



LONDON FIRE BRIGADE

LFB KPI Report October 2024

Data as of 30 September 2024



Table of Contents

Performance at a Glance	3	Learning from Others	26-32
LFB Performance Summary	4-5	C5-01: Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDORs)	26
Workforce data	6	C5-02: Pay Gap	27
Incidents in Numbers	7	C5-03: Staff Sickness	28
Understanding the Graphs	8	C5-04: Percentage of Ops staff trained to respond to marauding terrorist attacks	29
Engaging with You	9-15	C5-05: Percentage of managers who have completed training against plan	30
C1-01: Community Satisfaction Ratings	9	C6-01: I would recommend LFB as a place to work to my friends and family	31
C1-02: Staff composition – Gender (Women)	10	C6-02: LFB is trusted to serve and protect London	32
C1-03: Staff composition – Ethnic Minority Staff	11	Adding Value	33-39
C1-04: Staff composition – Disability	12	C7-01: Number of fire deaths (5 year rolling average)	33
C1-05: Staff composition – Lesbian, Gay, Bisexual (LGB) Staff	13	C7-02: Number of Fire Injuries (5 year rolling average)	34
C1-06: Development of the Community Impact Tool	14	C7-03: Number of Fires – Houses & Bungalows	35
C2-01: Triages via our Online Fire Safety Checker	15	C7-04: Accidental fire deaths in the home (5-year average)	36
Protecting You	16-25	C7-05: Number of fires - Flats	37
C3-01: Average First Appliance Arrival Time	16	C7-06: Number of fires - Care homes	38
C3-02: Average Second Appliance Arrival Time	17	C7-07: Net zero carbon by 2030 (annual data)	39
C3-03: First appliance arrival within 10 minutes	18		
C3-04: First appliance arrival within 12 minutes	19		
C3-05: Alleged fire risks addressed within 3 hours	20		
C3-06: Ratio of high-risk audits completed	21		
C4-01: Station staff time spent on Prevention - Day	22		
C4-02: Station staff time spent on Protection - Day	23		
C4-03: % of high-risk home fire safety visits	24		
C4-04: False alarms due to automatic fire alarm (AFA) in non-domestic buildings	25		

Performance at a Glance

% TIME SPENT ON PREVENTION (C4-01)

13.68%

Up by 0.83 pp. compared to last quarter

% TIME SPENT ON PROTECTION (C4-02)

3.08%

Up by 0.66 pp. compared to last quarter

% HIGH RISK HFSVS (C4-03)

56.02%

Up by 0.12 pp. compared to last quarter

AFA NON-DOMESTIC (C4-04)

5,922

Up by 290 compared to last quarter

STAFF SICKNESS (C5-03)

7.84%

Up by 0.56 pp. compared to last quarter

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

1st 05:24 (m:ss)

Up by 3 second compared to last quarter

2nd 06:48 (m:ss)

Up by 6 seconds compared to last quarter

Key		Protecting You
		Learning From Others
		Adding Value
		Engaging With You



RIDDOR INCIDENTS (C5-01)

22

Up by 4 compared to last quarter

FIRES IN HOUSES & BUNGALOWS (C7-03)

360

Up by 7 compared to last quarter

STAFF COMPOSITION

18.43%

ETHNIC MINORITIES (C1-03)

Up by 0.17 pp. compared to last quarter

18.96%

WOMEN (C1-02)

Up by 0.33 pp. compared to last quarter

FIRES IN FLATS (C7-05)

527

Down by 57 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)

3,507

Up by 192 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	6.15%	●	4.60%	6.15%	4.60%	■
C3-01	Average first appliance arrival time	05:27	●	06:00	05:24	06:00	■
C3-02	Average second appliance arrival time	06:49	●	08:00	06:48	08:00	■
C3-03	First appliance arrival within 10 minutes	96.17%	●	90.00%	96.29%	90.00%	■
C3-04	First appliance arrival within 12 minutes	98.62%	●	95.00%	98.62%	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	41.13%	●	40.00%	41.55%	40.00%	■
C4-01	Station staff time spent on prevention activity	13.46%	●	12.00%	13.68%	12.00%	■
C4-02	Station staff time spent on protection activity	2.77%	●	3.00%	3.08%	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	89.94%	●	90.00%	89.94%	85.00%	■
C5-05	Percentage of managers who have completed training against plan	99.77%	●	95.00%	99.77%	95.00%	■
C6-02	YouGov survey question - LFB is trusted to serve and protect London	93.00%	●	90.00%	93.00%	90.00%	■
C7-03	Number of fires - Houses & Bungalows	109	●	1,700	360	425	■
C7-05	Number of fires - Flats	178	●	2,400	527	600	■
C7-06	Number of fires - Care homes	21	●	330	67	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

- LFB received new polling results for August 2024 with responses remaining positive at 89% for [C1-01: Community Satisfaction ratings](#) and 93% [C6-02: LFB is trusted to serve and protect London](#) respectively.
- [Station staff time spent on prevention \(C4-01\)](#) has increased from Q1 and remained on target since last quarter. We expect the new Fire Station Performance Report to drive further improvement in the future.
- [Station staff time spent on protection \(C4-02\)](#) is now on target and has increased from last quarter.
- [Alleged fire risks addressed within 3hrs \(C3-05\)](#) stands at 100% remaining within its quarterly target.
- The new target of 40% for [Ratio of high-risk audits \(C3-06\)](#) was met in Q2. 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.

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	18.96%		20.00%	18.96%	20.00%	
C1-03	Staff Composition - Ethnic Minority	18.43%		19.00%	18.43%	19.00%	
C1-04	Staff Composition - Disabled	8.95%		10.00%	8.95%	10.00%	
C2-01	Number of triages via online home fire safety checker	855		18,000	3,507	4,500	
C4-03	Percentage of high risk home fire safety visits	54.54%		60.00%	56.02%	60.00%	
C4-04	False alarms attended due to automatic fire alarms in non-domestic buildings	2,044		20,000	5,922	5,000	
C5-01	Number of RIDDORs	6		56	22	14	
C5-03	Staff sickness	7.58%		5.75%	7.84%	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%	
C7-01	Number of fire deaths	40		39	40	39	
C7-02	Number of fire injuries	725		705	725	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

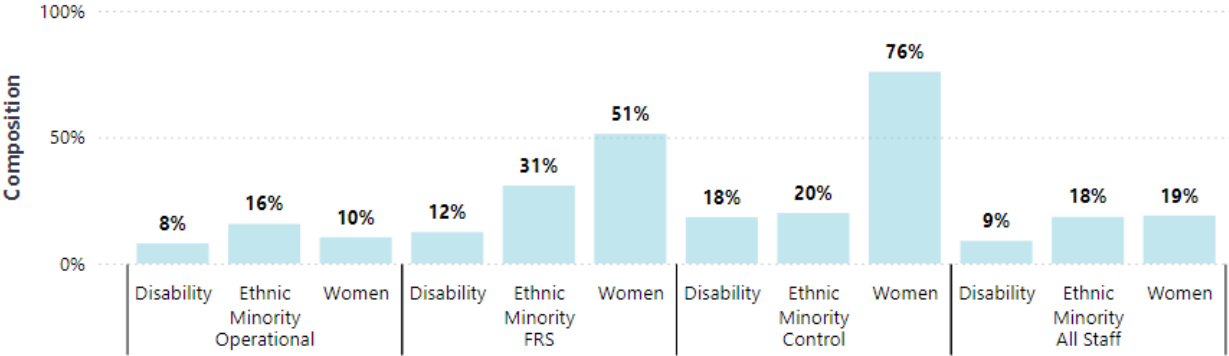
- On target
- Off target (within 10%)
- Off target

Performance Data Highlights

- The [staff composition for staff with disabilities \(C1-04\)](#) remains below 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 increased in Q2 but remains off target, though engagement and communication plans are in place.
- From October 2024 LFB will no longer be 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.
- [Staff sickness \(C5-03\)](#) and the number of [RIDDORs \(C5-01\)](#) remained off target in Q2. 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 three deaths.

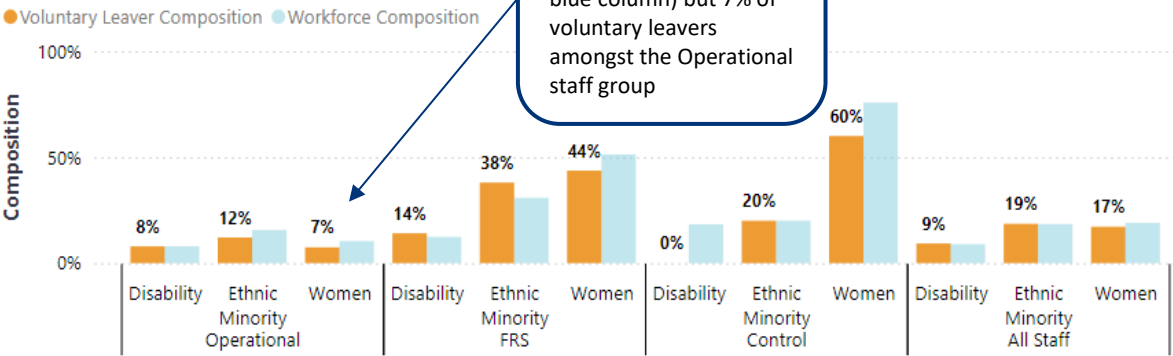
Workforce data

Overall Staff Composition



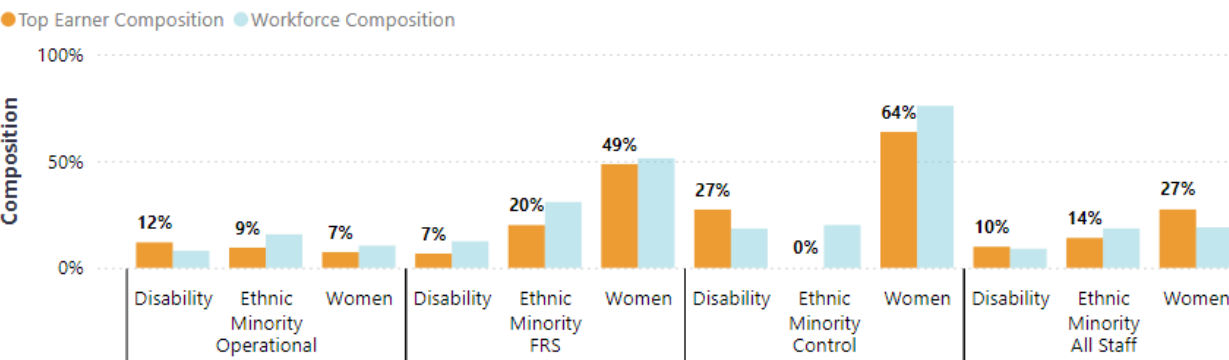
Data as at 30 September 2024

Voluntary Leavers (12 Month Rolling)



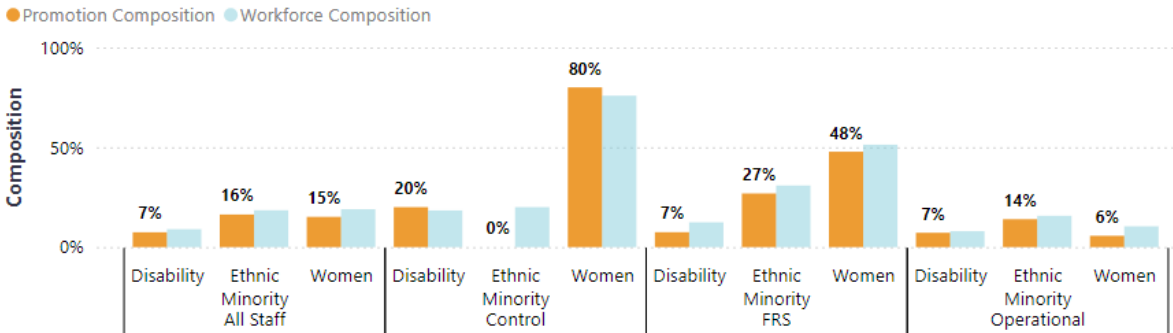
12 month rolling data ending 30 September 2024

Top Earners



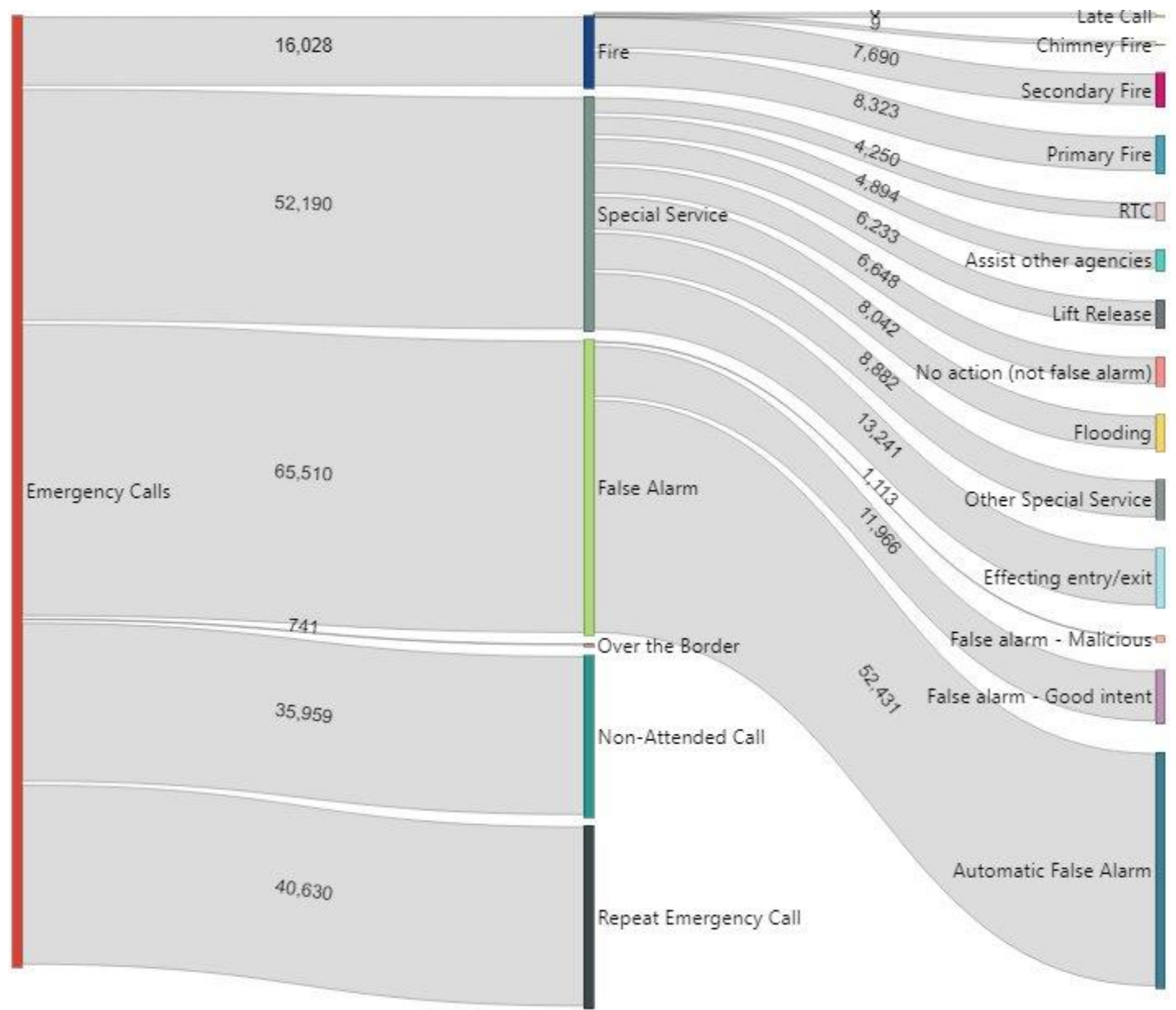
Data as at 30 September 2024

Promotions (12 Month Rolling)



