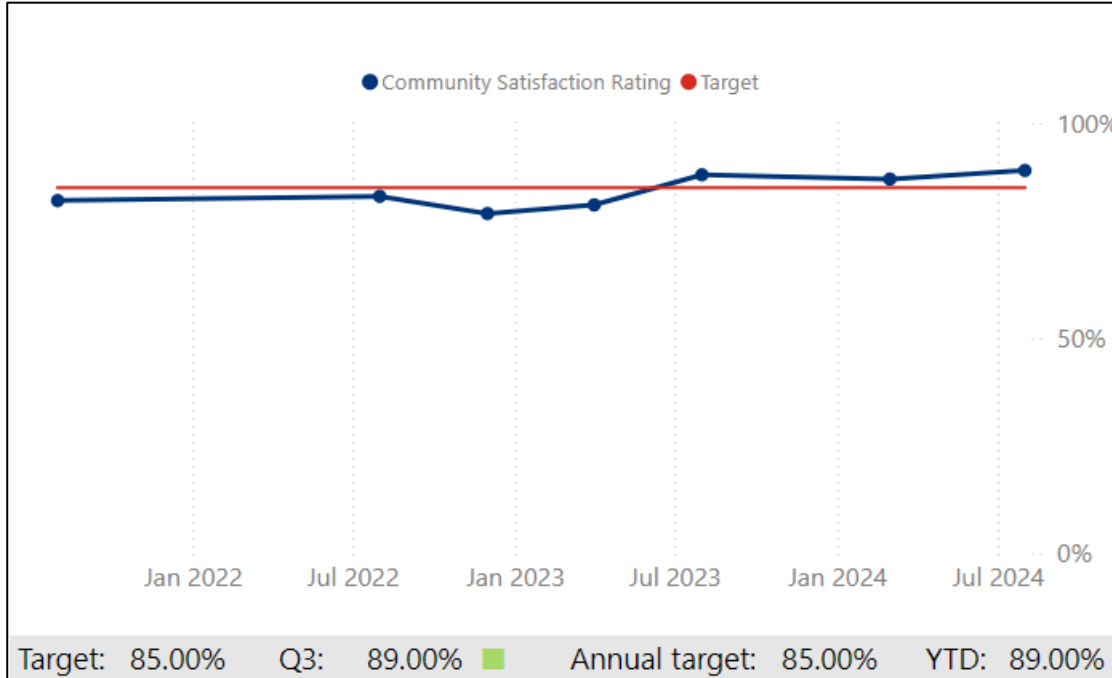


Tracking Progress to date

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

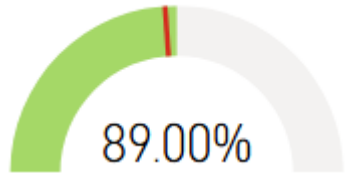
C1-01: Community Satisfaction Ratings

Engaging with You



The most recent poll, carried out in August 2024, shows that 89% of respondents agree that 'the services provided by LFB are the right services'. This is the highest proportion since the question was first asked. It is also a 2% increase since the previous poll in March 2024, and a 10% increase compared with December 2022. 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 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. The next public opinion poll is due to be carried out in spring 2025.

YTD actuals vs target

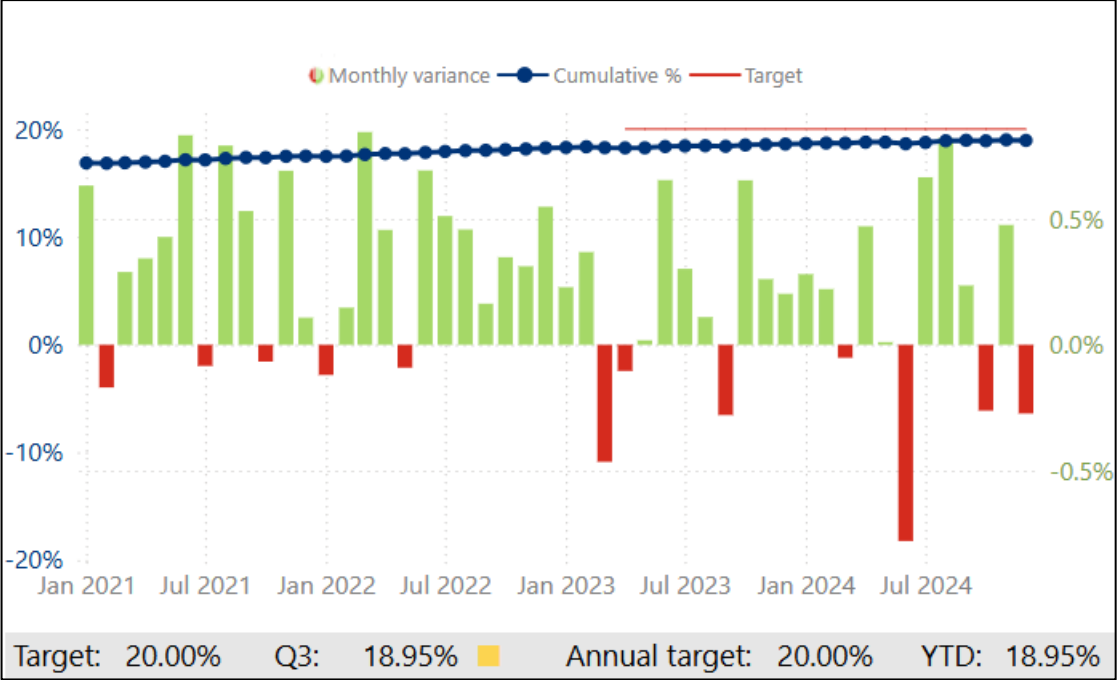


KPI definition: Polling by YouGov - percentage who agree with the statement "I think the services provided by London Fire Brigade to protect and serve London are the right services"

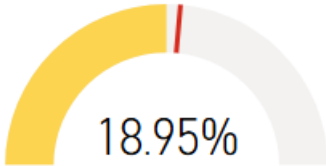
Rationale: To ensure our communities feel we are providing the right services to meet their needs

C1-02: Staff composition – Gender (Women)

Engaging with You



YTD actuals vs target



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

LFB has continued to make strides in increasing the representation of women within its workforce. At Q3, 18.95% of all staff were women. We are working steadily towards our target of 20%.

This positive trend is supported by a refined Outreach strategy targeting underrepresented groups, including a focus on women's sports events and collaborations with local teams and grassroots organisations.

During Q3, Outreach attended 50 events, building on relationships with venues such as Wembley Stadium and Harlequins Rugby Club. Furthermore, participation in the "Women in Sports – Breaking Barriers" conference has expanded our network and enhanced event targeting. While 14% of individuals on the Outreach candidate list are women, the recent digital marketing campaign yielded limited success, with 90% of expressions of interest coming from men or those preferring not to say. A review is underway to optimise future campaigns.

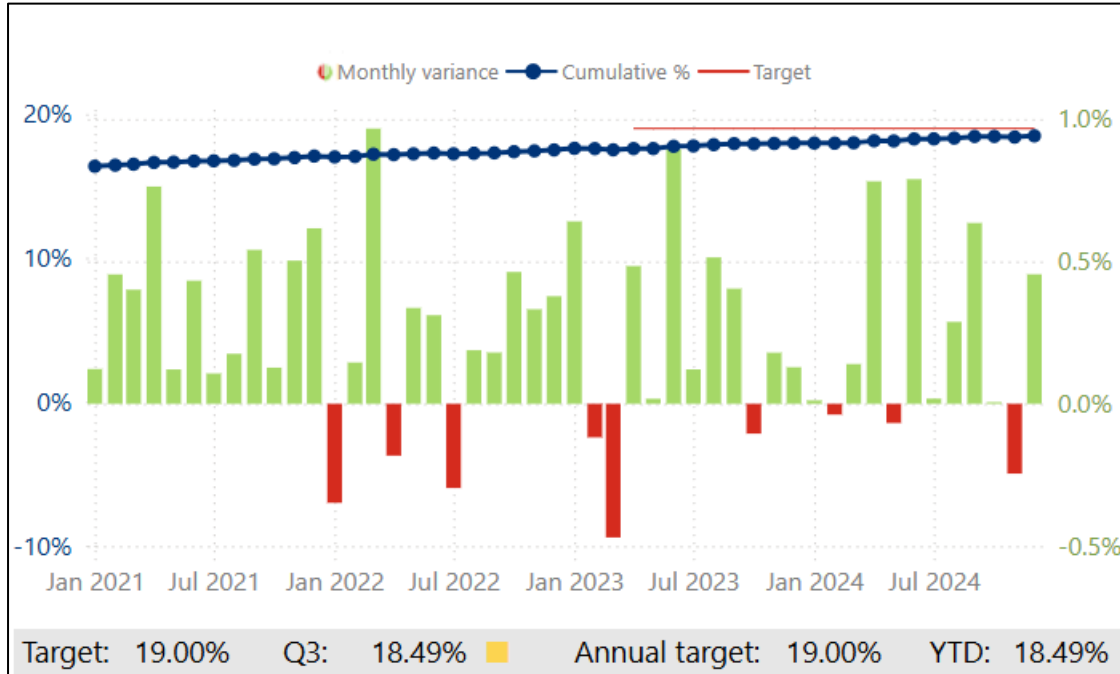
The Establishment Board continues to prioritise inclusivity by halting recruitment of transferees from other fire services due to diversity challenges in the transferee market.

LFB remains committed to supporting groups such as Women in the Fire Service and the Women's Action Committee to ensure policies and processes meet the needs of all staff.

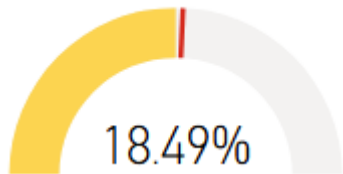
*Additional data on staff composition by Occupational Group and proportion of Women staff among Promotions, Top Earners and Voluntary Leavers available on [Slide 6](#)

C1-03: Staff composition – Ethnic Minority Staff

Engaging with You



YTD actuals vs target



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

LFB has demonstrated steady progress in improving ethnic diversity across its workforce. At Q3, 18.49% of operational staff were from ethnic minority backgrounds.

We continue to monitor trends in our ethnic minority staff composition closely and will develop further strategies to increase our recruitment efforts in this area effectively. As part of our wider Resourcing strategy and plan we are making improvements to the way in which we recruit from underrepresented communities.

The Outreach team has focused on retaining interest from ethnic minority candidates by hosting 35 experience days at fire stations, offering an authentic insight into the firefighter role. Attendance at 48 targeted events in Q3 further underscores LFB's commitment to engaging underrepresented groups.

Partnerships with organisations such as Job Centre Plus, care leaver networks, and cultural groups continue to support this effort.

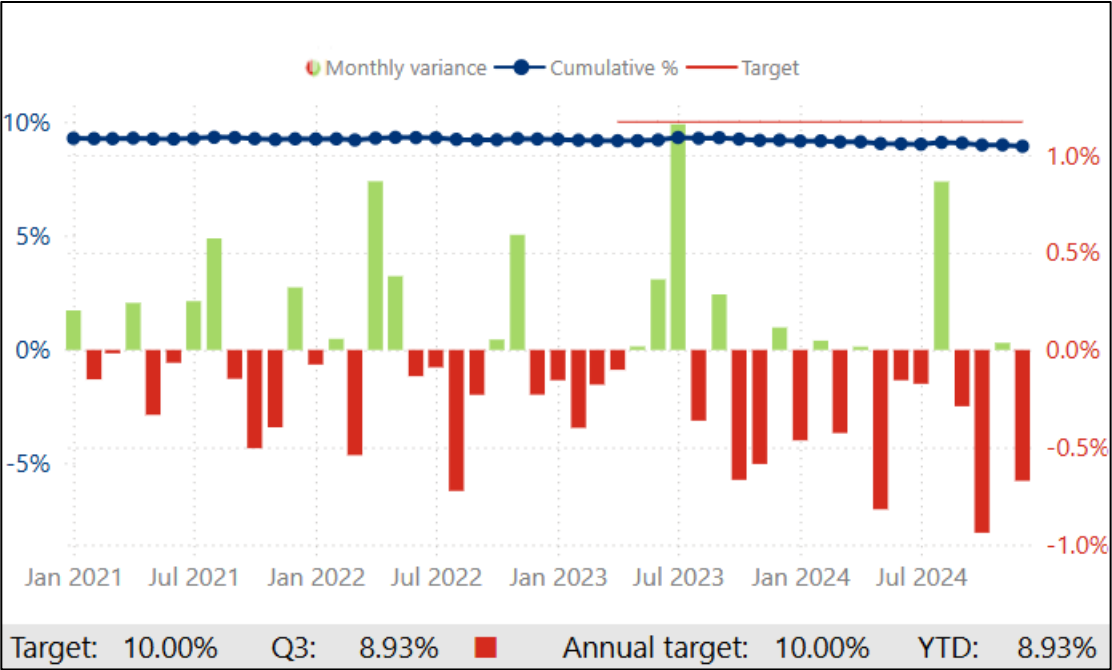
All of the individuals on the Outreach candidate list are now booked on to our online information sessions. This ensures our continued commitment to sustained engagement with our underrepresented groups.