12 month rolling data ending 30 September 2024

Incidents in Numbers



Understanding the Graphs

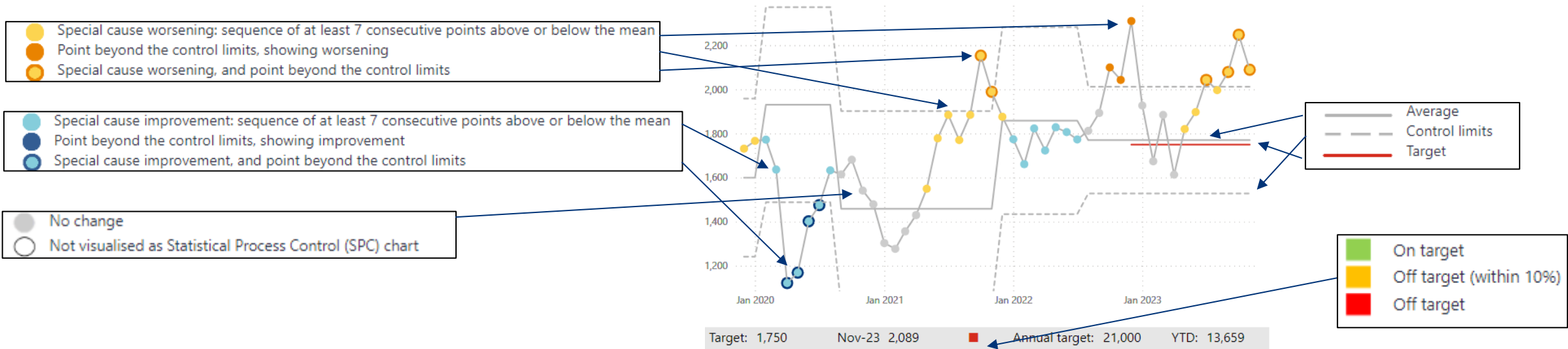
Statistical Process Control (SPC) Charts

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.

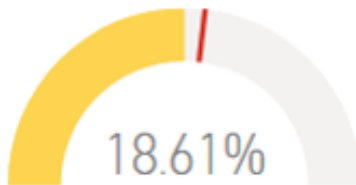
We can also use SPC charts to determine if an improvement (i.e. a project) is actually making the positive change we expect and use them to predict statistically whether a process is capable of meeting a target.

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, C4-03, 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

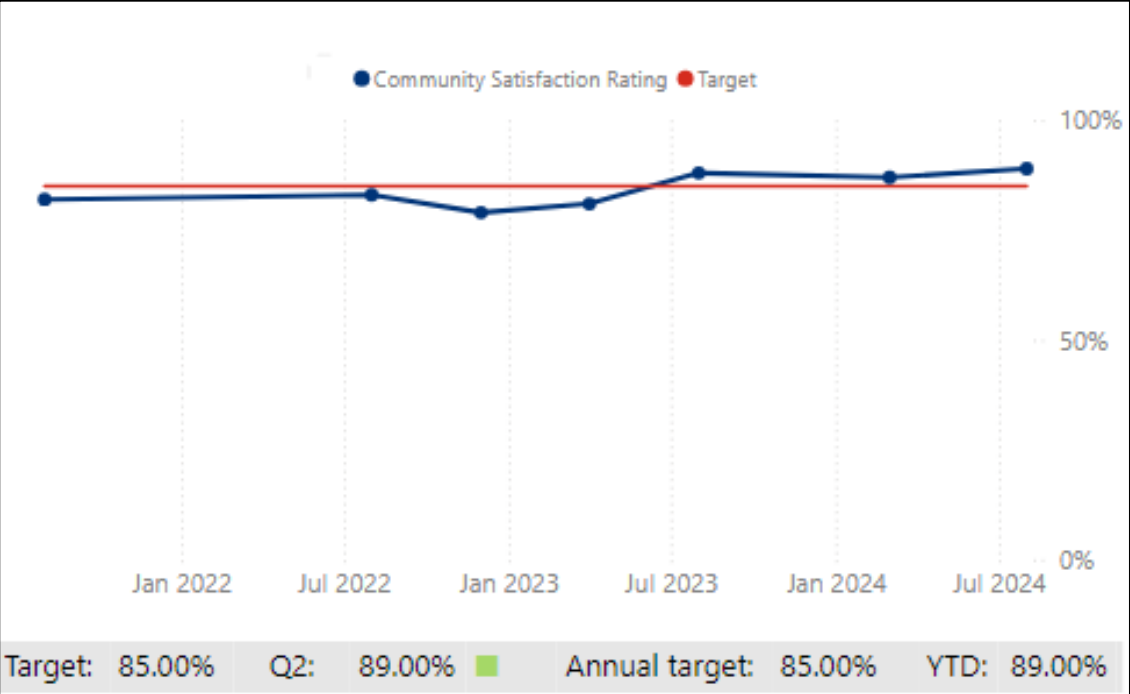


Tracking Progress to date

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

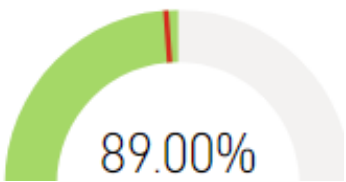
Engaging with You



The poll carried out in August 2024 shows that 89% of respondents now 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. We are also working towards establishing local community fora across London. The next public opinion poll is due to be carried out in spring 2025.

YTD actuals vs target

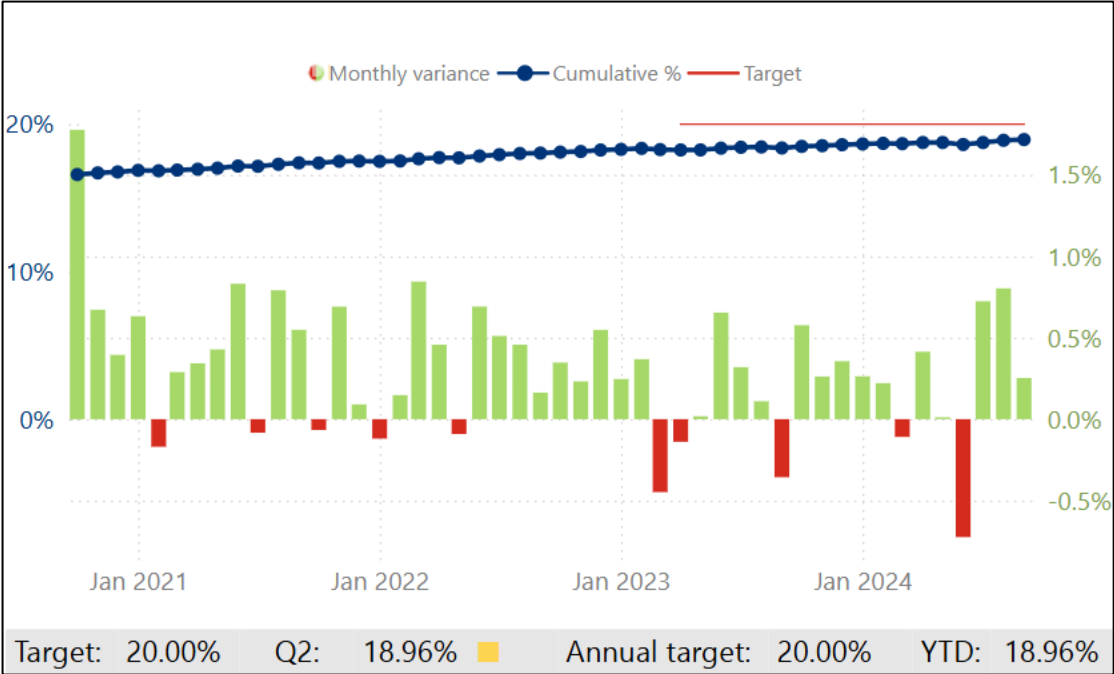


KPI definition: Polling by YouGov - percentage who agree with the statement “I think the services provided by London Fire Brigade to protect and serve London are the right services”

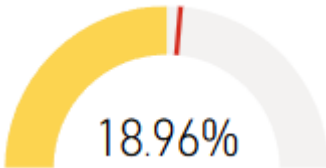
Rationale: To ensure our communities feel we are providing the right services to meet their needs

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

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

LFB has continued to improve the number of women it recruits this quarter. In Q2, 14% of operational joiners were women (and 50% of Control and FRS joiners were women). This is a significant improvement on the previous three quarters, i.e. compared to 8% in Q1, 9% in Q4 and 3% in Q3. During Q2, 8% of operational leavers were women, this is reflected in the improvement in representation in Q2.

There has been a change in approach to events attended by the Outreach team. 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 Q2 the team had a presence at 46 events. The team has 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. Over summer there was a break in the sports season, which resumed in September. The team attended the "Women in sports – breaking barriers" conference – this has created networks with women's sports, which will enable involvement in future such events.

13% of the people on Outreach's list of potential candidates at the end of Q2 were women.

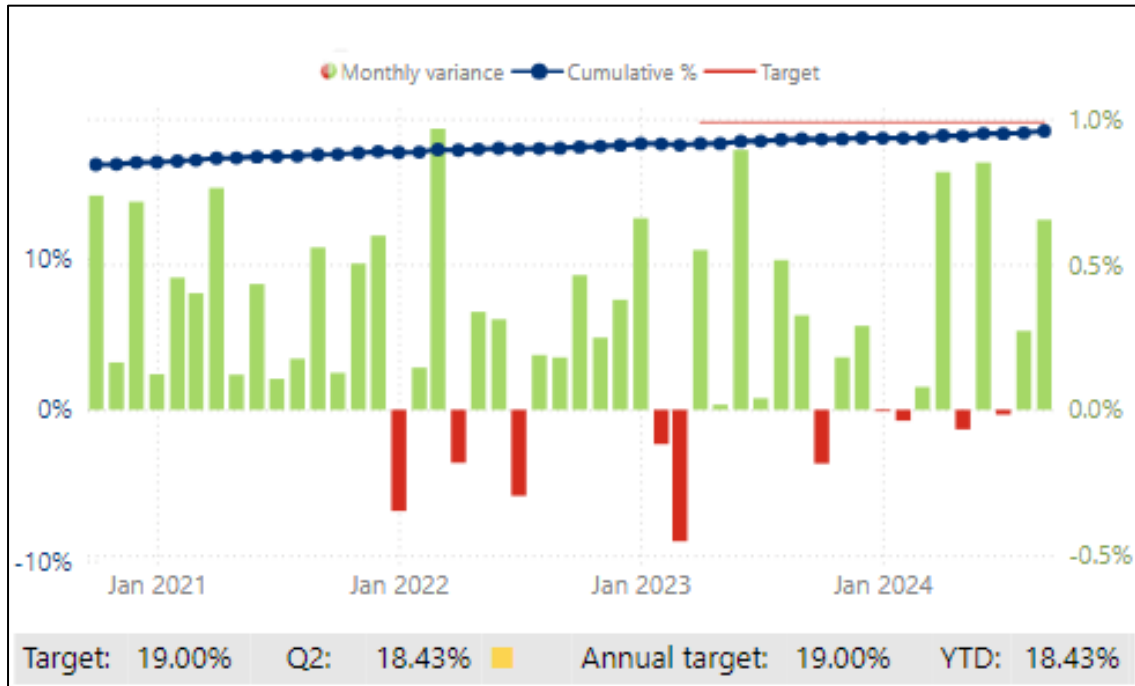
The digital marketing campaign that ended on 30/09/2024 did not achieve the expected outcomes. Although the imagery and narrative used was female-focused, about 95% of all expressions of interest came from those who identified as male or prefer not to say. A full analysis and lessons learned will take place during October to inform how we move forward with future social media marketing.

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

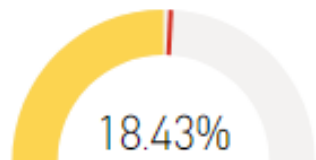
LFB continues to support and work with equality support groups such as Women in the Fire Service and the Fire Brigade Union's Women's Action Committee. Members of these networks have been seconded full-time to work in the Positive Improvement Team based at LFB headquarters where, as part of a wider team, 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

LFB has continued to improve the ethnic diversity of the staff it recruits this quarter. In Q2, 21% of operational joiners were ethnic minority staff and 10% of operational leavers were ethnic minority staff. This is reflected in the improvement in representation in Q2 .

For Q2 the Outreach Team have been focussing on retaining and building the interest of those who expressed interest in becoming firefighters in Q1, as well as undertaking activity to attract further potential candidates. During Q2 the Outreach team has facilitated 30 experience days for candidates who 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 from April 2024. Traditionally a wide variety of events would be attended; however, to increase diversity the team is only targeting events that will increase applicants from underrepresented groups. In Q2 the team attended 46 such events. Partnerships have been established with; Department for Work and Pensions (DWP) Job Centre Plus, care leavers covenant, public service courses (colleges/university) and Fire Cadets. In addition, networks with football academy leavers have been established and workshops will be rolled out over Q3 and Q4.

In the upcoming months we will be attending the following cultural and community events; Sanatan Hindu Cultural Society 2024, Job & Skills Fair - Charlton Athletic FC, Enfield Borough Recruitment Fair in partnership with Job Centre Plus and Maximus, Harlequins - Flagship Women's Match, and Al Manaar Mosque - Job Fair.

25% of the people on Outreach's list of potential candidates at the end of Q2 were from an ethnic minority background. By the end of Q2 all potential ethnic minority candidates have been booked onto online information sessions (phase one of Outreach programme).

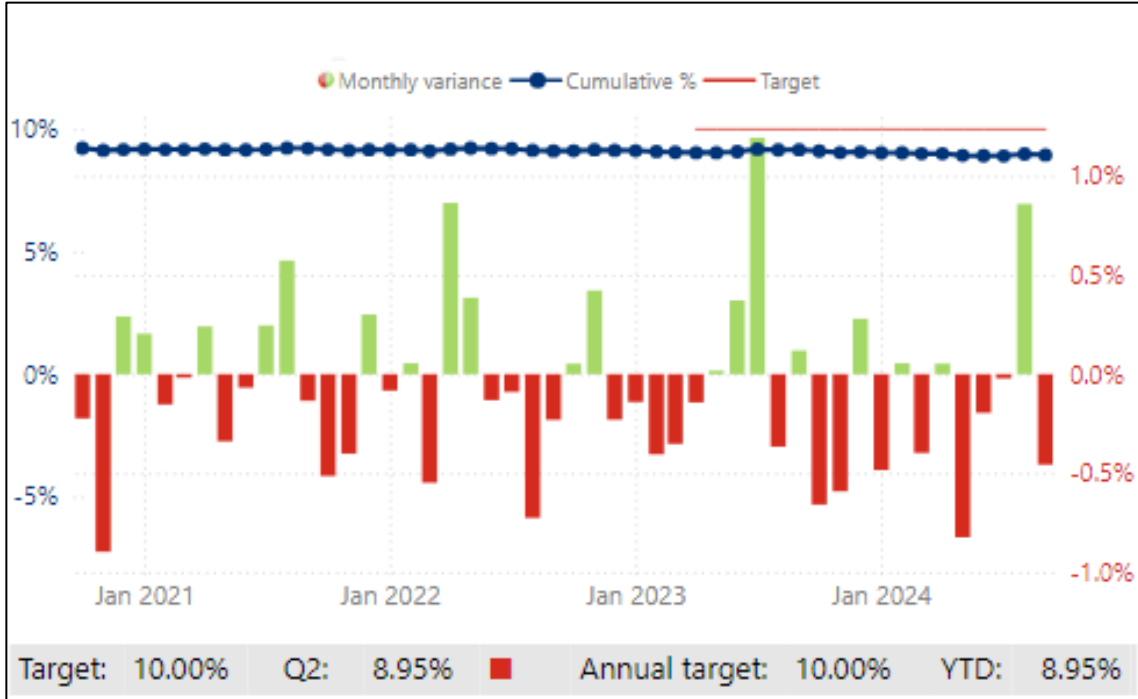
LFB continues to support and work with equality support groups such as Fairness, Asian Fire Service Association and the FBU's Black & Ethnic Minority Members. Members of these networks have been seconded full-time to work in the Positive Improvement Team based at LFB headquarters where, as part of a 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.

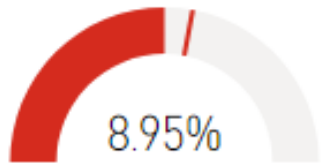
*Additional data on staff composition by Occupational Group and proportion of Ethnic Minority staff among Promotions, Top Earners and Voluntary Leavers available on [Slide 6](#)

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

A review has taken place into the recent reduction of employees who have disclosed a disability. This has highlighted that of the 481 new starters in 2023/24, 51 (10.1%) declared a disability. However, 50 either provided no information or preferred not to say. People Services are reviewing how this can be improved for new and existing staff.

Several positive actions are already in place to correct non declaring of disability. An example is the new approach to monitoring disability which takes a more person-centred, practical approach to the impact of disability. A new refreshed set of diversity questions for employee data capture has been developed. This has been included in the current Your Voice staff survey. The questions will be integrated into LFB's new core HR system, iTrent, when it goes live in 2025. The new questions will enable employees to indicate if they consider themselves to have a disability and, separately, to indicate any barriers they encounter at work due to health conditions or due to neurodiversity regardless of whether they have indicated a disability.

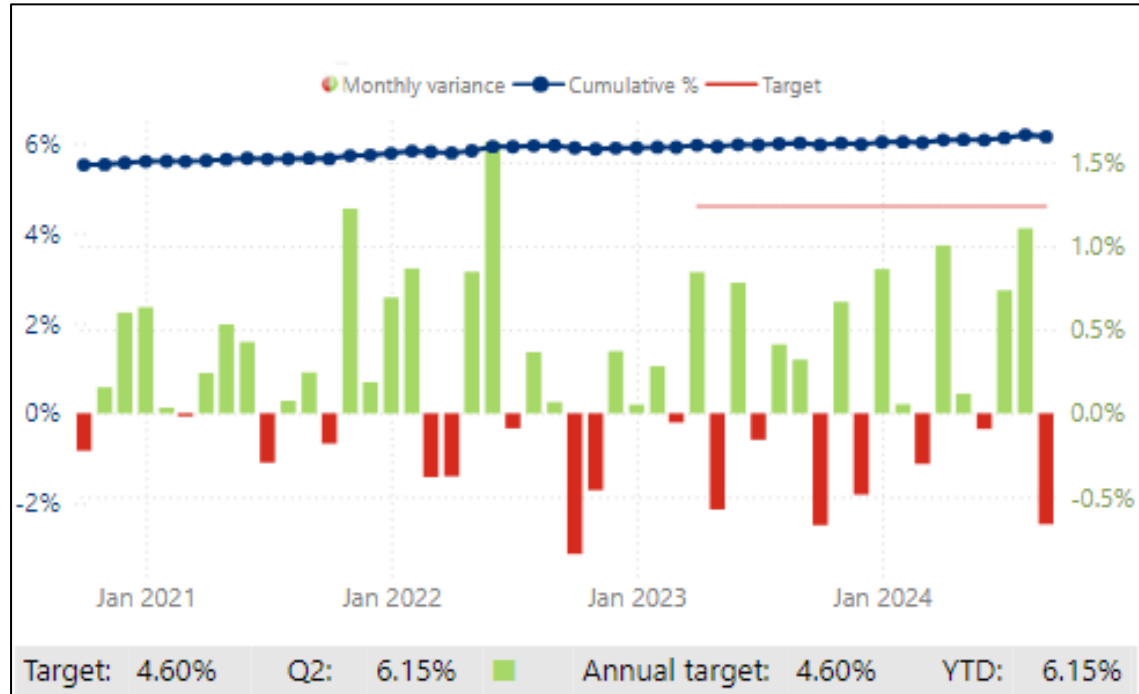
The Resourcing strategy has been completed and ensures attraction, selection and onboarding of new employees is inclusive and contains positive actions to support improvement in recruiting underrepresented groups. This includes improving the capture of diversity data. The project to implement the strategy is planned to be completed in mid-2025.

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.

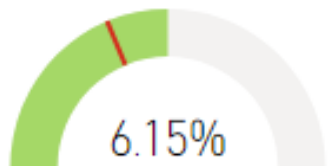
*Additional data on staff composition by Occupational Group and proportion of Disabled staff among Promotions, Top Earners and Voluntary Leavers available on [Slide 6](#)

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

Engaging with You



YTD actuals vs target



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

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

LFB has met and exceeded its target to reflect the proportion of LGB Londoners according to the 2021 Census, with progress continuing.

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.

Whilst we are above target, we will continue to monitor any trends in staff composition, and should a downward trend start to establish itself we will look to understand the drivers and implement strategies to address them.

*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

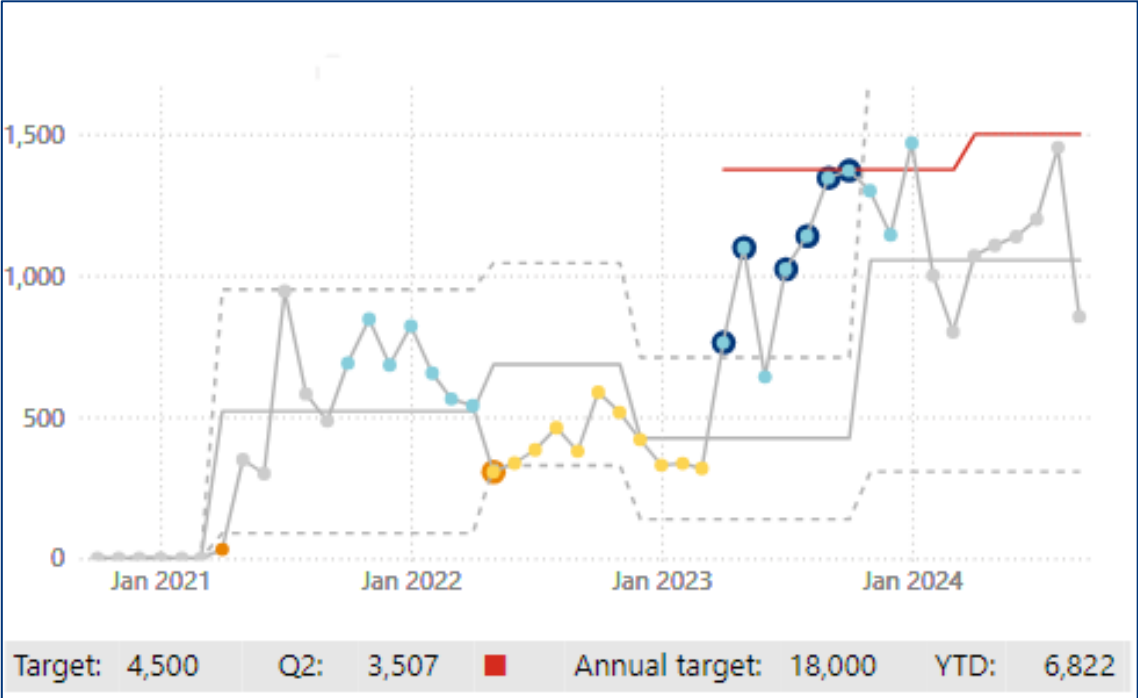
Engaging with You

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.

The Head of Community Engagement post became vacant at the end of May 2024. While we recruited to the role, the team focused on work including the Brigade's serious violence duty. Following the appointment of the new Head of Community Engagement, we anticipate that work on the tool will resume in late 2024, with formal consultation with the unions. We are hoping to launch an action plan in early 2025, followed by an early draft of data in 2025/26.

C2-01: Triages via our Online Fire Safety Checker

Engaging with You

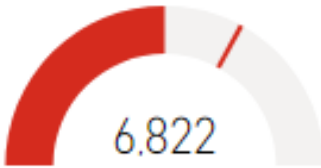


Home Fire Safety Checker (HFSC) triages are an important measure for the Brigade, because the process underpins our strategy to focus resources on those at greatest risk. Triage completions have been rising month-on-month during 2024/25, with Q1 starting at 1070 and Q2 starting at 1199.

August 2024 saw an increase to 1453, just short of the monthly target of 1500 and a rise of 254 from the previous month. However, completions fell to 855 in September. The checker will be part of the autumn/winter campaign in 2024, with safety messaging themed around seasonal risk supported by a call for Londoners to complete a free home fire safety check online.

In addition, the Brigade continues to invest in periodic paid-for digital campaigns, as well as working with public-facing staff by providing a new way of recommending the checker in all appropriate community interactions.

YTD actuals vs target

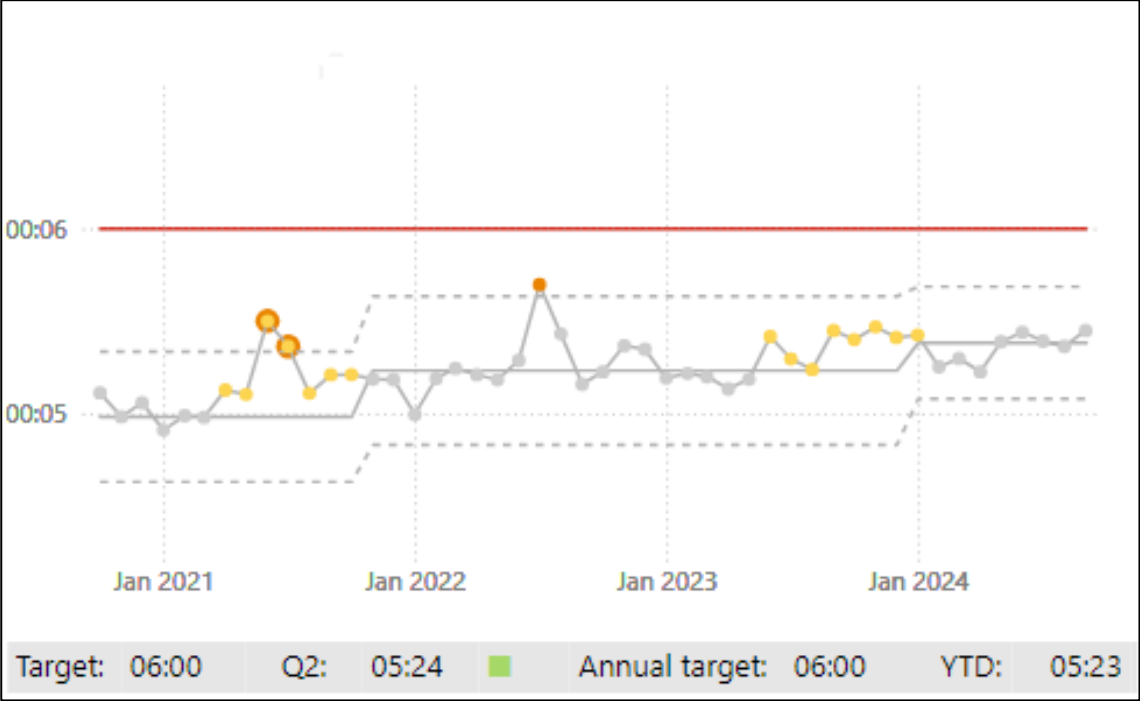


KPI definition: Number of triages completed online, identifying households at risk of a fire
Rationale: The delivery of prevention work has changed and will continue to strengthen using online tools, this allows us to prioritise in-person high risk Home Fire Safety Visits

[Understanding the SPC Charts](#)