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

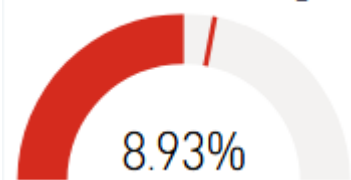
*Additional data on staff composition by Occupational Group and proportion of Ethnic Minority staff among Promotions, Top Earners and Voluntary Leavers available on [Slide 6](#)

C1-04: Staff composition – Disability

Engaging with You



YTD actuals vs target



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

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

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

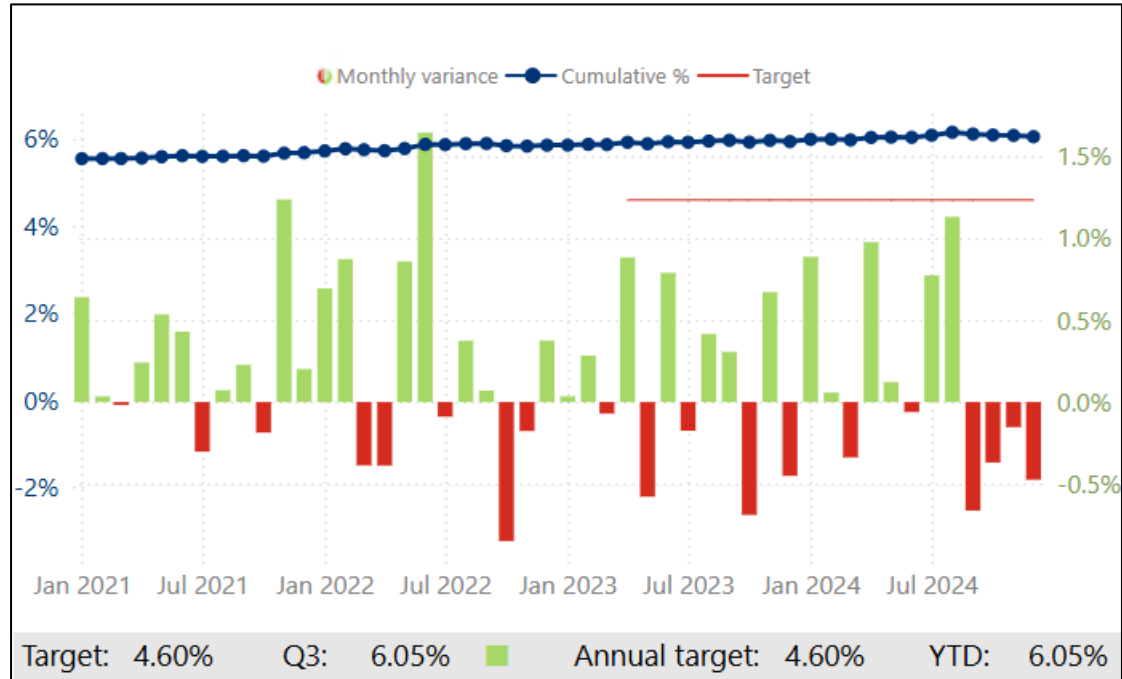
LFB remains committed to fostering an inclusive workforce and addressing the underrepresentation of staff with disabilities. A review of data from Q3 highlighted that 8.93% of staff disclosed a disability, although a significant number preferred not to disclose or left this field blank. In response, People Services will refine onboarding processes to encourage disclosure. Further details on this will be included in our resourcing action plan that is in development.

The Resourcing Strategy, set to be fully implemented by mid-2025, incorporates inclusive recruitment and onboarding practices aimed at underrepresented groups. This remains a key priority for the organisation and plans are in place to make improvements to the way in which we recruit to our organisation.

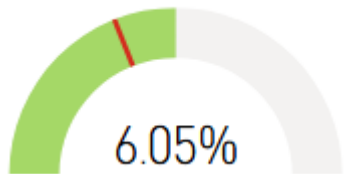
LFB continues to work closely with its Disability Support Group and Neurodiversity Support Group to ensure policies and workplace practices remain supportive and accessible.

C1-05: Staff composition – Lesbian, Gay, Bisexual (LGB) Staff

Engaging with You



YTD actuals vs target



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

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

LFB has met and exceeded its target for reflecting the proportion of LGBTQ+ Londoners, as reported in the 2021 Census. Q3 reported a staff composition of 6.05% of staff employed by the LFB who represent the LGB community. Progress continues to build positively in this area, with the Q3 figures reinforcing our commitment to diversity and inclusion.

LFB remains dedicated to supporting equality groups, including the LGBTQ+ network. Members of this group are seconded full-time to the Positive Improvement Team at LFB headquarters, where they play a key role in advocating for LGBTQ+ staff and ensuring our policies and practices are inclusive and supportive.

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

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

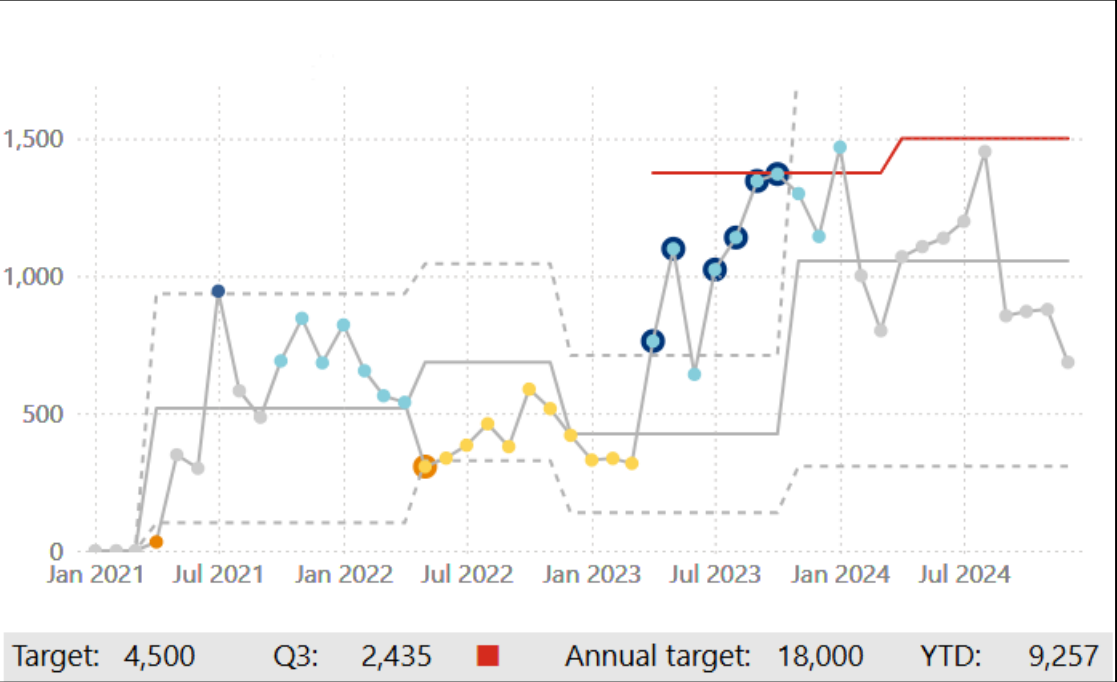
C1-06: Development of the Community Impact Tool

Engaging with You

London Fire Brigade has developed a framework 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. Progress on the tool was resumed in late 2024. We are hoping to develop an action plan in the first quarter of 2025/26, with delivery to follow once we are agreed upon the right framework.

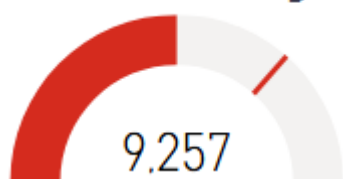
C2-01: Triage via our Online Fire Safety Checker

Engaging with You



Home Fire Safety Checker (HFSC) triages are an important measure for the Brigade, because the triage process underpins our strategy to focus our resources on those at greatest risk. We will invest in a new paid-for online campaign, which comprises different adverts across different platforms, and we will assess performance and refine our approach as the campaign progresses. This learning will underpin our strategy for 25/26 as we focus on continuing to ensure maximum value for money. We are also working with colleagues across the Brigade on different ways of engaging with members of the community who are less likely to use an online tool, to ensure our safety advice is reaching all Londoners. Q3 triages were lower than the Q2 average, with monthly completions at 871, 878 and 686 respectively. This gives a monthly average for the quarter of 811, which compares to a Q2 monthly average of 1,169 against the target of 1,500.

YTD actuals vs target



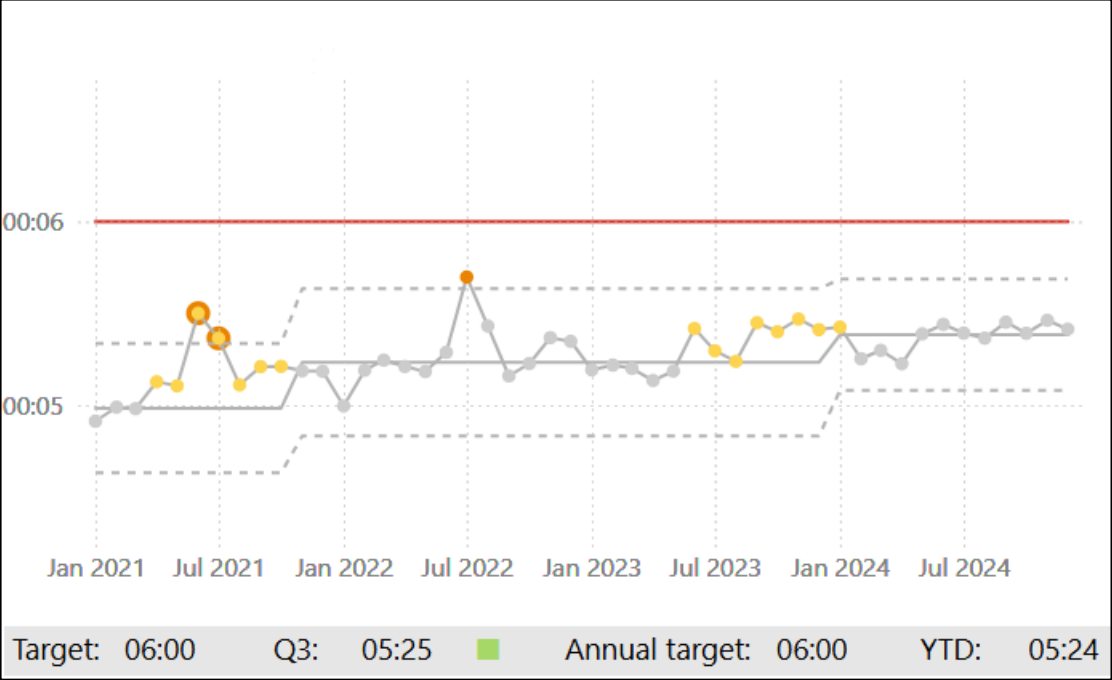
KPI definition: Number of triages completed online, identifying households at risk of a fire

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



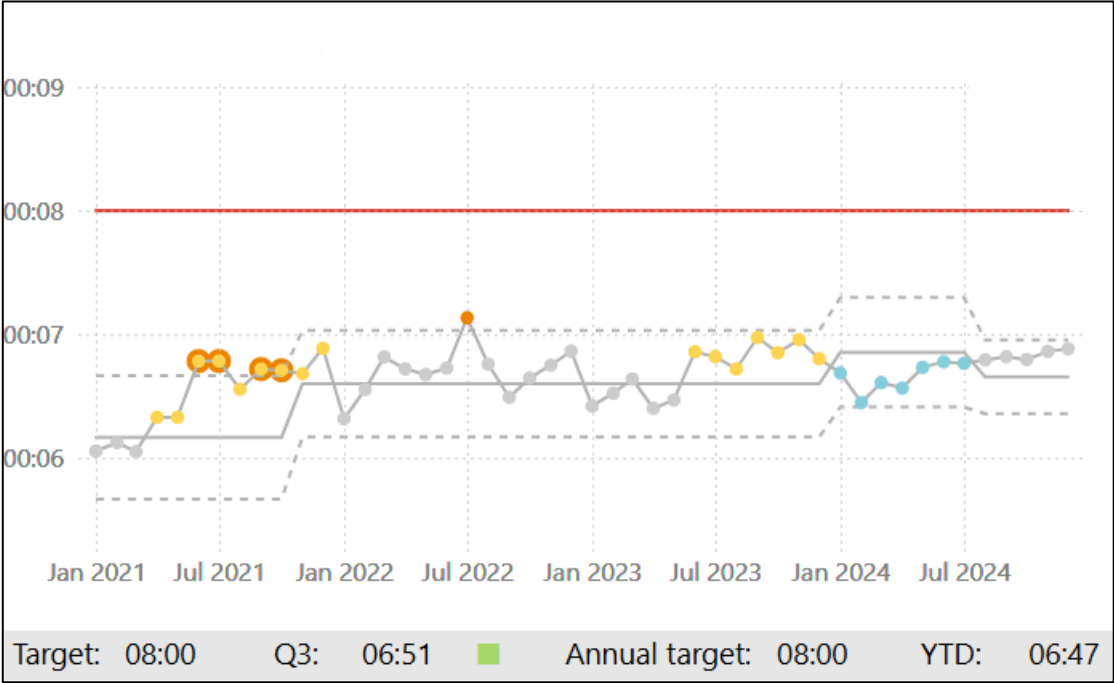
KPI definition: Monthly average arrival time of first fire engine to arrive at an incident within six minutes of being mobilised