C3-01: Average First Appliance Arrival Time

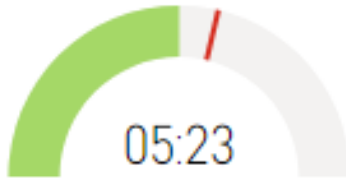
Protecting You



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



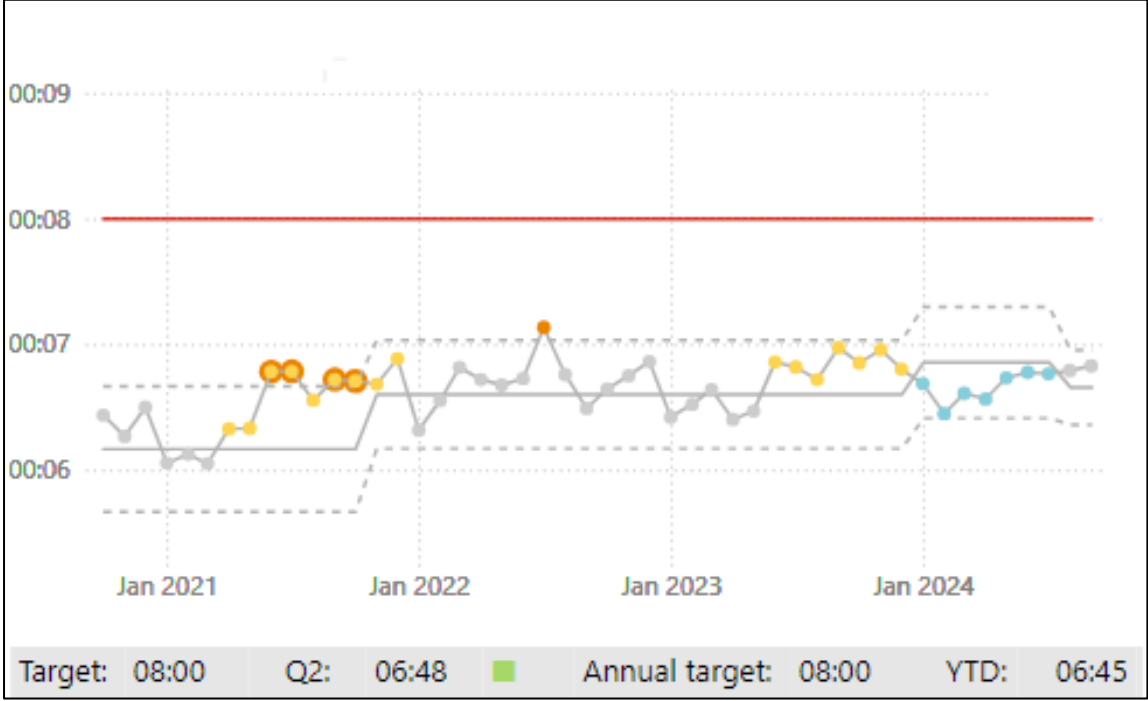
KPI definition: Monthly average arrival time of first fire engine to arrive at an incident within six minutes of being mobilised

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

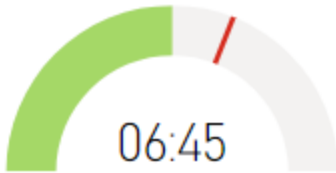
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YTD actuals vs target



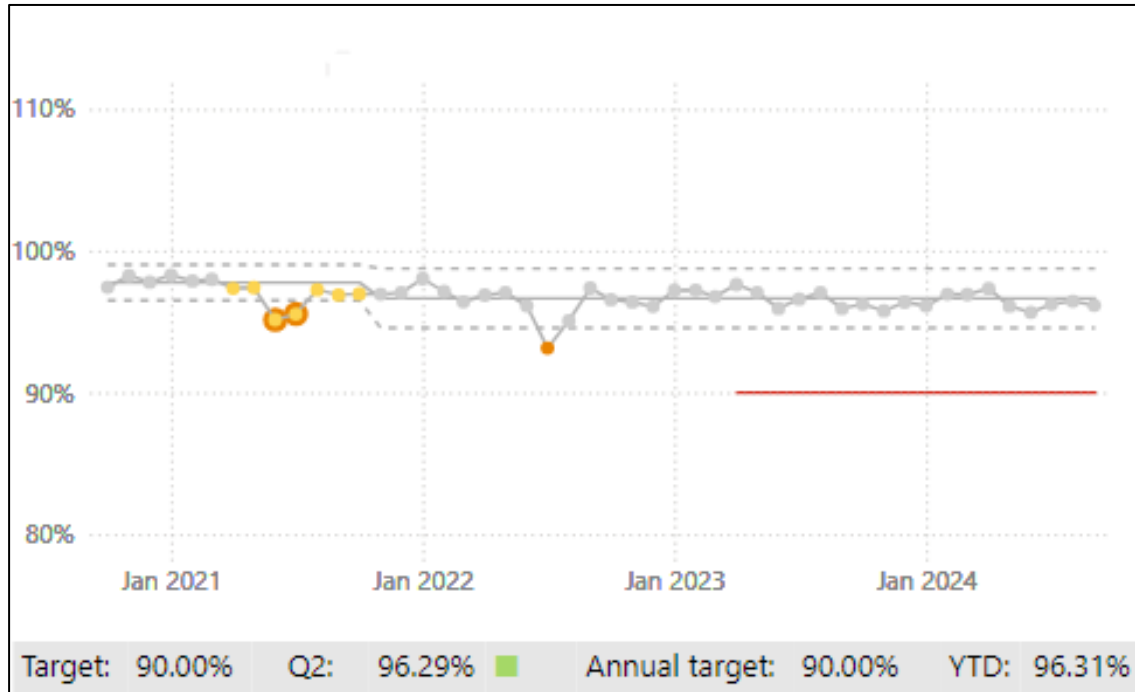
KPI definition: Monthly average arrival time of second fire engine to arrive at an incident within eight minutes of being mobilised

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

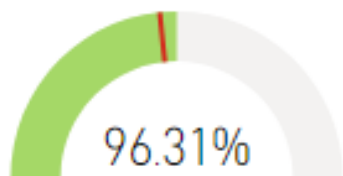
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LFB continues to perform well within target for London wide percentage first appliance arrival within 10 minutes.

YTD actuals vs target

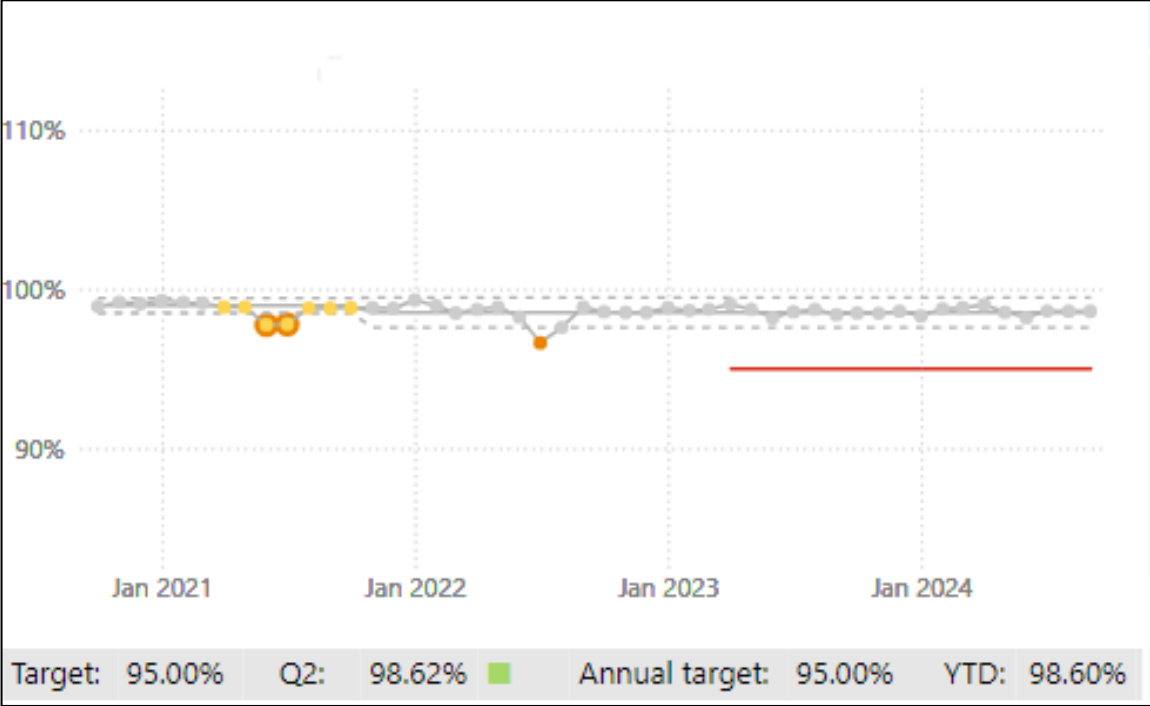


KPI definition: A fire engine anywhere within London in 10 minutes on 90% of occasions
Rationale: Response times are one of the key drivers for ensuring operational staff have the best chance of dealing with fires and other incidents effectively

[Understanding the SPC Charts](#)

C3-04: First appliance arrival within 12 minutes

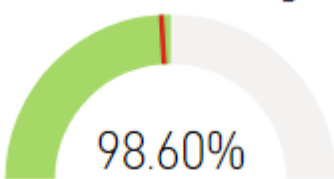
Protecting You



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

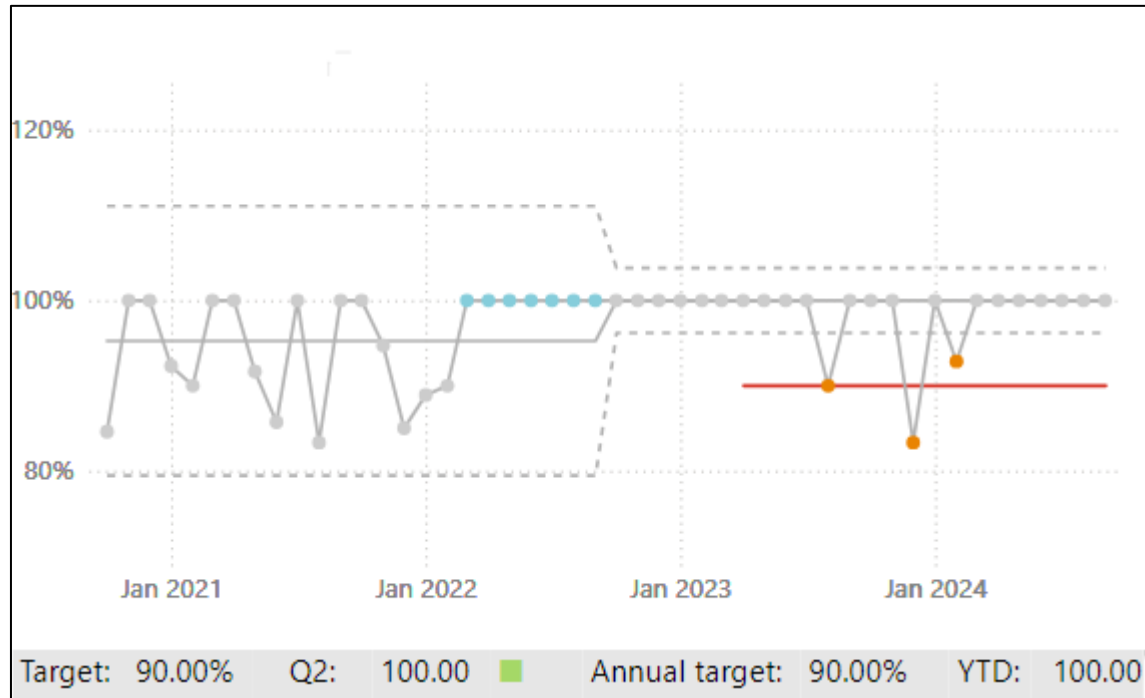
YTD actuals vs target



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

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.

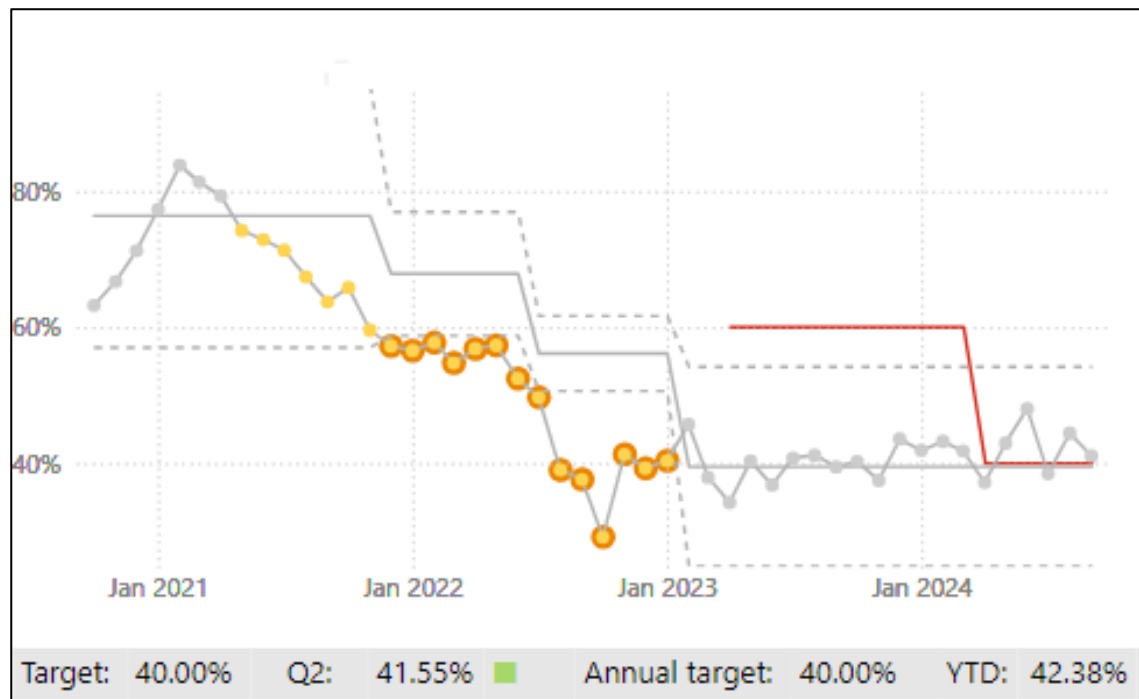
LFB continues to perform well in this area when serious fire risks are presented, and this remains a high priority.

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.

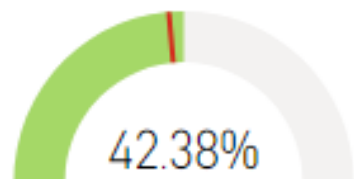
An app has been developed with the Digital Communications Team to provide a range of Prevention and Protection QR codes; enabling staff in outward facing roles to engage and direct members of the public to the appropriate pages on our LFB website. This will be rolled out concurrently with the Panasonic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

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, 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%.

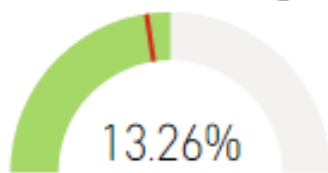
However, LFB now has a Protection specific workforce plan for inspecting officers to help map recruitment, training and competency, against the current challenges and emerging pressures such as the BSR. The Commissioner has raised the issue with national government and continues to engage all stakeholders 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



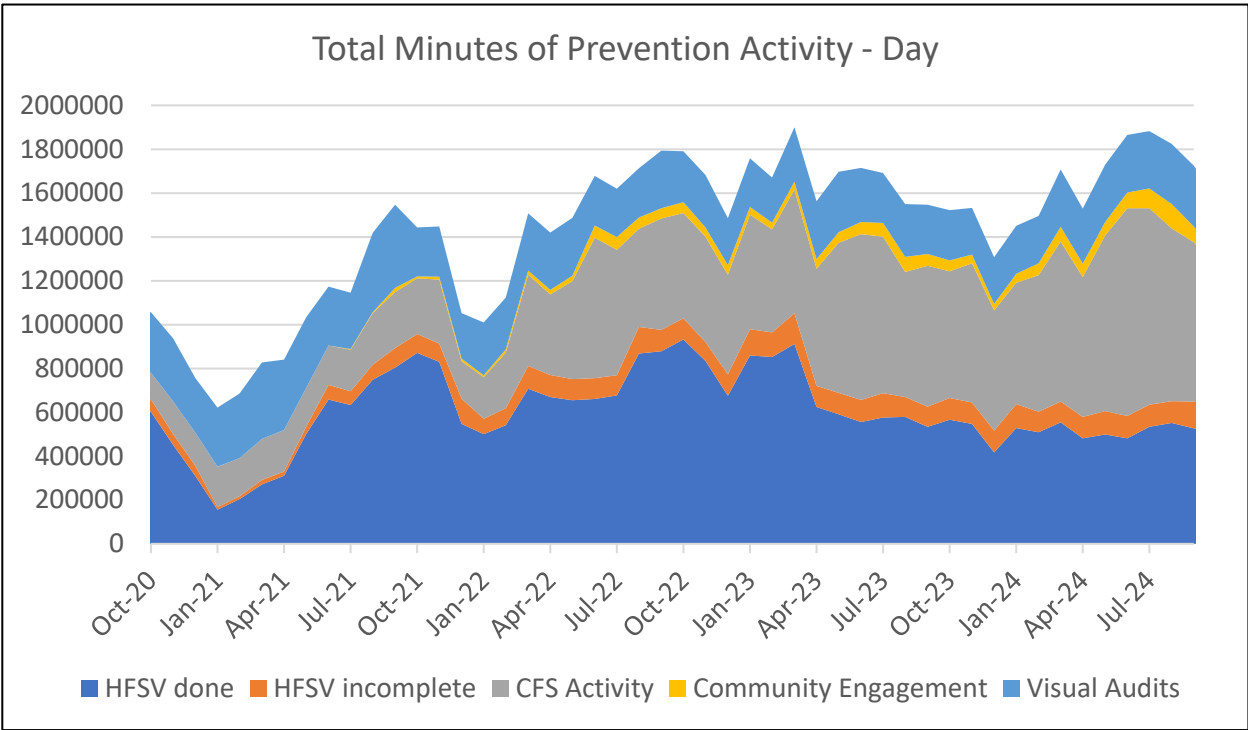
YTD actuals vs target



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

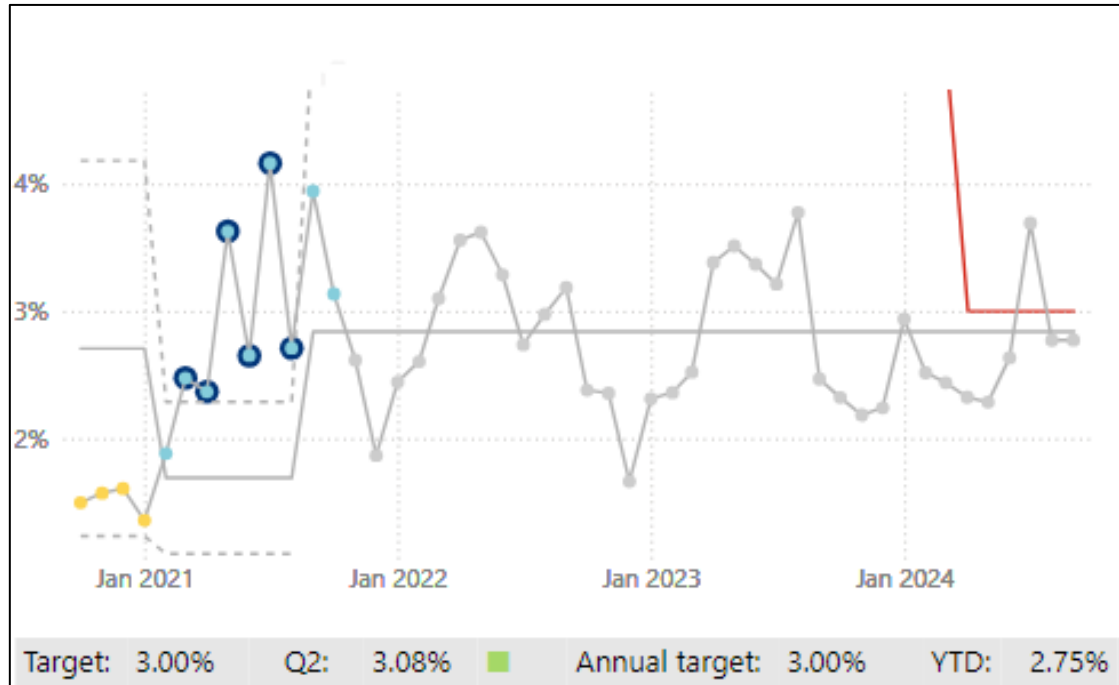
[Understanding the SPC Charts](#)



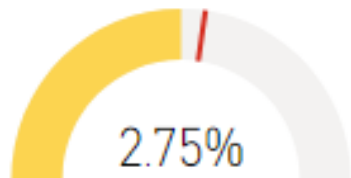
The quarterly performance for the percentage of staff time spent on Prevention activity remains above target against the new more challenging target of 12% for 2024/25. The Fire Station Performance Report went live at the end of April 2024 and has been viewed more than 11,500 times. The report makes 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



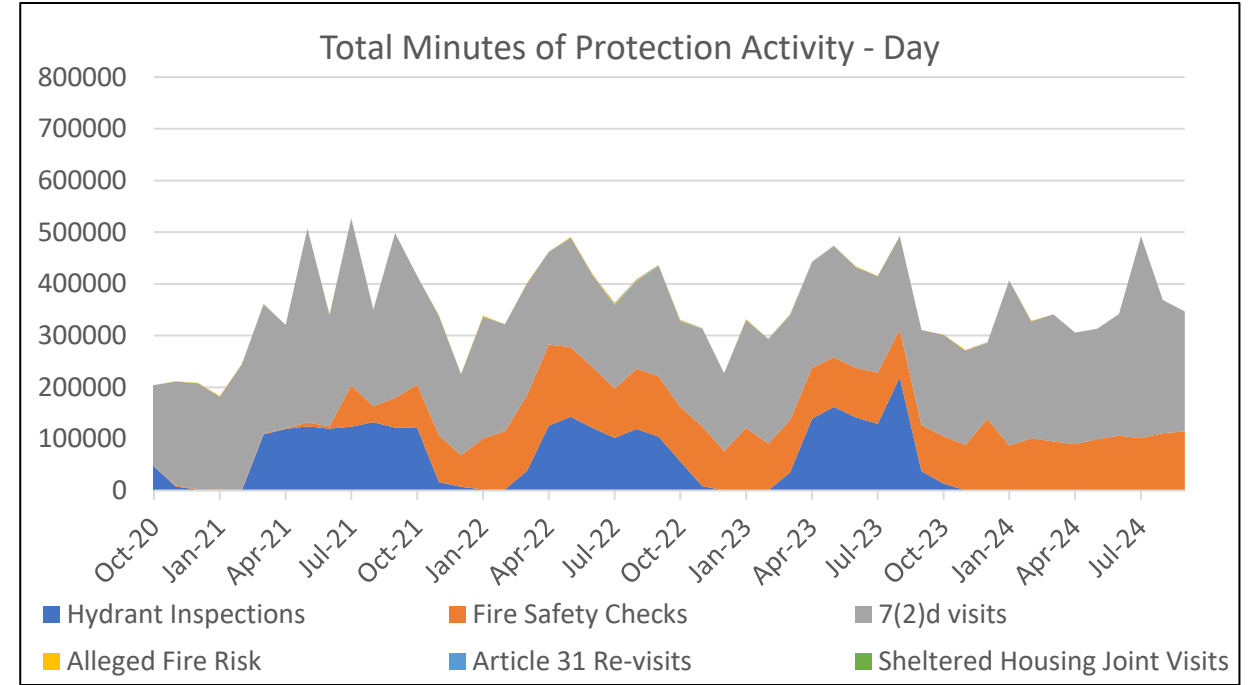
YTD actuals vs target



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

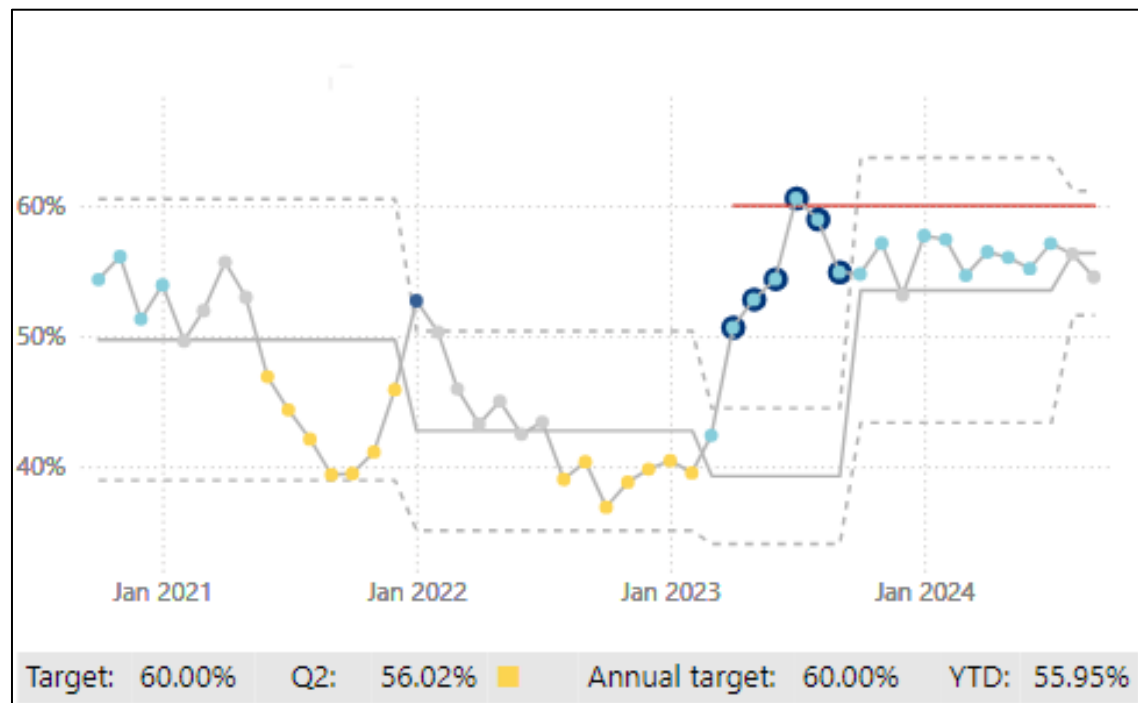
[Understanding the SPC Charts](#)



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 performed on target for the percentage of station staff time spent on Protection activity during Q2. In July a full review of all Site Specific Risk Information (Operational Risk Database entries) by Fire Stations was undertaken 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 11,500 times. 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

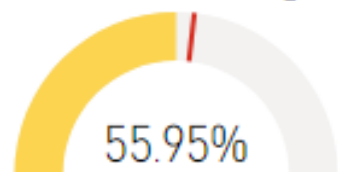
Protecting You



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 a positive shift of seven 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), including work being undertaken towards the development of the 2025/26 plans. We expect that these will have an impact on this metric in the future as this approach is further embedded.

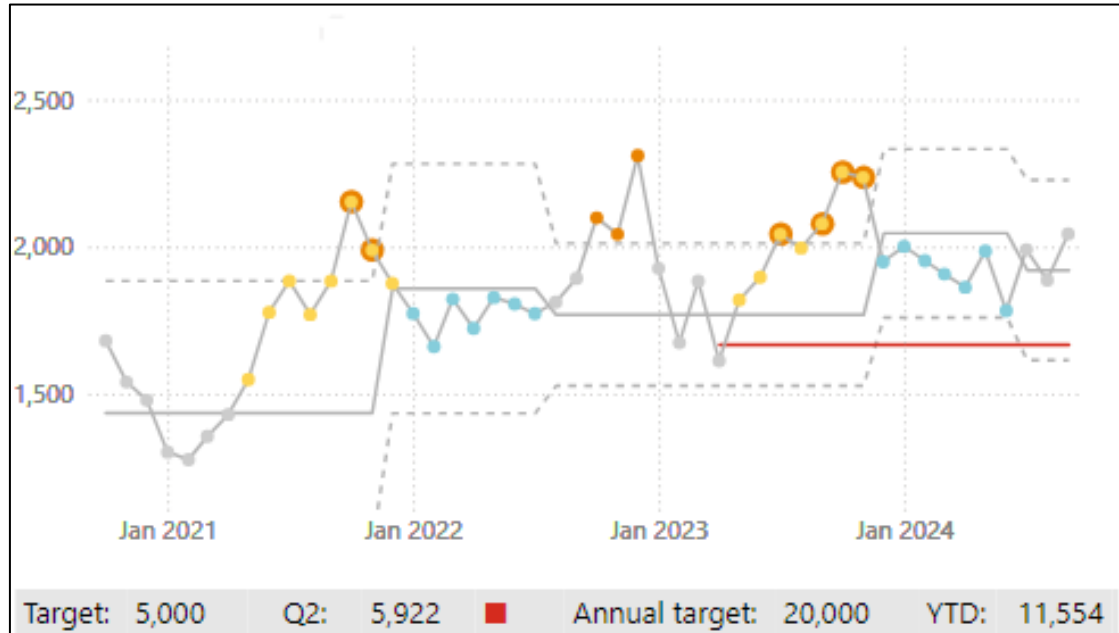
YTD actuals vs target



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

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

Protecting You

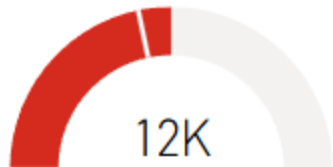


Following the agreement to implement a non-attendance policy, a small amount of work remains, predominantly recording exempt heritage buildings. The policy was also out for consultation with representative bodies until 25th October 2024.