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

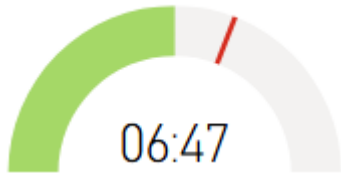
Protecting You



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

YTD actuals vs target



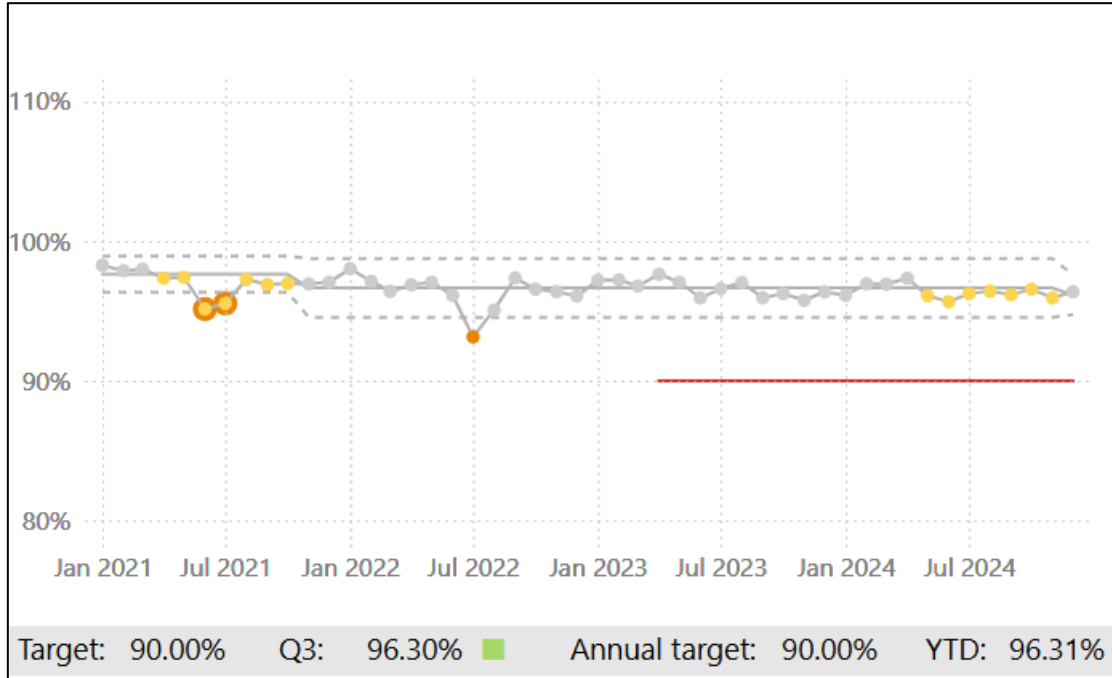
KPI definition: Monthly average arrival time of second fire engine to arrive at an incident within eight minutes of being mobilised

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

[Understanding the SPC Charts](#)

C3-03: First Appliance Arrival Within 10 Minutes

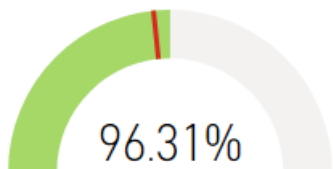
Protecting You



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

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

YTD actuals vs target

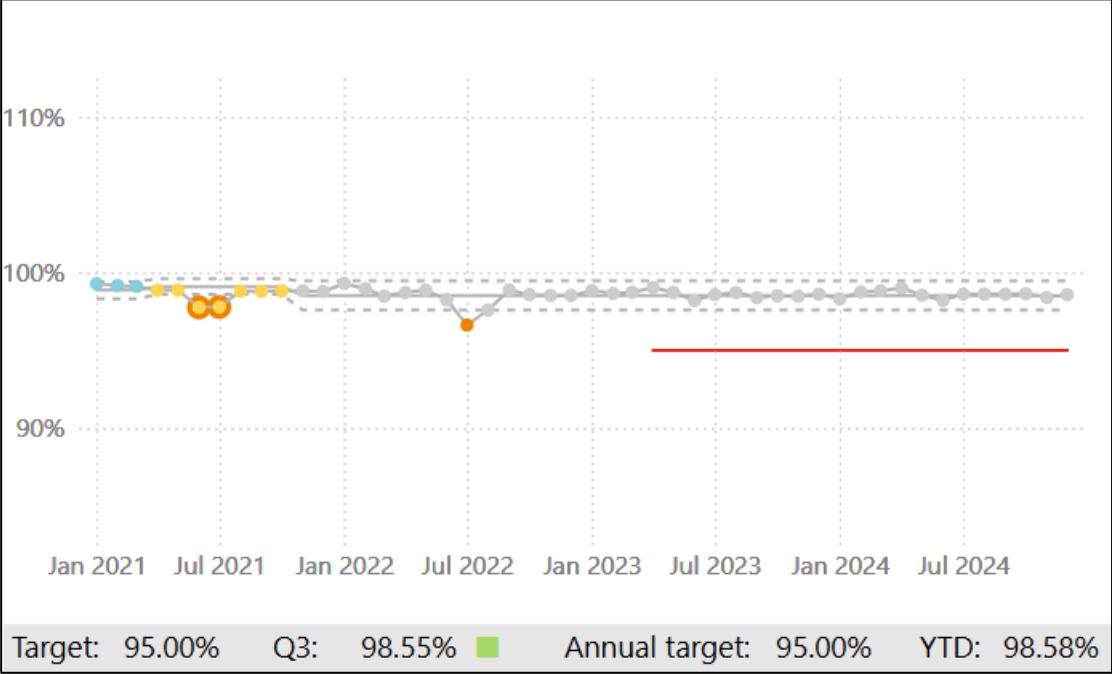


KPI definition: A fire engine anywhere within London in 10 minutes on 90% of occasions
Rationale: Response times are one of the key drivers for ensuring operational staff have the best chance of dealing with fires and other incidents effectively

[Understanding the SPC Charts](#)

C3-04: First Appliance Arrival Within 12 Minutes

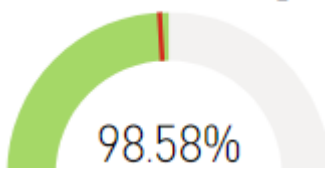
Protecting You



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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

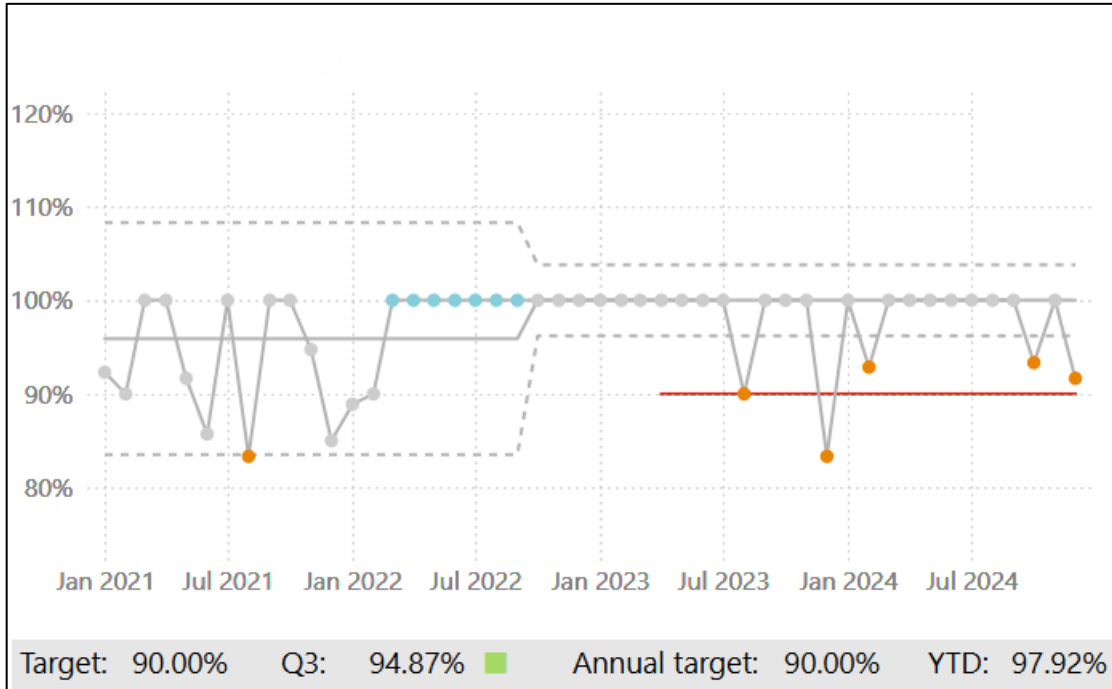


KPI definition: A fire engine anywhere in London in 12 minutes on 95% of occasions
Rationale: Response times are one of the key drivers for ensuring operational staff have the best chance of dealing with fires and other incidents effectively

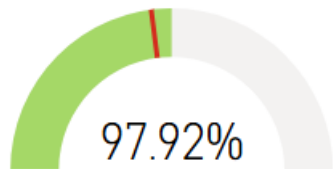
[Understanding the SPC Charts](#)

C3-05: Alleged Fire Risks Addressed Within 3 Hours

Protecting You



YTD actuals vs target



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

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

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

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

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

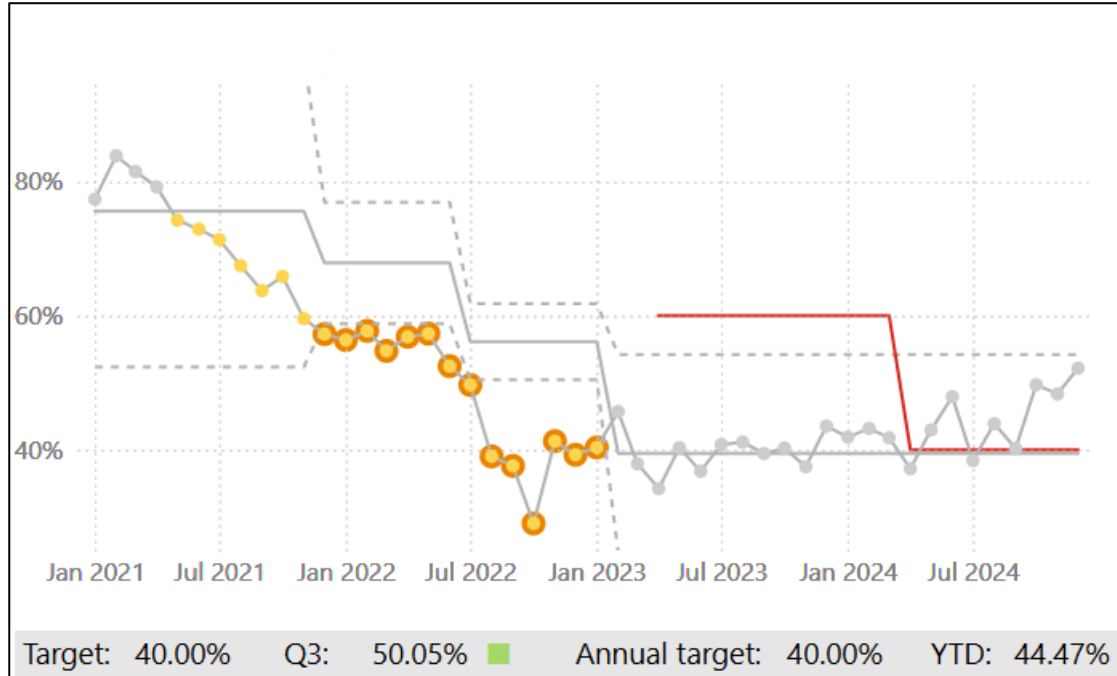
An app has been developed with the Digital Communications Team to provide a range of Prevention and Protection QR codes; enabling staff in outward facing roles to engage and direct members of the public to the appropriate pages on our LFB website. This will be rolled out concurrently with the Panasonic G2 tablets on appliances. Prevention and Protection staff will have access ahead of this release in the new year.

In December there were a total of 11 alleged fire risks, 1 of which was addressed in exactly 3 hours, hence missing the target by 1 minute. However the KPI remains within target for the quarter.