From 29th October 2024 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 has included liaison with business owners, local authorities and working with business engagement groups to make sure that they are properly prepared and informed.

YTD actuals vs target



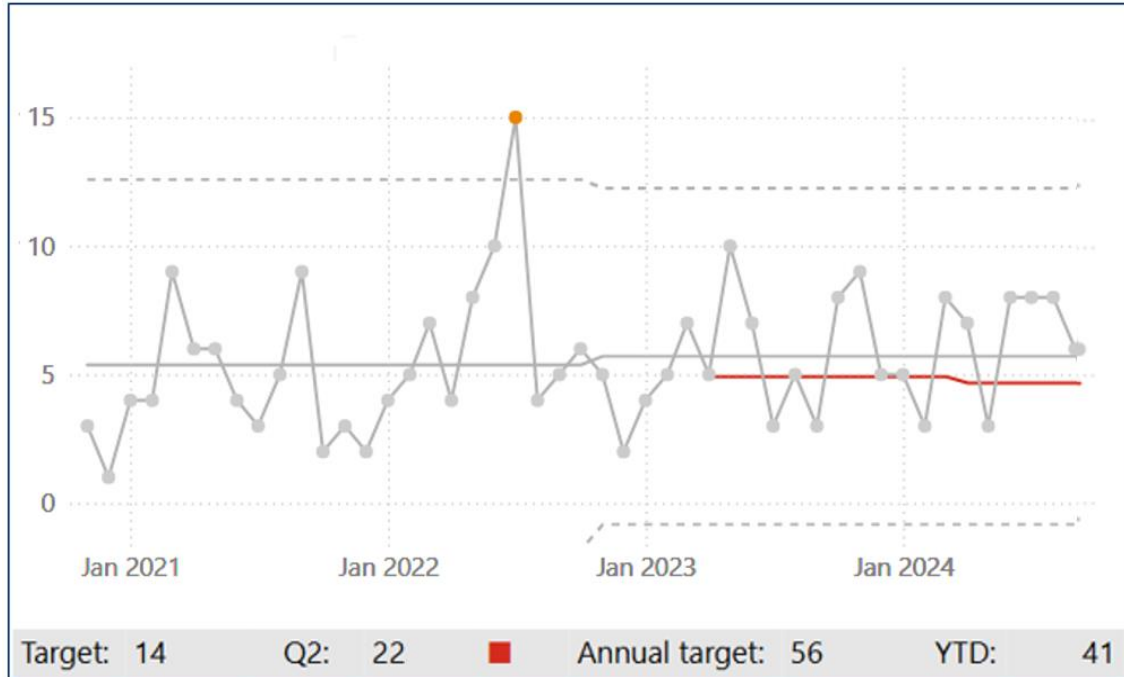
KPI definition: Monthly count of false alarms attended by LFB relating to automatic fire alarms that have actuated in other residential (places that accommodate people on a temporary basis) and non-residential properties (places that do not accommodate people) that have been categorised by the Home Office.

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

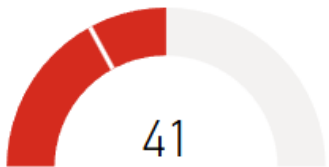
[Understanding the SPC Charts](#)

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

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 22 injuries reported under RIDDOR in Q2 2024/25. For the 12 months to the end of September 2024/25 there have been 77 RIDDOR injuries, which is above target and above the total number of RIDDOR for 2023/24 where 70 events were reported to the HSE.

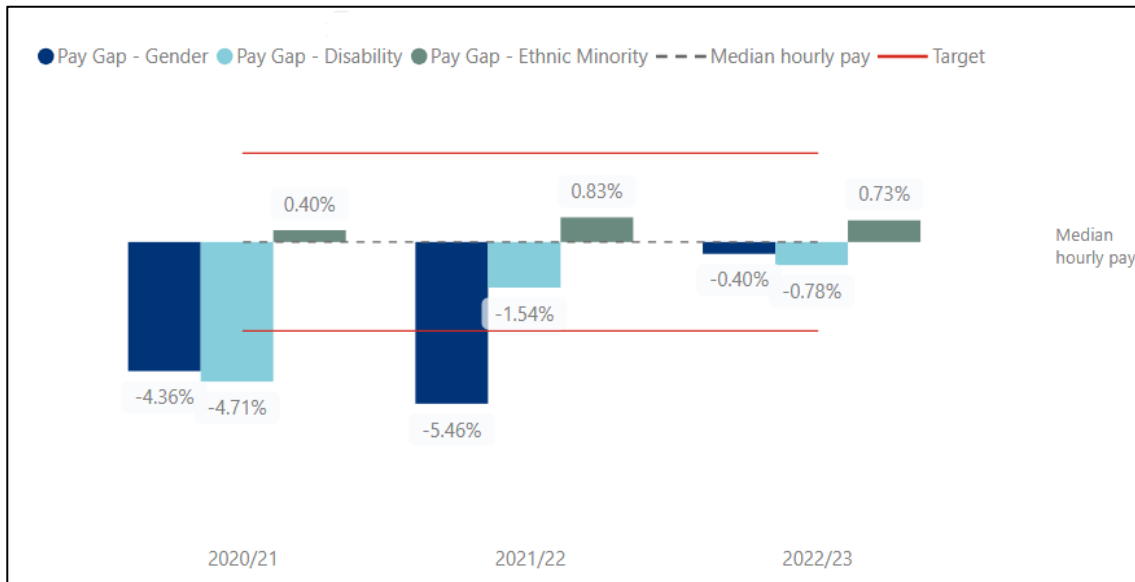
All RIDDOR injuries in Q2 were to firefighters, with 11 injuries occurring at operational incidents, four injuries occurring during operational training events and six injuries during general activities. One injury was reported as 'specified' injury; it was a firefighter who fractured their ankle using the pole responding to an incident. All other injuries were reported as 'over 7 day' injuries. These included injuries slipping on stairs, handling hoses, using enforcers, and burns during operational training.

All injuries are investigated, and recommendations are made to prevent recurrence. Of the 23 injuries reported in this quarter, 14 investigations have recommended actions to prevent a recurrence. The remaining six 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.

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.

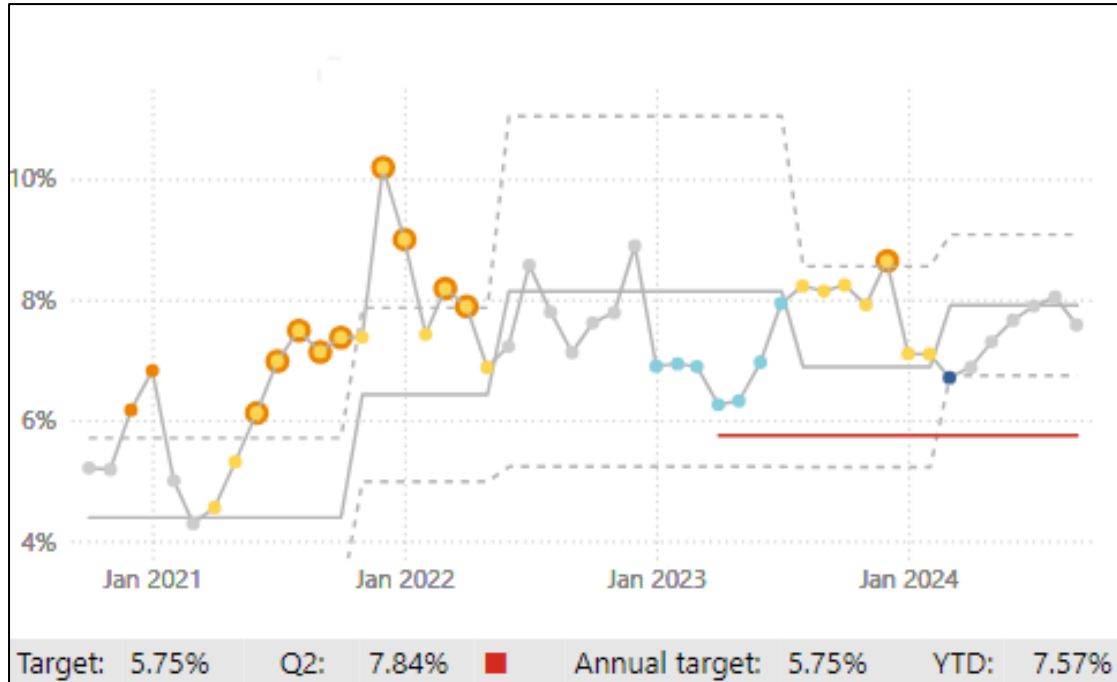
Target: +-3% Q1: -0.78% Annual target: +-3% YTD: -0.78%

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.

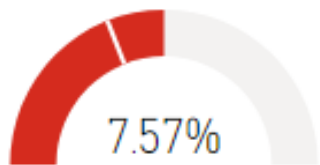
LFB publishes an annual report on the gender, ethnicity and disability pay report, which can be found here: [LFB gender, ethnicity and disability pay gap report 2023](#)

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, this peaked at 8.04% in August, and sickness continues to report above target at 7.84% for Q2. Stress, Anxiety and Depression (SAD) is running at 2.08% of overall sickness absence remaining constant for the last 6 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 the majority of sickness, at 5.14 % for Q2.

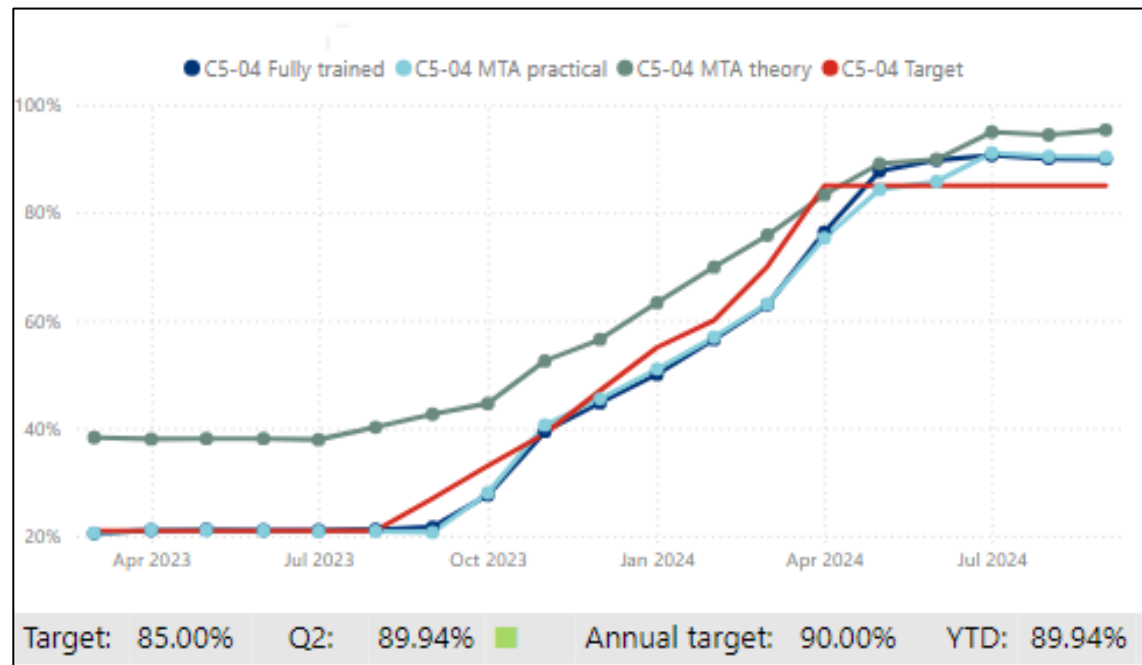
Current work to address operational sickness includes the Attendance Project for Fire stations which continues to progress with initial findings on special leave and light duties having been produced and updated at relevant governance boards. The next phase of the project will focus on sickness absence reasons, partial absences, half pay and nil pay as well as due to service cases. The new Fire Stations People Report has been released to operational managers and 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 have run seven manager upskilling sessions on absence to continue to build management capabilities along with a programme of other sessions.

Over the past few months, the Wellbeing team have been looking at our data to target support where it is needed and are working with The Fire Fighters Charity to further improve our workforce's understanding of mental health issues. They arranged a series of bite-size workshops relating to 'Managing Stress' and 'Building Resilience' tailored to our FRS and Control colleagues. These have been delivered by Wellness Coaches from Fire Fighters Charity.

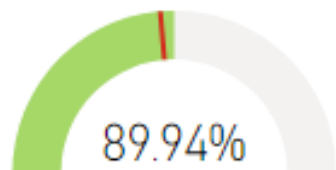
The Wellbeing Team is currently refreshing the content of the existing Recognising and Managing Stress Anxiety and Depression course content to educate managers how to better support their staff. Upon completion of this update, the Wellbeing Team will commence development of a new e-learning package 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. 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.

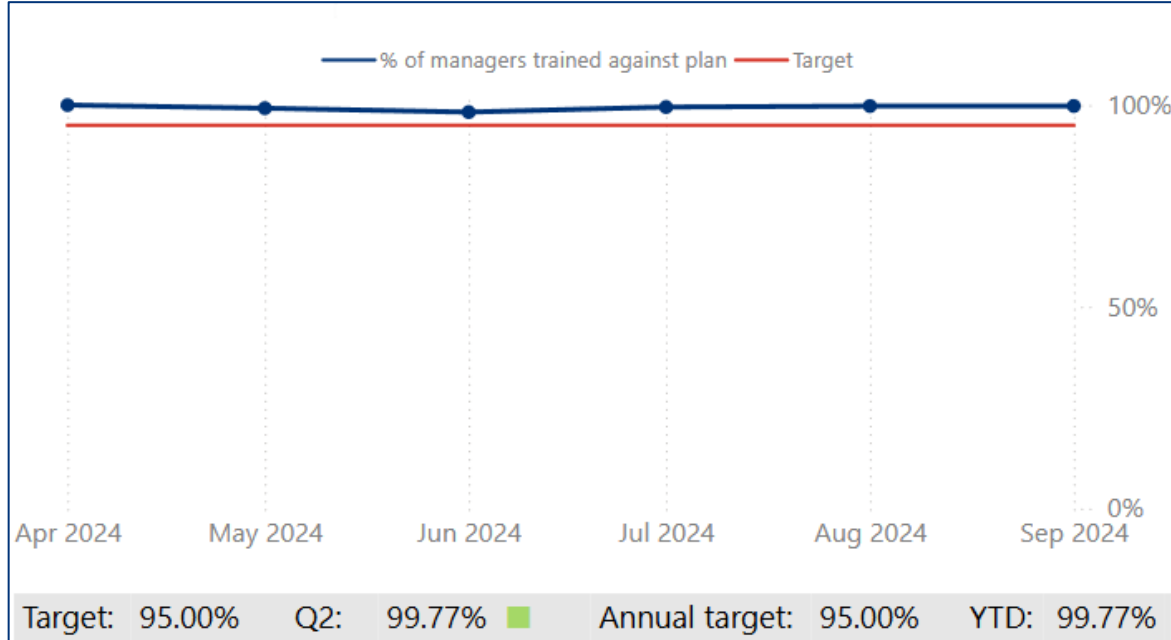
Training in all boroughs was completed in May 2024, and the Brigade now delivers frontline MTA level one and two capabilities from all boroughs with 142 pumping appliances, fourteen Fire Rescue Units (FRUs), and 11 aerial appliances. Command Units and aerials do not carry Ballistic Personal Protective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

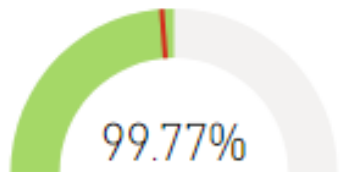
The MTA response has been mobilised on a several occasions including Fatal sword attack in Hainault, fatal incident in Hertfordshire with the subsequent manhunt taking place in Enfield and potential mass casualty incident in Stoke Newington following a shooting inside a restaurant. The response is also 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 and will inform the plan for full adoption.