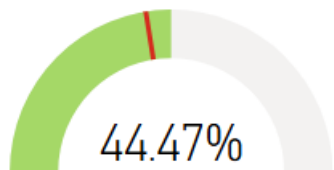
[Understanding the SPC Charts](#)

C3-06: Ratio of High-risk Audits Completed

Protecting You



YTD actuals vs target



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

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

[Understanding the SPC Charts](#)

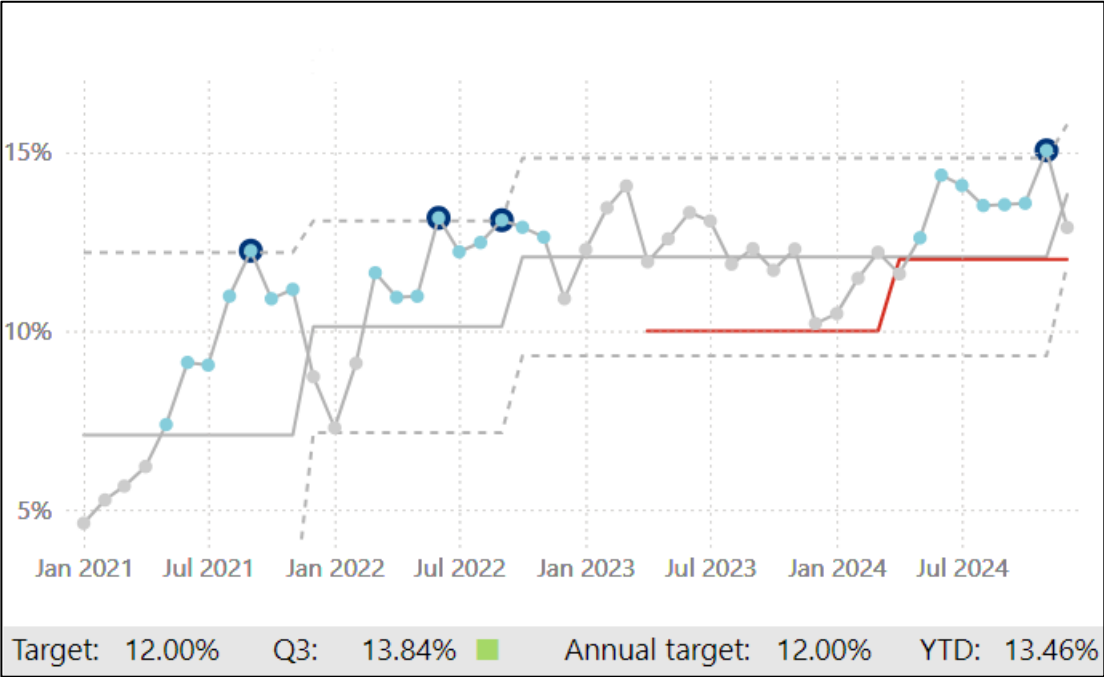
There has been positive improvement in performance in recent months that reflects work to get officers trained as fully competent and through their qualifications, together with reviewing the Relative Risk Level (RRL) for premises where remediation is required to ensure the risk they carry is correctly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

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

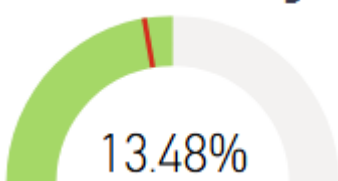
The Commissioner has raised the issue with national government and continues to engage all stakeholders to call for the necessary investment to address what is a serious shortage of competent professionals.

C4-01: Station Staff Time Spent on Prevention - Day

Protecting You



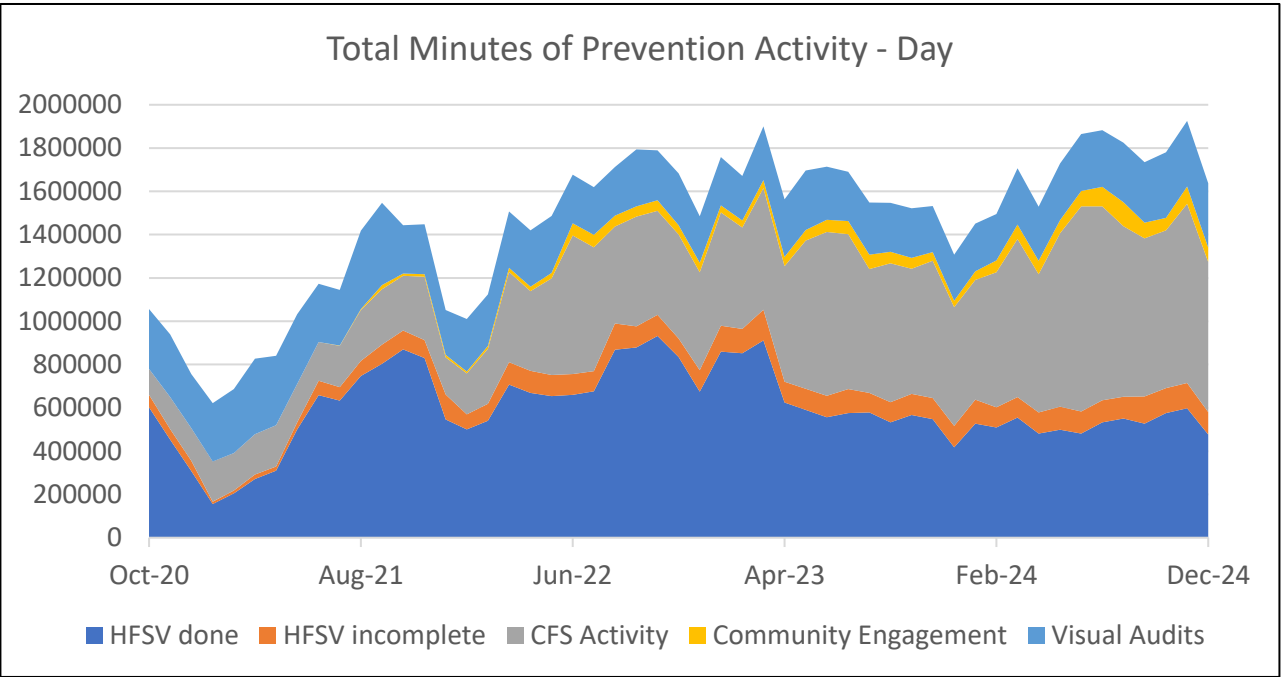
YTD actuals vs target



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

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

[Understanding the SPC Charts](#)



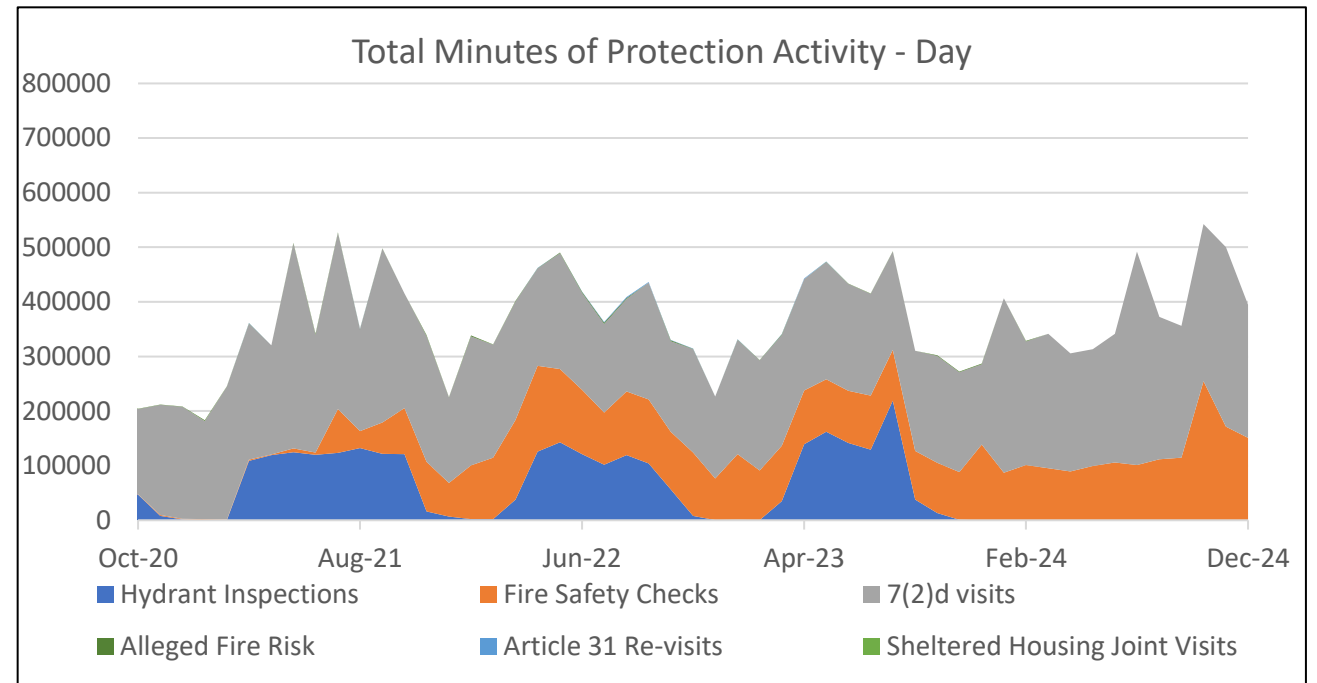
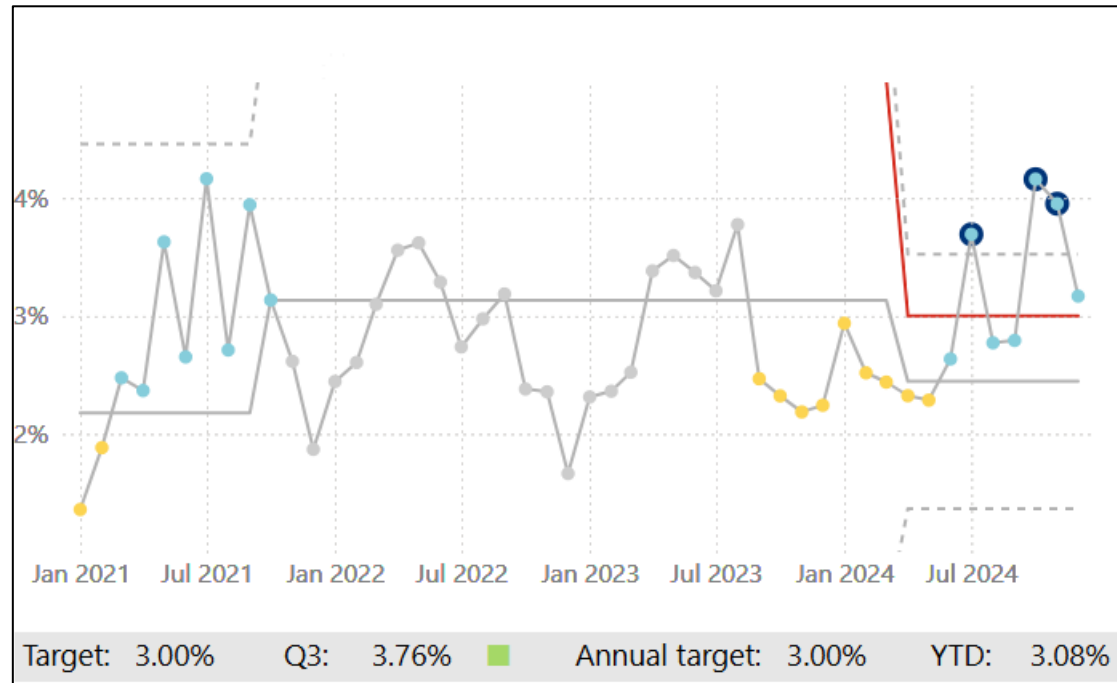
The quarterly performance for the percentage of staff time spent on Prevention activity remains above target against the new more challenging target of 12% for 2024/25.

With the launch of the second version of the Fire Station Performance report, which has been shaped by user feedback, we now have a platform of performance reporting from CRMP level to fire station activity. This combined with a performance management framework set against all management levels within fire stations, is starting to reap signification performance benefits. This is shown through the positive shift this year.

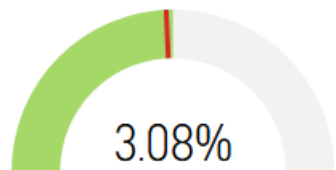
The Fire Stations Performance Report has been viewed 21,000 times since it was launched in April 2024. For example, in December the report was viewed more than 3,000 times by 640 people.

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

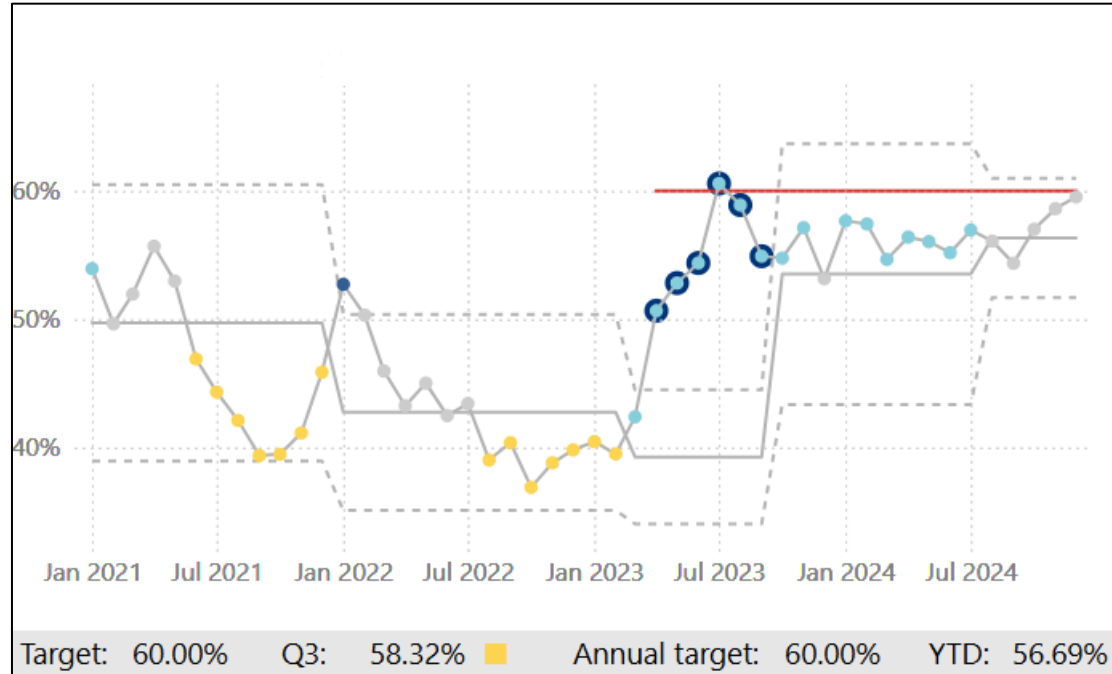
Rationale: Protection activities are a core part of our improvement plans and grouping these together allows the organisation to respond to changing needs and environments

[Understanding the SPC Charts](#)

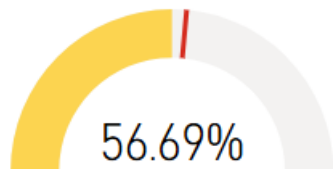
With the launch of the second version of the Fire Station Performance report, which has been shaped by user feedback, we now have a platform of performance reporting from CRMP level to fire station activity. This combined with a performance management framework set against all management levels within fire stations, is starting to reap performance benefits. This is shown through the last 7 months, of above average performance. LFB performed on target for the percentage of station staff time spent on Protection activity during Q3. In July a full review of all Site Specific Risk Information (Operational Risk Database entries) was undertaken by fire stations which is reflected by an uplift of protection activity. The Fire Station Performance Report went live at the end of April 2024 and has been viewed more than 21,000 times. The report makes targets clearer to operational staff with the ability to view performance by area, borough, station and watch level 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: Percentage 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

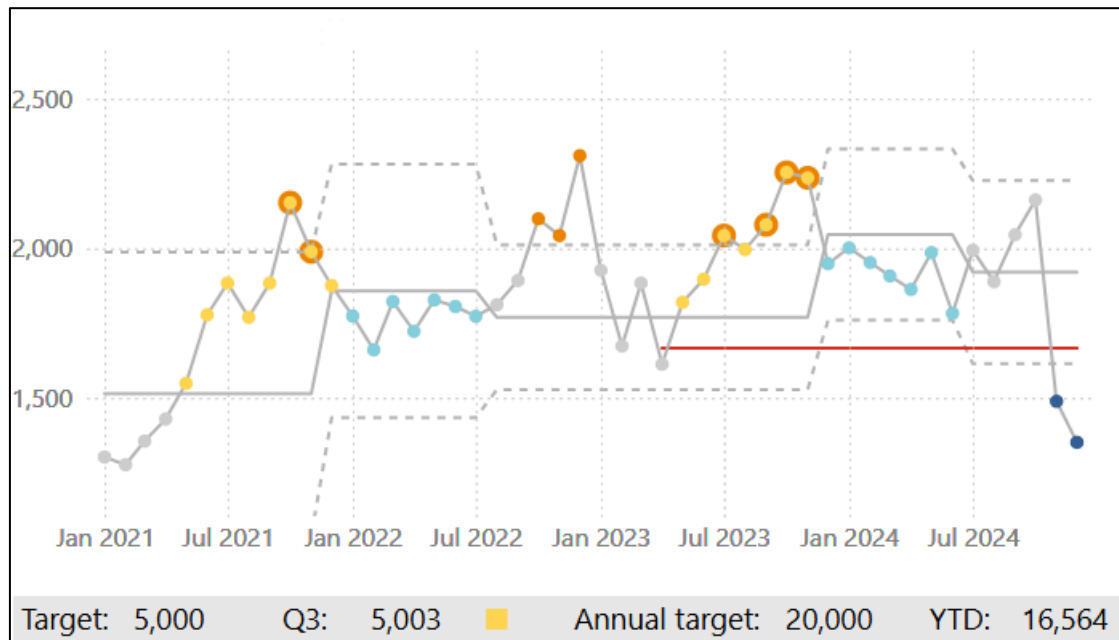
Rationale: The delivery of prevention work has changed and will continue to strengthen using online tools, this allows us to prioritise in-person high risk HFSVs

LFB has set a challenging target of 60% of all HFSVs to be undertaken at high-risk households and LFB is close to reaching the target in Q3.

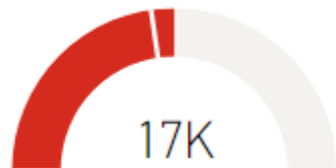
We are taking a new, more sophisticated approach to targeting those at risk, including generating referrals directly from partner agencies and use of geodemographic risk data. We have also introduced Station Delivery Plans (SDPs) to support the tactical delivery of Borough Risk Management Plans (BRMPs), including work being undertaken towards the development of the 2025/26 BRMPs. We expect that these will have an impact on this metric in the future as this approach is further embedded. We are also working with Prevention to streamline referral processes with trusted partners.

[Understanding the SPC Charts](#)

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

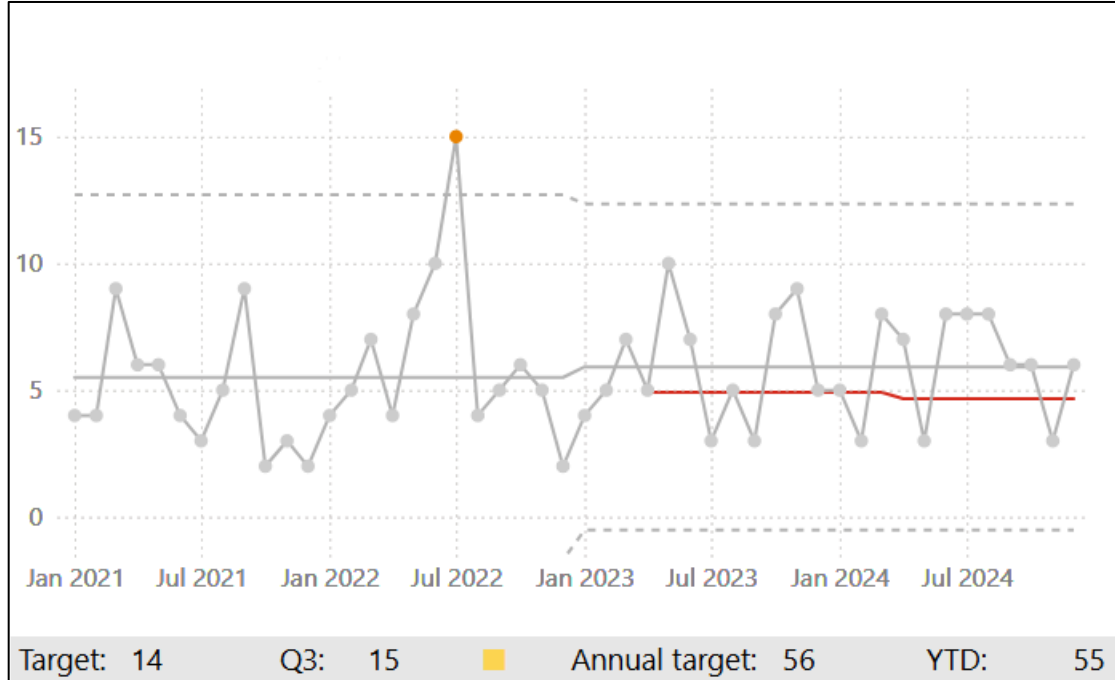
From 29th October 2024, LFB no longer be attends AFAs between the hours of 07:00 – 20:30 in commercial properties, unless a call is also received from a person reporting a fire. As this relates to commercial properties only, this does not include private dwellings, e.g. houses, flats or residential care homes. A full list of exemptions can be found [here](#).

An initial strong decline in attendances is in line with expectations however LFB plan to progressively use data reports to identify where additional time is being realised and where it can be optimised moving forward.

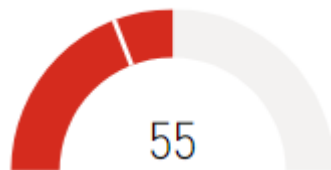
Safety has been a clear consideration from the inception of the new approach to Automatic Fire Alarms (AFAs), with the decision-making being supported by data taken from the previous five-year period. Safety will also continue to be considered in future reviews where we look to grow the application of this policy.

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](#)

There were 16 injuries reported under RIDDOR in Q3 2024/25. For the 12 months to the end of December 2024/25 there have been 73 RIDDOR injuries, which is above target and above the total number of RIDDOR for 2023/24 where 70 events were reported to the HSE.

All RIDDOR injuries in Q3 were to firefighters, with 12 injuries occurring at operational incidents, 1 injury occurring during an operational training event and 3 injuries during general activities. One injury was reported as 'specified' injury; it was a firefighter who fractured their ankle on stairs at station while responding to an incident. One RIDDOR report was reported as a 'dangerous occurrence' (BA malfunction) but has been included in the injury statistics as it resulted in over 7 day absence. All other injuries were reported as 'over 7 day' injuries. These included injuries slipping on stairs, handling hose, using enforcer to gain entry and use of personal knife.

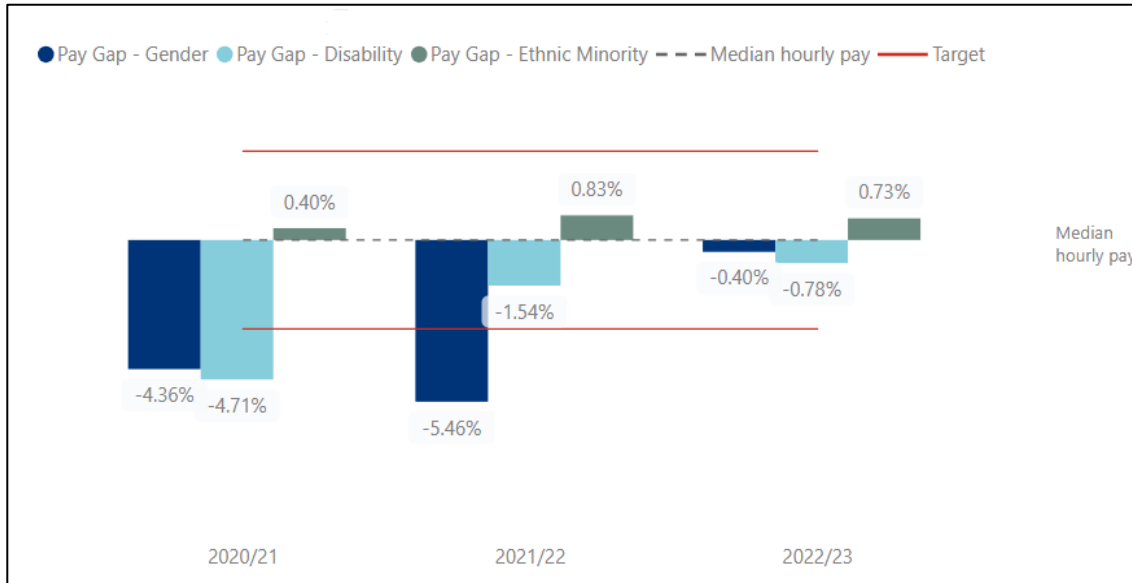
All injuries are investigated, and recommendations are made to prevent recurrence. Of the 16 injuries reported in this quarter, 13 investigations have recommended actions to prevent a recurrence. The remaining 3 investigations are ongoing.

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 relating to safety culture, manager communication on specific safety issues to the work force and focused internal safety campaigns.

In Q3 2024/25 a new Health, Safety and Wellbeing (HSW) Board has been introduced to provide greater corporate oversight, challenge, scrutiny and assurance of health and safety performance in support of the Service Delivery Board's purpose and responsibilities. The HSW Board will help drive the health and safety agenda for the Brigade and ensure that health, safety and wellbeing-related workstreams are given sufficient priority.

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% Nov-24 -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% Nov-24 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.

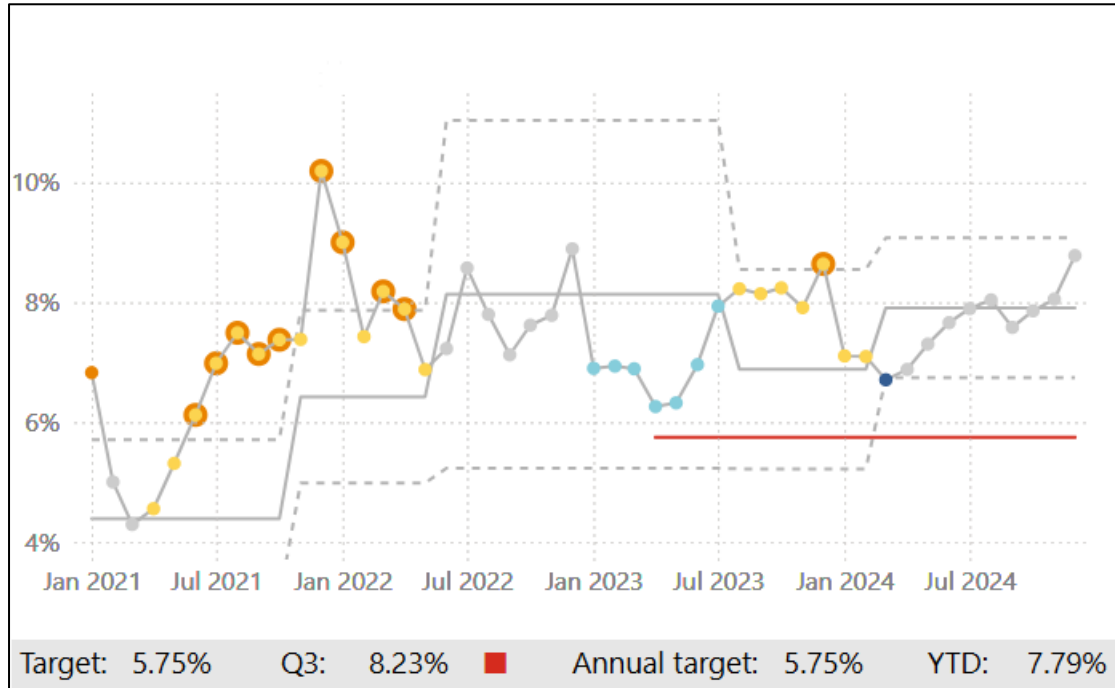
Target: +-3% Nov-24 -0.78% Annual target: +-3% YTD: -0.78%

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.