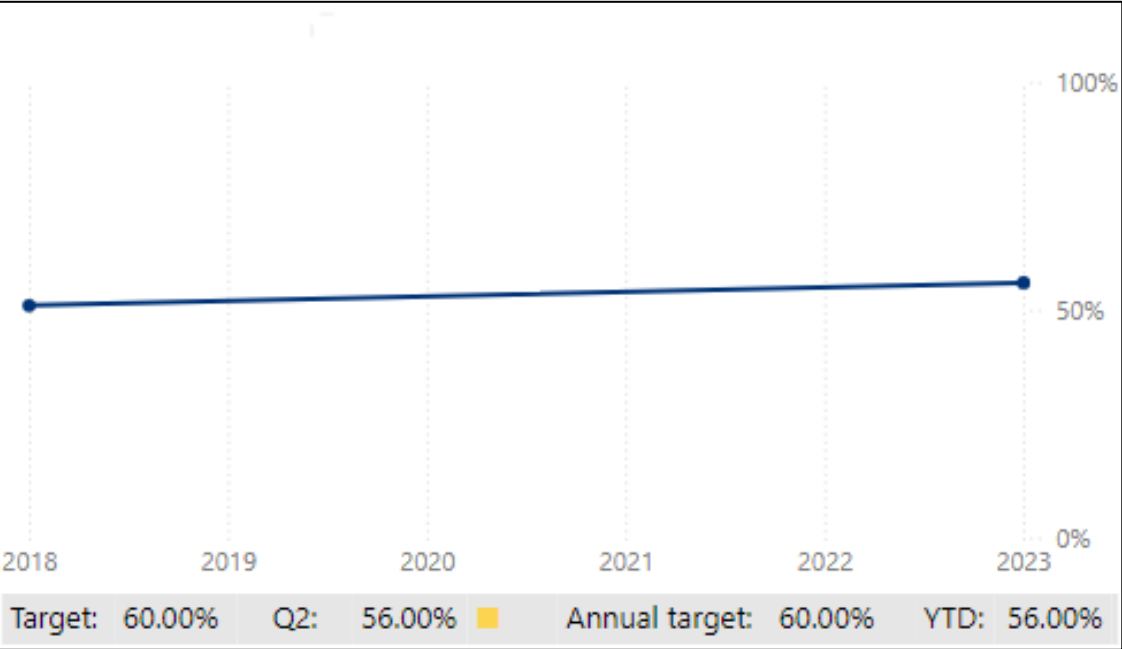
The target was achieved in Q2.

There are a combination of factors which have contributed to the target being achieved to date. The KPI was redefined for 2024/25, and a robust methodology was employed to forecast training delivery. The methodology accounts for staff turnover and anticipated attendance levels based on historical trends. Actions have also been taken to reduce non-attendance, including giving Frank Bailey programme delegates a choice of dates and locations for their training.

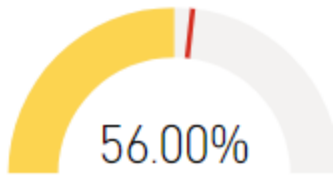
Some of the leadership programmes are open to all staff, rather than targeted to managers. In some months there may be a difference between the actual number of managers trained compared to the forecast, where either more staff without managerial responsibility or managers who have already received a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

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

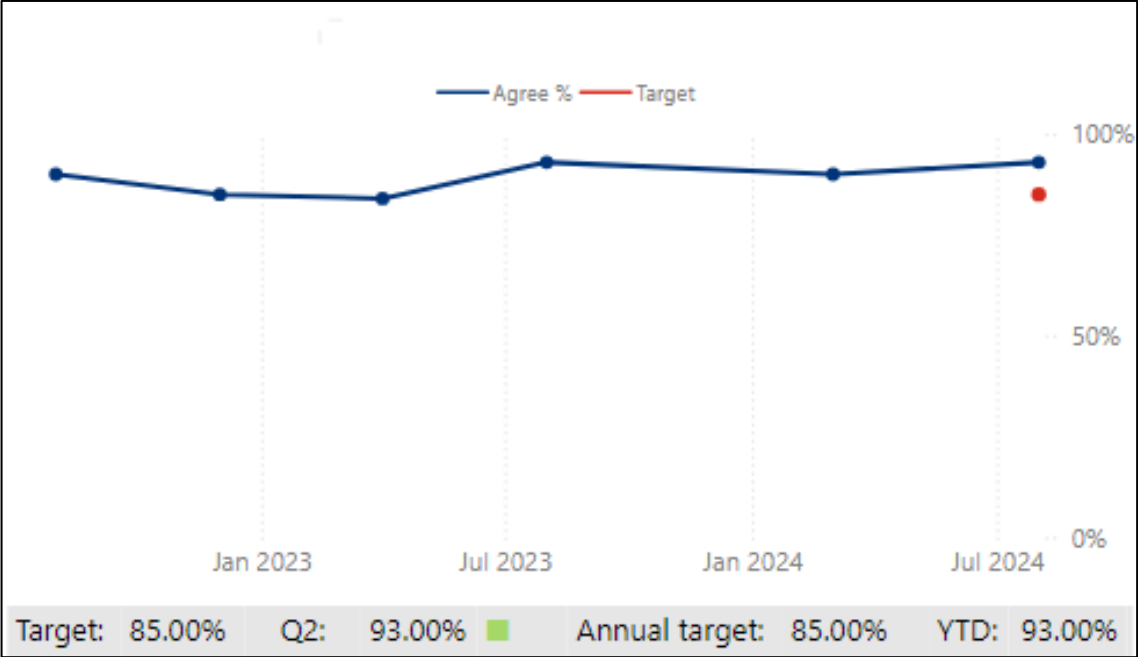
This staff survey was launched in October 2024, and the previous survey was in April 2023. Almost 4,000 staff took part in the previous survey, which is 70% of the Brigade’s workforce. The Brigade had not previously reached a 50% return rate on surveys. LFB is committed to driving up this indicator through 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 revert to the question ‘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.

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

Learning from Others

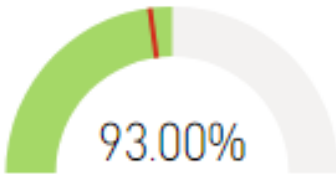


The poll carried out in August 24 shows a 3% increase in the percentage of respondents who agree that LFB is ‘trusted to serve and protect’. A total of 93% agreed with this statement, against our target of 90%, and compared with 86% in April 2021 when this question was first asked. Public opinion polling 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.

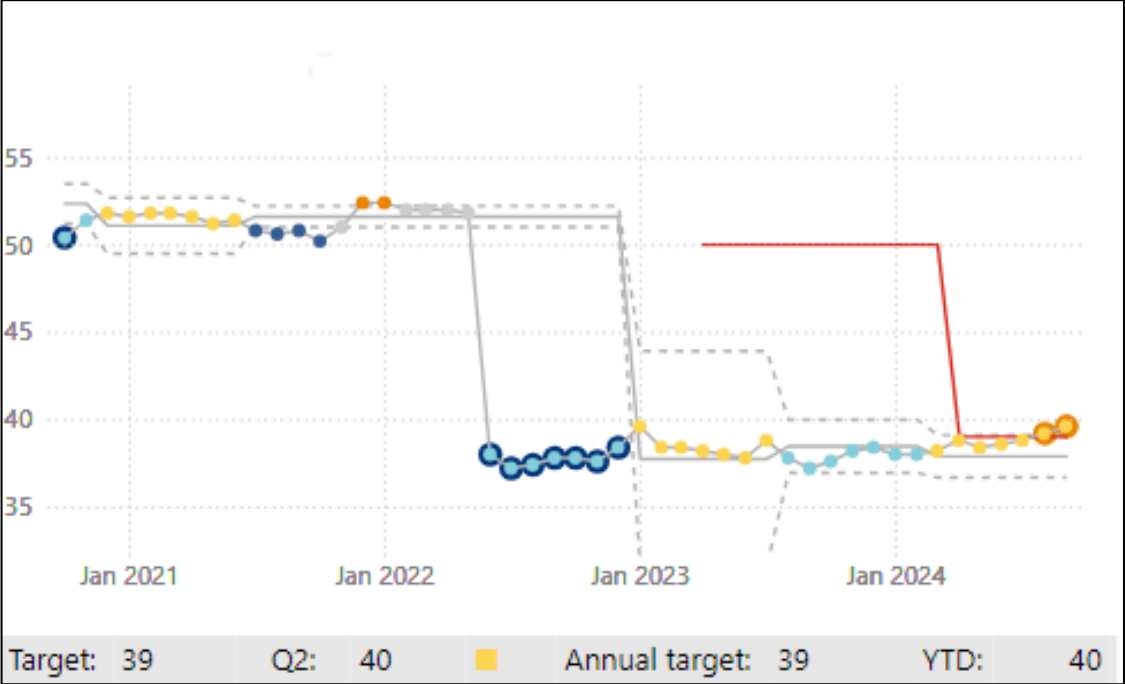
YTD actuals vs target



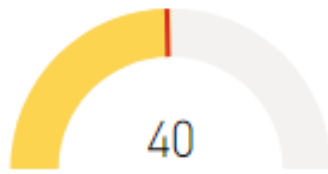
KPI definition: Polling by YouGov - percentage who agree with the statement “LFB is trusted to serve and protect London”
Rationale: Having the trust of the community we serve is integral to the organisation

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

Adding Value



YTD actuals vs target



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

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

The all-fire deaths (5-year average) is reporting above 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.

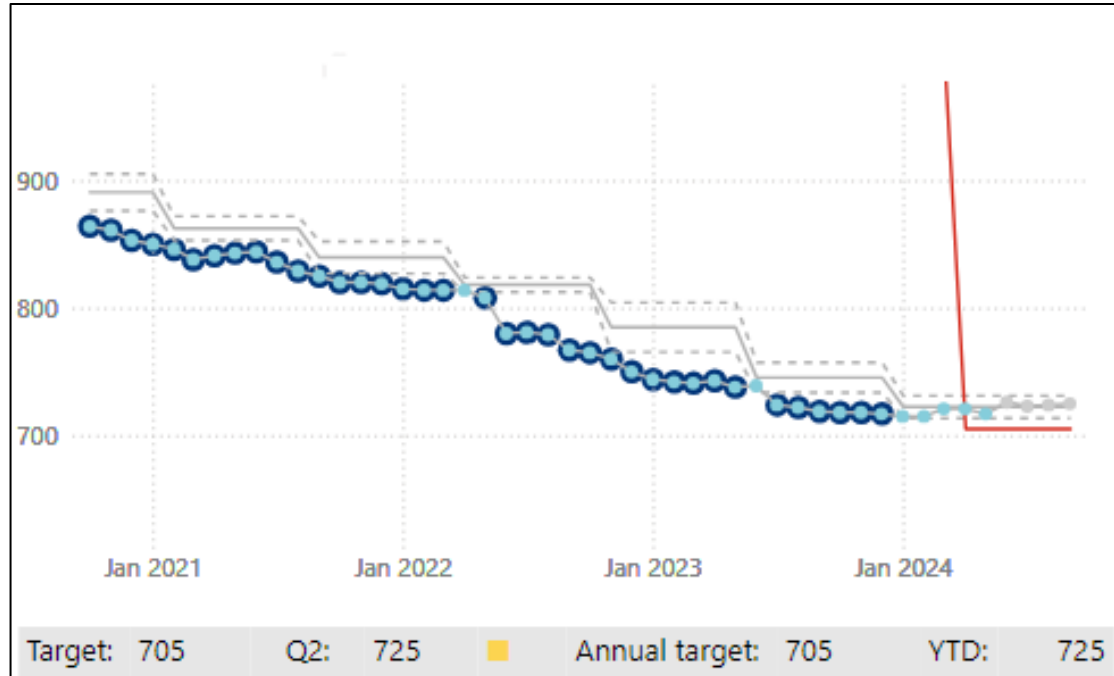
We continue to monitor emerging fire trends from lithium-ion batteries, particularly those in E-bikes and scooters, which have resulted in three deaths. The Events team in collaboration with Amazon to support our #ChargeSafe campaign is raising awareness of the risks associated with lithium-ion batteries with both communities and stakeholders. The Product Regulation and Metrology Bill has received its second reading on 8 October 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.

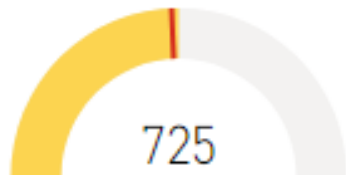
[Understanding the SPC Charts](#)

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](#)

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 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 an increase in fire injuries in recent months.