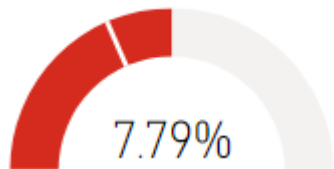
LFB publishes an annual report on the gender, ethnicity and disability pay report, which can be found here: [LFB gender, ethnicity and disability pay gap report 2023](#)

C5-03: Staff Sickness

Learning from Others



YTD actuals vs target



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

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

[Understanding the SPC Charts](#)

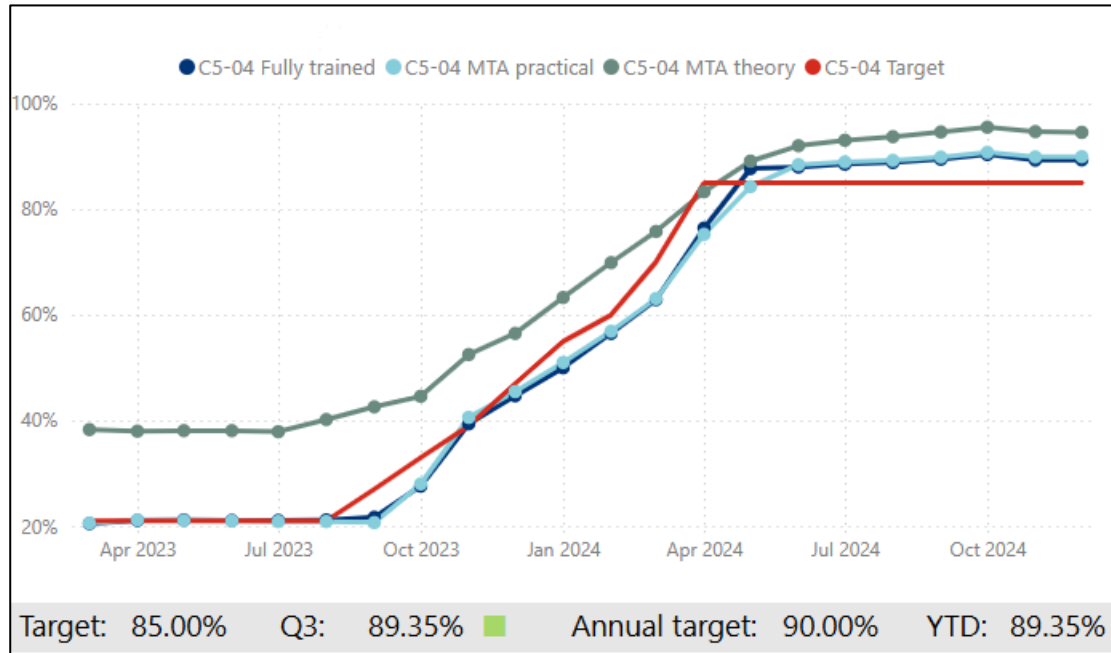
We have seen an uptick in the rate of sickness since April 2024, sickness continues to report above target at 8.78% for Q3. Stress, Anxiety and Depression (SAD) is running at 2.37% of overall sickness absence remaining constant for the last 9 months. SAD has been the greatest cause of absence in Control and FRS staff, with Musculoskeletal the greatest cause for Operational staff. Long-term sickness continues to constitute staff and sickness, at 5.87 % for Q3.

Current work to reduce sickness includes the continuing Attendance Project for Fire stations with actions being taken forward on special leave and light duties. The Long-term Absence Panel has been launched, the panel is chaired by the AD for Health and Safety and includes senior representatives from Operations, People Services and Wellbeing. The remit of the panel is to monitor, scrutinise and drive actions on management of long-term sickness cases, to ensure that management action is being taken in a timely manner. The first two panel sessions (meeting every six weeks) have focussed on Operational sickness cases over 180 days, the panel will now cover all cases over 180 days (FRS, Control and Operational) and will start to consider cases +90 days. The panel has captured and will start to develop action plans with the relevant owners of systemic issues identified through the management of the cases. The HR Business Partnering team have created easy to use guides on long-term and short-term sickness actions and responsibilities to support managers, run 13 manager upskilling sessions with focus on building confidence and capability of managers on absence, with further 10 planned in Q4, they have also presented at SC Comms and Area Watch Leadership Days as part of the engagement and capability building programme.

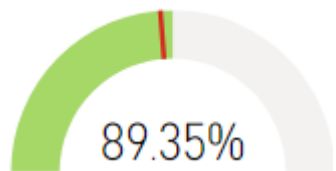
The Wellbeing Team has worked with Babcock to enhance its course on Recognising and Managing Stress, Anxiety, and Depression for managers, with updated content and a new handbook launching in February. The team are also developing an e-learning package for all staff to improve awareness of stressors and early access to interventions. The team has expanded the number of Mental Health First Aiders (MHFAiders) to 422 and is prioritizing training for stations without one. Efforts include refresher training and topical presentations to enhance MHFAider skills. Collaborating with Samaritans, the team has developed an LFB Postvention Toolkit to improve our processes to support staff following the death of a colleague by suicide, this is set to launch in Q4. Additionally, preparations are underway for the transition to a new Occupational Health provider, Optima Health UK Ltd, starting 5 March 2025. This change will streamline referrals, offer access to a new Workplace Wellbeing Platform, and ensure mental health referrals are handled by specialised advisors.

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 and practical training in Marauding Terrorist Attack Response as a percentage of eligible staff

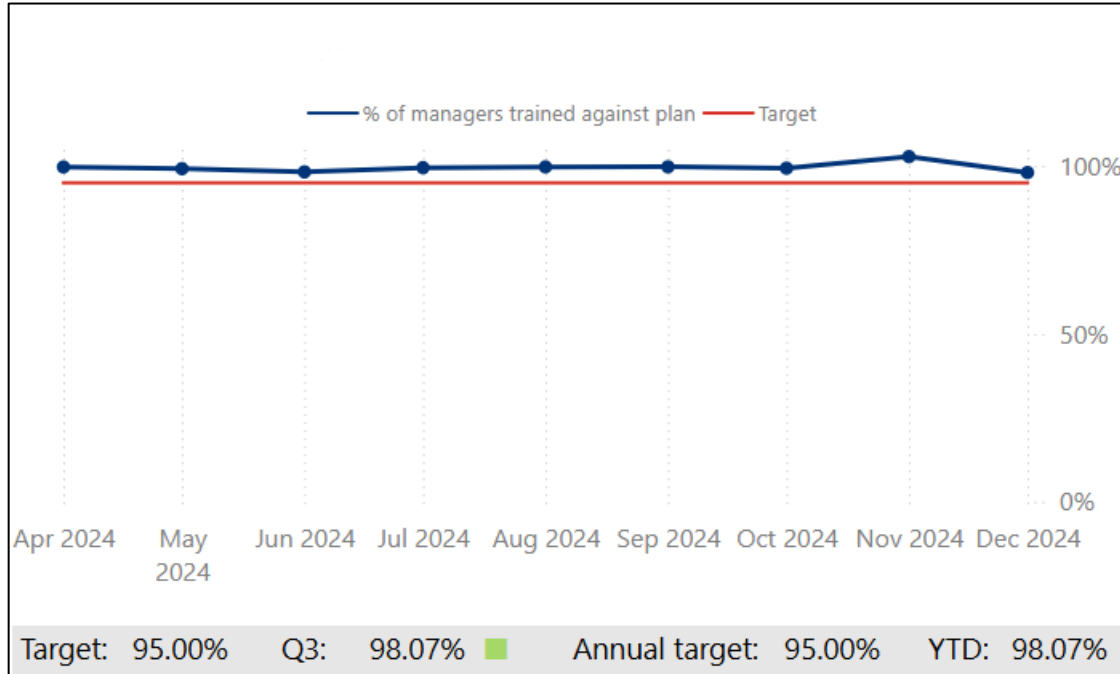
LFB has finalised the mass roll-out of the Marauding Terrorist Attack (MTA) training and has become the first service and one of only two in the country to have all front-line firefighters fully equipped for the most serious terror incidents.

Training in all boroughs was completed in May 2024, and the Brigade now delivers frontline MTA level one and two capabilities from all boroughs with 142 pumping appliances, fourteen Fire Rescue Units (FRUs), and 11 aerial appliances. Command Units and aerals do not carry Ballistic Personal Protective Equipment (BPPE), but the crews are MTA trained. The Brigade also 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.

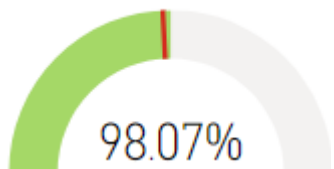
The current completion rate is almost 90% and the ongoing MTA training delivery will move to business as usual.

The MTA response has been mobilised on a several occasions including Fatal sword attack in Hainault, fatal incident in Hertfordshire with the subsequent manhunt taking place in Enfield and potential mass casualty incident in Stoke Newington following a shooting inside a restaurant. The response is also proactively deployed for specific or large events in London.

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 was 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. A decision will be taken following the pilot of the NFCC e-Learning packages about if and how these packages should be integrated in the brigade's management and leadership offer.

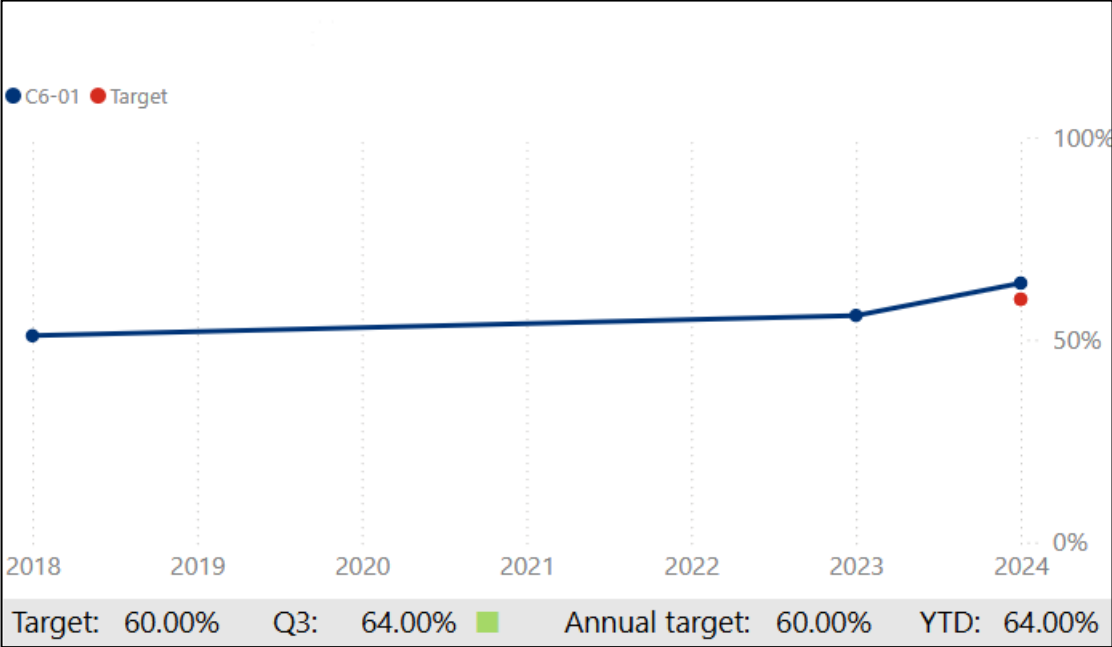
The target was achieved in Q3.

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

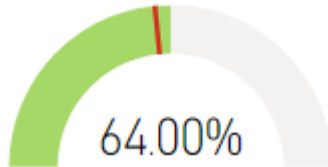
The Frank Bailey programme is coming to the end of its delivery and we are in the process of procuring a strategic leadership development programme for strategic leaders, in addition, we are reviewing the content and structure of the Gillian Tanner programme. A refreshed plan for leadership development will be brought forward which takes into account these changes and the prioritisation of management courses for staff. This will shape the training plan for the following period.

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

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 "

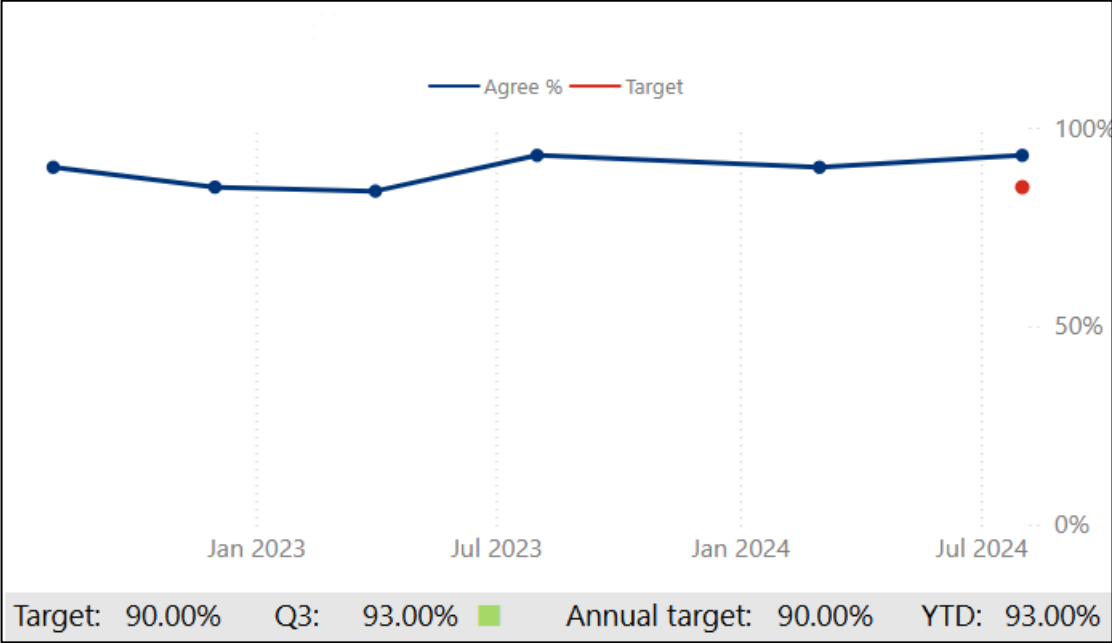
Rationale: We want to ensure LFB staff consider us a great employer

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

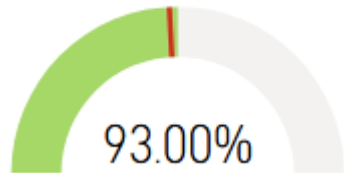
The 'great place to work' question which was amended slightly to "I would recommend LFB as a place to work" removing the "family and friends" element rose from 54% in 2023 to 64% in 2024, an increase of 8 percentage points (anything over 5 percentage point increase is considered to be statistically significant and not due to a seasonal shift, based on analysis from the platform provider). This represents a holistic improvement in the perception by staff of transformation activity.

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

Learning from Others



YTD actuals vs target

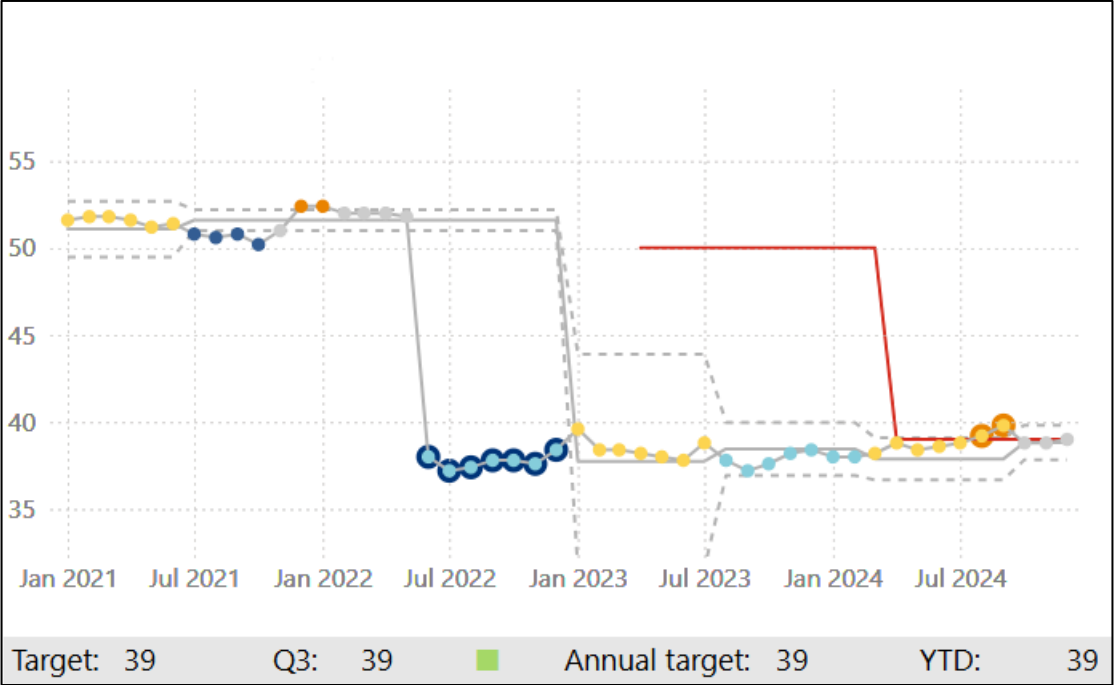


KPI definition: Polling by YouGov - percentage who agree with the statement “LFB is trusted to serve and protect London”
Rationale: Having the trust of the community we serve is integral to the organisation

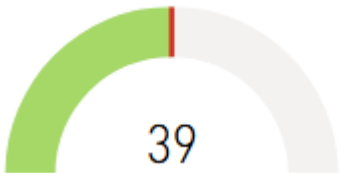
The most recent poll, carried out in August 2024, shows a 3% increase in the percentage of respondents who agree that LFB is ‘trusted to serve and protect’. A total of 93% agreed with this statement, against our target of 90%, and compared with 86% in April 2021 when this question was first asked. Public 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. 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 due to be carried out in spring 2025.

C7-01: Number of Fire Deaths (5 year rolling average)

Adding Value



YTD actuals vs target



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

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

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

Smoking continues to be 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.

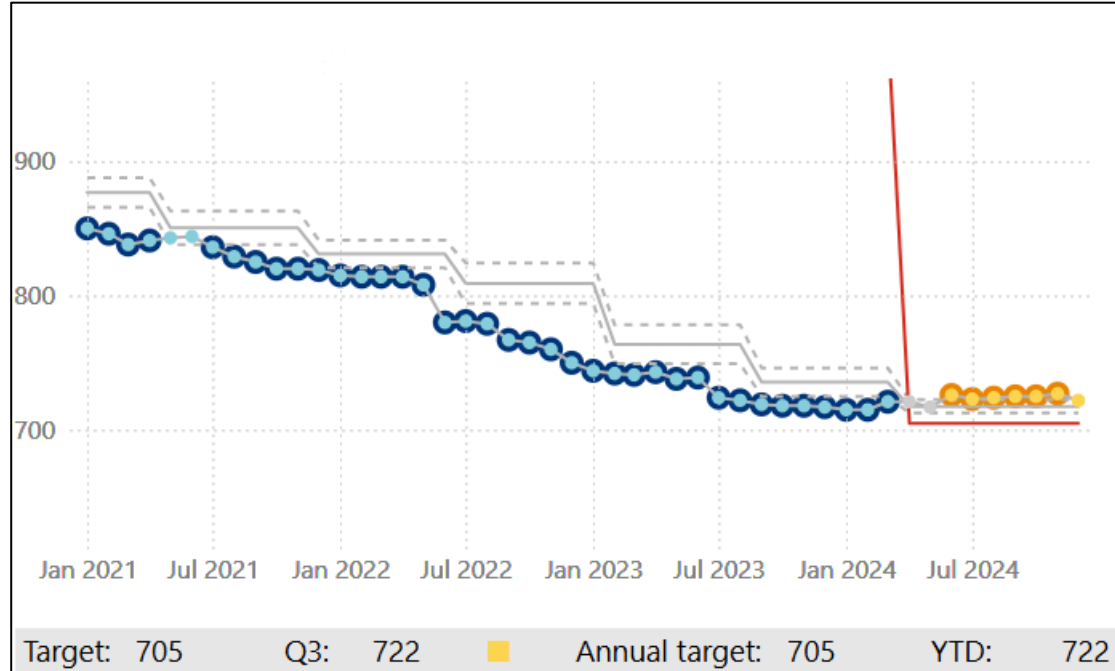
We continue to monitor emerging fire trends from lithium-ion batteries, particularly those in E-bikes and scooters, which have resulted in three deaths. The Events team in collaboration with Amazon to support our #ChargeSafe campaign is raising awareness of the risks associated with lithium-ion batteries with both communities and stakeholders. The Product Regulation and Metrology Bill has received its second reading at the House of Lords and now onto the Committee Stage over November and December 2024.

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

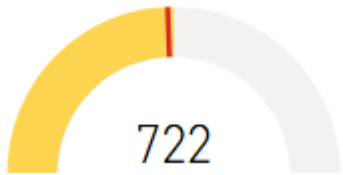
[Understanding the SPC Charts](#)

C7-02: Number of Fire Injuries (5 year rolling average)

Adding Value



YTD actuals vs target



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

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

[Understanding the SPC Charts](#)

LFB is now reporting slightly above the new target of 705. This target has been made more challenging for 2024/25 to reflect our aim of having the lowest rate of fire injuries of any Fire and Rescue Service in England by the end of the 2029 CRMP lifecycle.

Performance against this KPI has been stable, although there has been a negative shift over the last quarter.

In terms of ignition source groups, cookers remain the top ignition source for fire injuries (24%), followed by smoking (14%) and matches and candles (12%). While fire injuries from cooking fires seem to be on decline (33% of fire injuries in 2019/20 to 21% in 2024/25), we have seen an increase in vehicle related fire injuries (2% to 6%) which includes e-bikes and e-scooters. Fire injuries caused by batteries/ generators (including lithium-ion batteries) have also increased since 2019. Significant work is being undertaken in relation to the #Chargesafe campaign to reduce these types of fires.

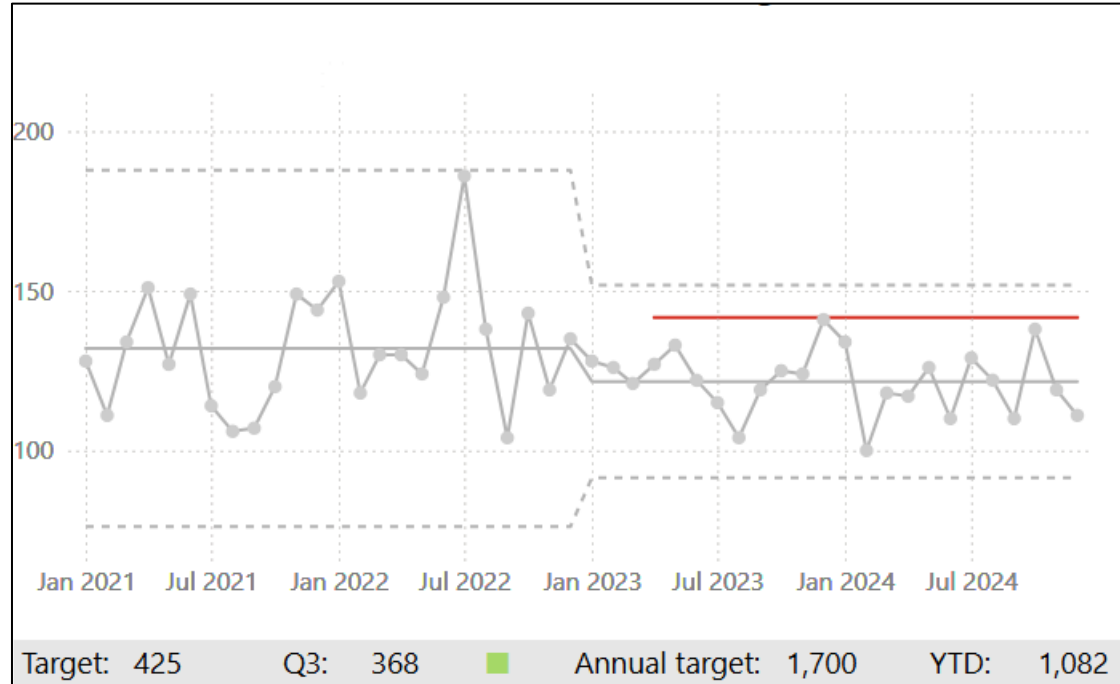
In terms of multi-injury fires the data shows that we are seeing more fires with four fire injuries or more over time. In 2023/24 there were 27 such incidents (compared to 14 in 2019/20) with a single incident in March 2024 leading to 14 fire injuries. This financial year so far, there have already been 24 incidents that led to four or more injuries.

Fire Injury data shows that e-bike fires and batteries and generators (including lithium-ion batteries) are the top two ignition sources for fires with four or more injuries (23% of all these fires since e-bikes became a separate recording category).