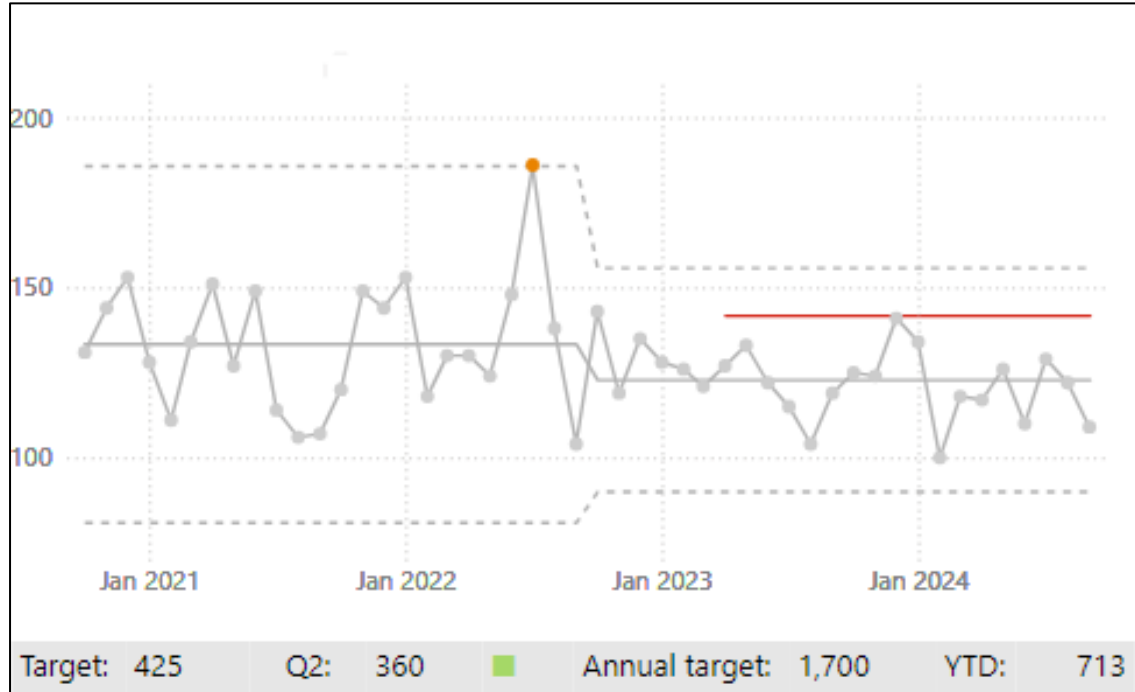
In terms of ignition source groups, cookers remain the top ignition source for fire injuries (24%), followed by smoking (14%) and matches and candles (12%). While fire injuries from cooking fires seem to be on decline (33% of fire injuries in 2019/20 to 20% in 2024/25), we have seen an increase in vehicle related fire injuries (2% to 7%) 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 16 incidents that led to four 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 local risks and the needs of the community.

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 four out of the last six months.

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

YTD actuals vs target



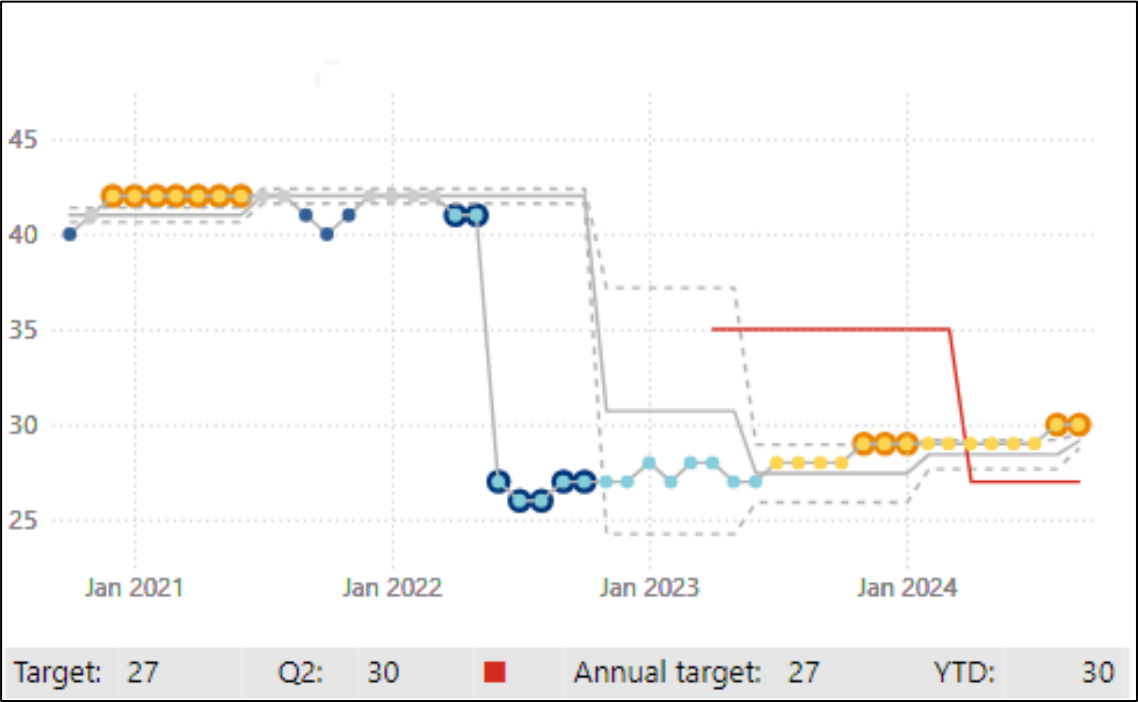
KPI definition: Total monthly figure of fires that have occurred in a house or bungalow of single occupancy

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

[Understanding the SPC Charts](#)

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

Adding Value

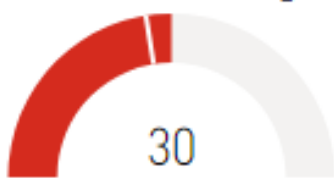


Accidental fire deaths in the home are reporting at a 5-year average of 30. This target has been made more challenging for 2024/25 to reflect our aim of having the lowest rate of accidental fire deaths in the home of any Fire and Rescue Service in England by the end of the CRMP lifecycle.

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.

LFB continues to keep a watchful eye on the emerging risks such as three 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.

YTD actuals vs target

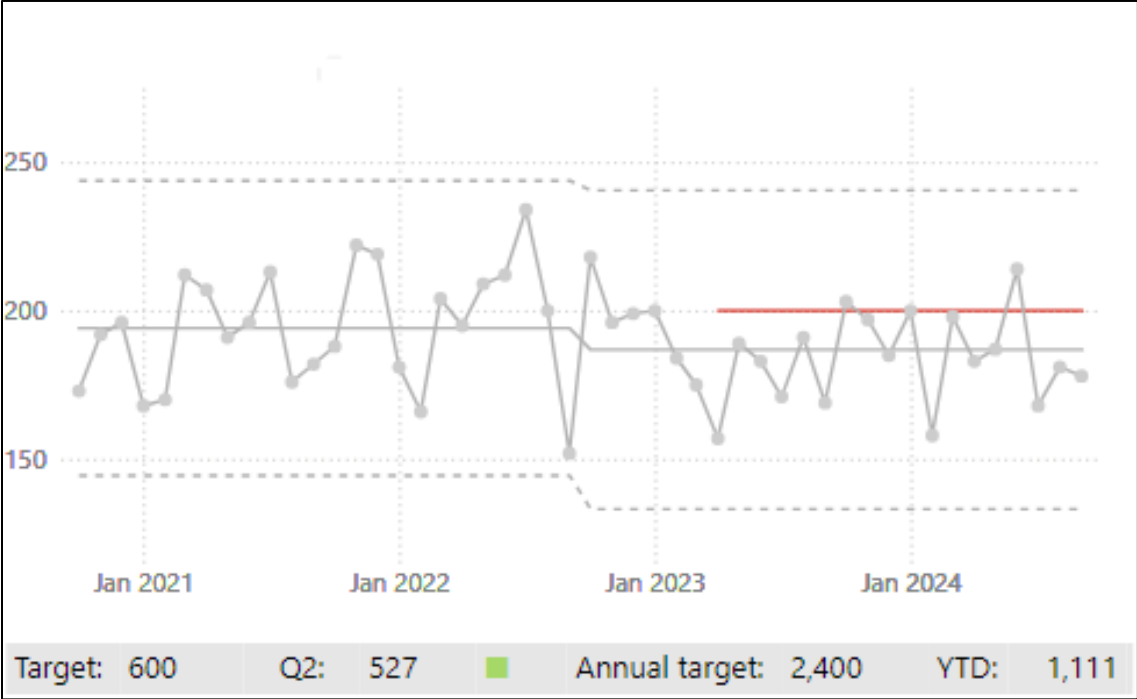


KPI definition: 5 year rolling average of fire deaths in dwellings caused by an accidental fire
Rationale: Monitoring the number of accidental deaths in the home enables us to assess trends and undertake analysis where we see an increase

[Understanding the SPC Charts](#)

C7-05: Number of fires - Flats

Adding Value



This performance continues to be within target and has been below average for three consecutive months during Q2 despite the number of residential flats continuing to increase. The year-to-date figure is within target.

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

YTD actuals vs target

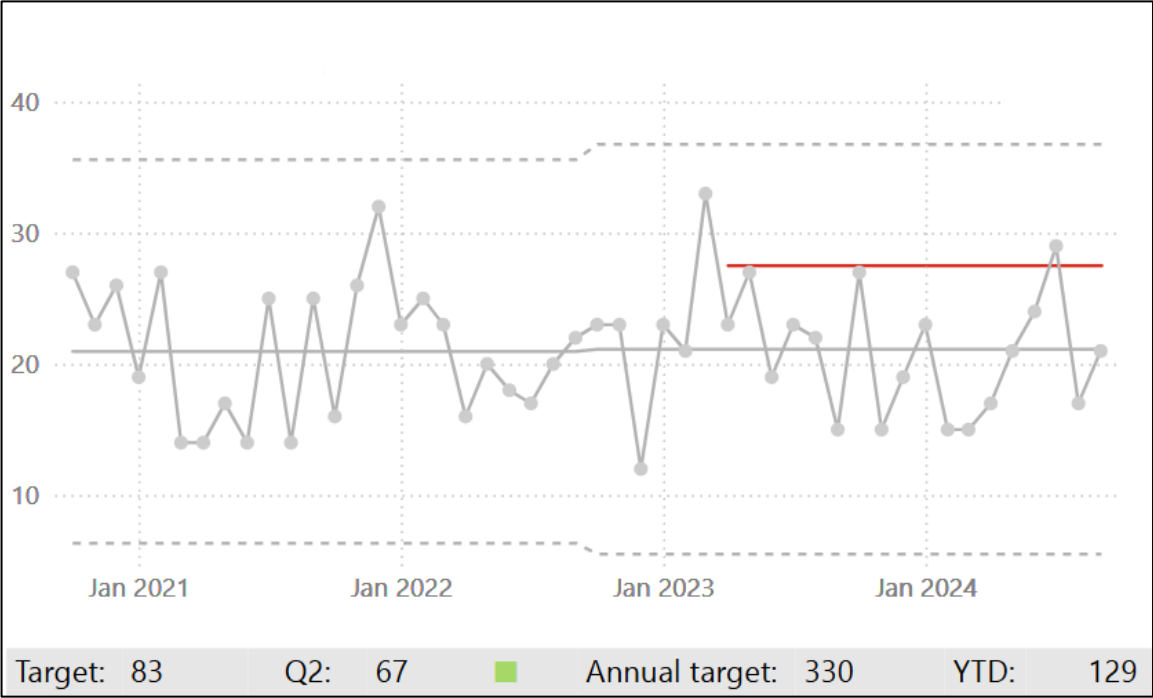


KPI definition: Total monthly figure of fires that have occurred in purpose-built flats or maisonettes of all storeys

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

C7-06: Number of fires - Care homes

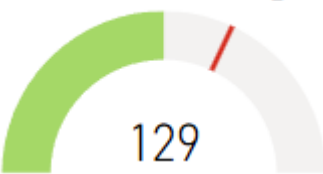
Adding Value



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.

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.

YTD actuals vs target



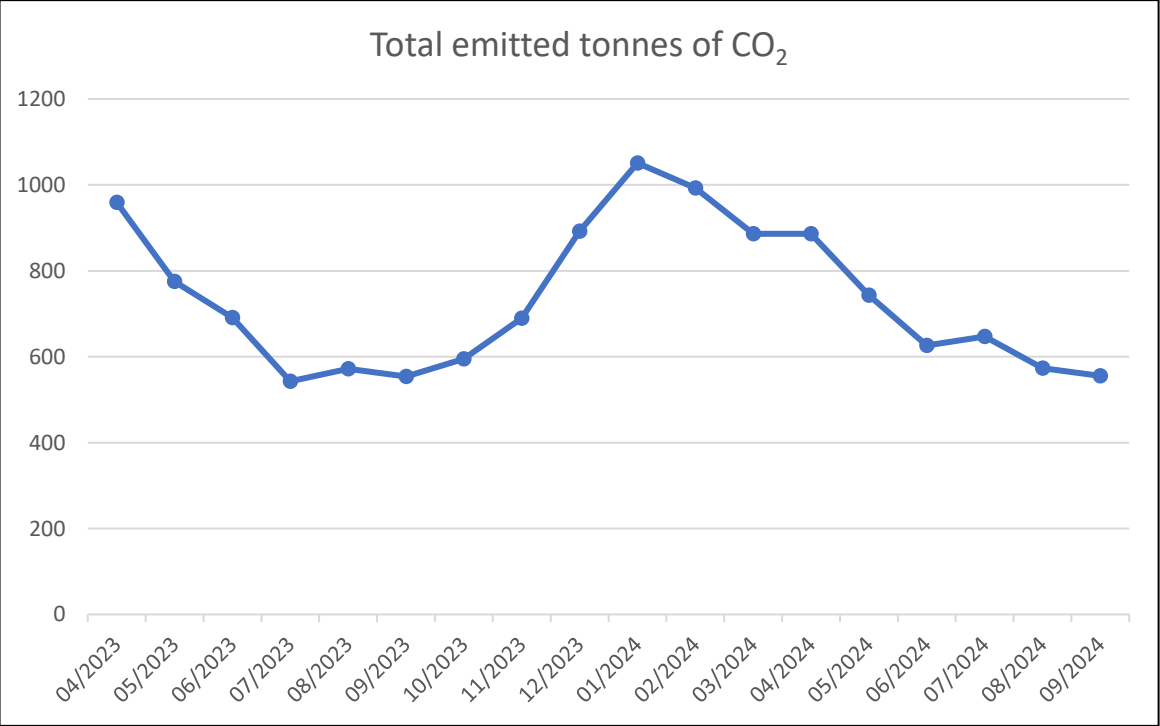
KPI definition: Total monthly figure of fires that have occurred in self-contained sheltered housing, residential home, children's home or nursing/care home

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

[Understanding the SPC Charts](#)

C7-07: Net zero carbon by 2030

Adding Value



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

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

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

LFB carbon net zero strategy identifies the move away from fossil fuels to an all-electric operation. LFB has made a significant borrowing commitment from the GLA green fund finance scheme and 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 continues to make further applications to Salix further enabling decarbonisation work.

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 credits post-2030 to offset the emissions of 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 Programme 8 and is managed by the carbon reduction team.