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

C7-03: Number of Fires – Houses & Bungalows

Adding Value



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

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

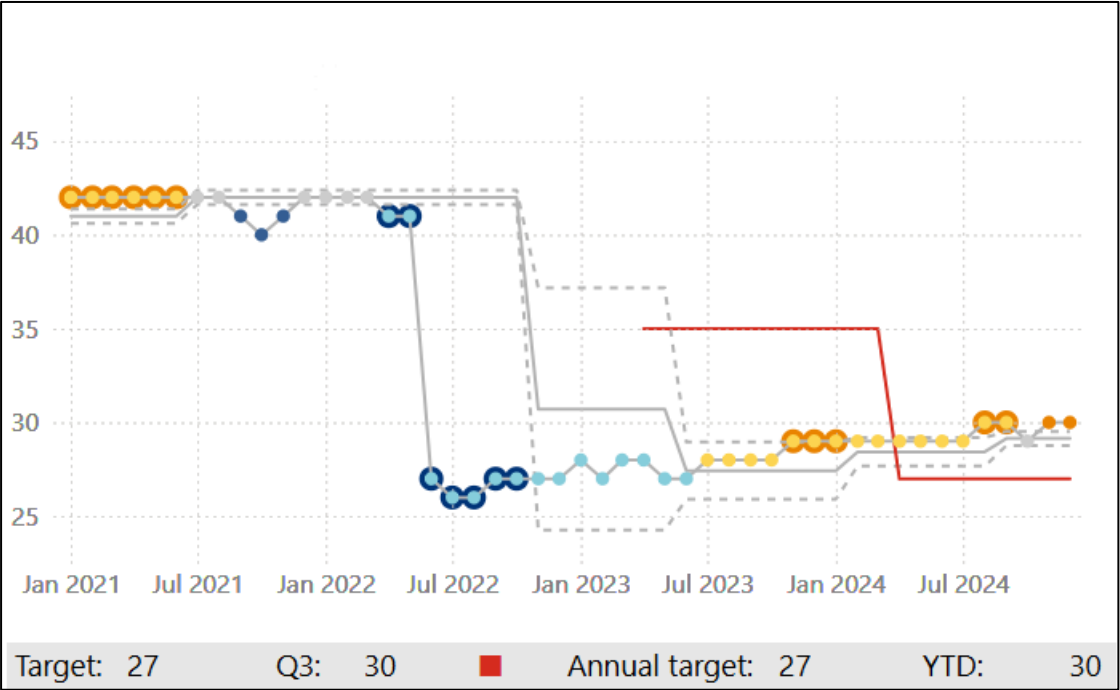
This will be monitored closely to consider the impact of the Borough Risk Management Plans (BRMPs) and Station Delivery Plans (SDPs) which target our prevention activity towards local risks and the needs of the community.

The new BRMPs will go live in April 2025.

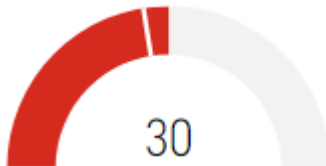
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C7-04: Accidental fire deaths in the home (5-year average)

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

Accidental fire deaths in the home are reporting at a 5-year average of 30. This target has been made more challenging for 2024/25 to reflect our aim of having the lowest rate of accidental fire deaths in the home of any Fire and Rescue Service in England by the end of the CRMP lifecycle.

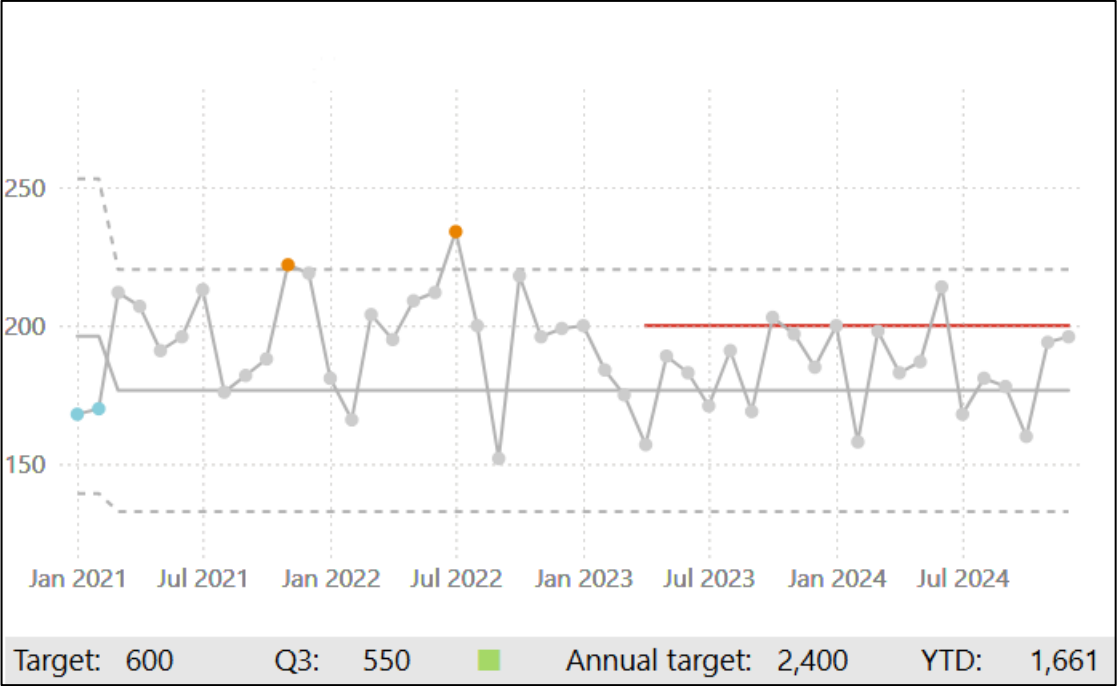
Accidental dwelling fires are often preventable and many share similar characteristics and circumstances. The reduction in the number of fire fatalities is a key organisational objective for the Brigade. After each accidental fatal fire, a Fatal Fire Review is held to discuss the incident and identify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

Further demographic analysis of the accidental dwelling fire fatalities was completed in November 2024. In conjunction to the cause of fire data, this will contribute to the annual review and trend analysis ensuring future priorities for prevention activities are aligned.

[Understanding the SPC Charts](#)

C7-05: Number of fires - Flats

Adding Value



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

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

The new BRMPs will go live in April 2025.

YTD actuals vs target



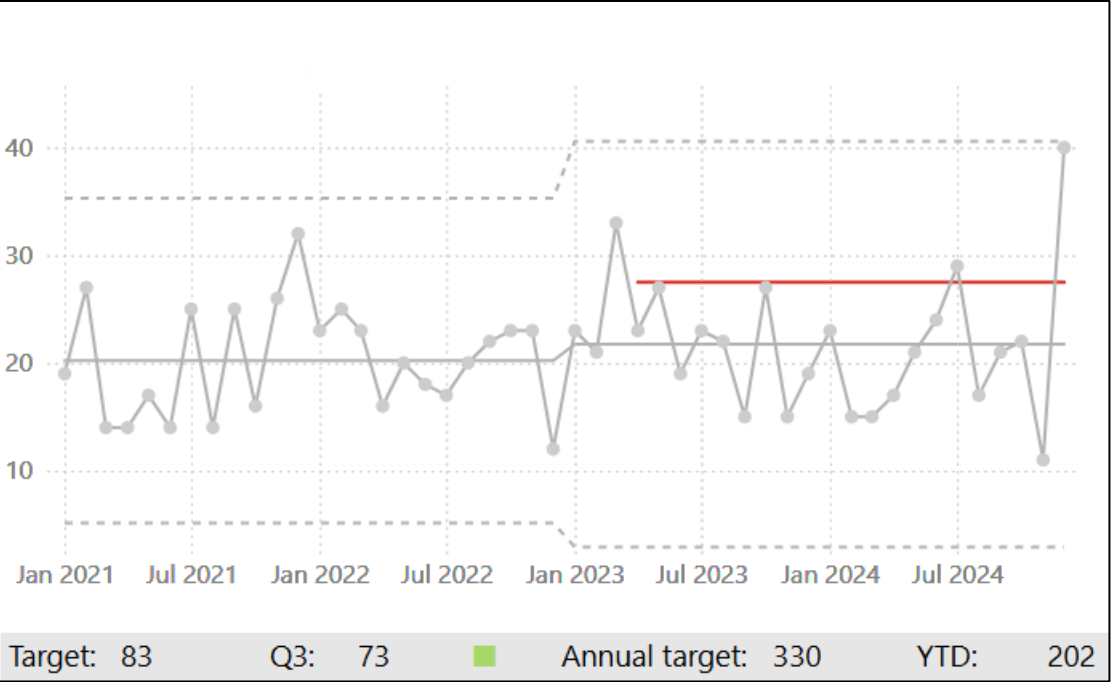
KPI definition: Total monthly figure of fires that have occurred in purpose-built flats or maisonettes of all storeys

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

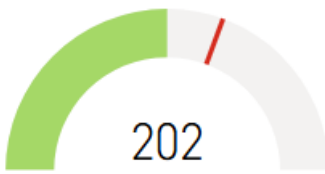
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C7-06: Number of fires - Care homes

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

December saw a large spike in care home fires with a total of 39 compared to the same period in 2023 which was 19. This is exceptional, when compared to the previous months and the same period last year in isolation is not indicative of a rising trend in care home fires. Both accidental and deliberate fires increased and the top property type remains self-contained sheltered housing followed by retirement homes. The majority of these fires were cooking related, followed by smoking. They resulted in 1 fire death and 1 serious injury. This will continue to be monitored.

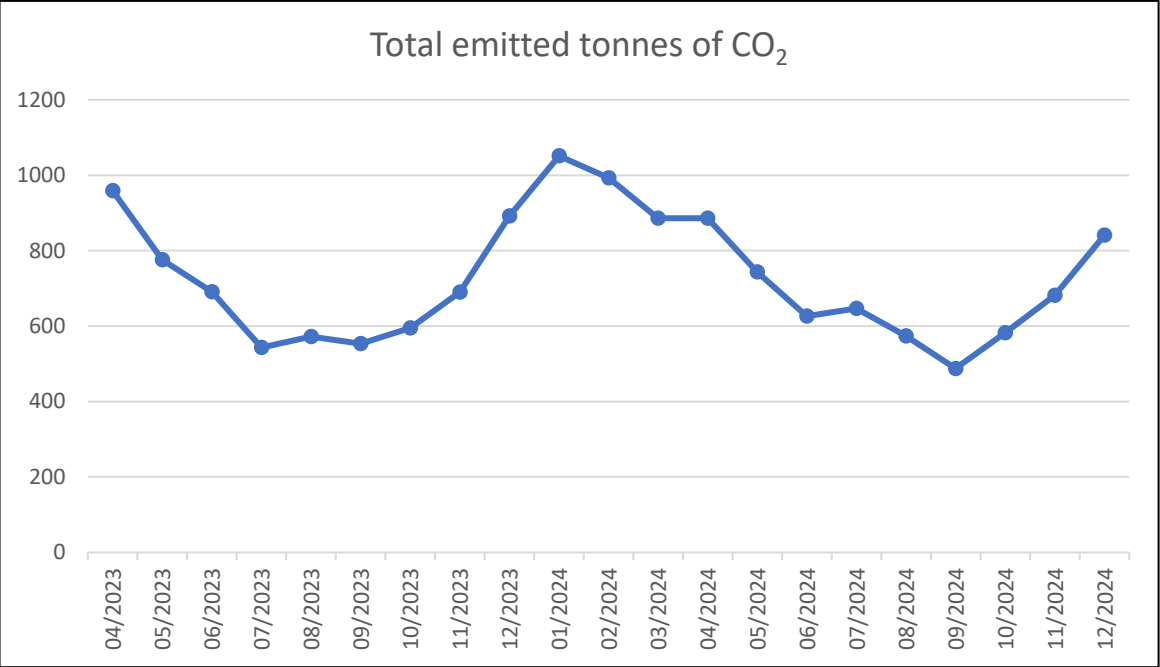
For self-contained sheltered housing we do not have regulatory control (enforcement) within the dwellings so this relies upon HFSV and similar non-statutory prevention interventions.

We are looking to build our work in directly engaging with those in the care sector, including further developing our digital self-service tools that are specifically aimed at the care sector.

Care Homes feature in our Risk Based Intervention Programme (RBIP) within our high risk category. As our primary protection staff competency increases, we are ensuring further training on healthcare and specialised housing is being completed with 4 courses running before the end of 2024/25.

C7-07: Net Zero Carbon By 2030

Adding Value



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

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

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

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

LFB have been awarded two Salix (DESNZ) grants which are decarbonising 14 fire stations. In addition to self-funded capital investment projects will result in 19 fire stations fully carbon net zero during 2025. LFB has applied for an additional Salix (DESNZ) grant and are awaiting on the outcome

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

The carbon net zero project has been incorporated into the CRMP as Sustainable Services Programme 8 and is managed by the carbon reduction team.

CO₂ emissions have been slightly higher in the last couple of months than during the same period last year, this is due to a number of factors. Use of gas increased during October and November 2024, this could be due to the increase in heating buildings, as between September 2024 to November 2024 the average UK temperature was 1.1 degrees Celsius lower than during the same period last year. The Fleet CO₂ increased during October and November 2024 compared to the same period last year, this is likely down to vehicle movements, there was also an increase in marine fuel orders due to the River Boat Station returning to Lambeth.