

**IT'S
YOUR
LONDON
FIRE
BRIGADE**

**OUR PLAN
TO KEEP
LONDON
SAFE
2023–2029**

Measuring our success
2023–2029

May 2022



LONDON FIRE BRIGADE

Introduction

Our Community Risk Management Plan (CRMP) sets out LFB's plan for the coming years. This document proposes a set of Key Performance Indicators (KPIs) which will allow us, the public and stakeholders to understand our progress against the commitments in the CRMP.

We have retained a number of the KPIs from the 2017 London Safety Plan. We have made some big changes to how we measure performance. We have new metrics around community engagement to support our commitment to working with communities to improve services. We also introduce measures of quality as well as activity. And, we have a new set of KPIs looking at training, wellbeing and diversity of our staff.

The Key Performance Indicators in this pack are for year 1 of our CRMP. The indicators and targets will evolve as we deliver on improvements and face new challenges. This also allows us to respond to feedback and to introduce indicators for unexpected events such as the Covid-19 pandemic.

We will report our progress against these Key Performance Indicators to the public and stakeholders regularly.

We have included three kinds of measures:

- Key outcome measures, showing us whether we are achieving our long term goals
- Key process measures, showing us whether we are making the improvements we believe will lead to achievement of our long term goals
- Any other measures which are of significant interest to the communities we serve

Engaging with
YOU

Protecting
YOU

Learning from
YOU

Representing
YOU

Our eight commitments

Commitment 1

We will work with you to provide localised services that meet your needs

Commitment 2

We will make it easy for you to access our services

Commitment 3

We will adapt our services as your needs change

Commitment 4

We will design services around **your** needs and concerns

Commitment 5

We will enable our people to be the best they can be, to serve you better

Commitment 6

We will work together to provide the best possible services to meet your needs

Commitment 7

We will be driven by evidence to give you the value you expect

Commitment 8

We will work with other organisations to secure a safer future for everyone

Our key performance indicators

Our Direction

“Trusted to serve and protect London”

Key Performance Indicator

Target

- Community Satisfaction Ratings Prevention and Protection
- Development of community impact tool
- Staff composition (gender, ethnically diversity and differently abled)

- Statistically significant improvement over time
- See footnote*
- Reflective of London

- Number of triages via our Online Home Fire Safety Checker

- 16,500 triages

- First appliance arrival
- Second appliance arrival
- First appliance arrival within 10 minutes
- Alleged fire risks addressed within 3 hours
- Ratio of high risk audits completed

- Pan-London average of 6 minutes
- Pan-London average of 8 minutes
- 90%
- 90%
- 75%

- Station staff time spent on prevention activity
- Station staff time spent on protection activity
- Percentage of high risk home fire safety visits
- False alarms due to Automatic Fire Alarms in non-domestic buildings

- See footnote*
- See footnote*
- 75%
- 20,000

- Number of safety Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
- Percentage of managers who have completed training against plan
- Pay gap (gender, ethnic diversity and differently abled)
- Staff sickness

- 59 per annum
- 90%
- Continuous improvement with long term goal of equal pay
- 5.75%

- People Survey

- See footnote*

- Number of fire deaths (5 year rolling average)
- Number of fire injuries (5 year rolling average)
- Number of fires (Flats / Houses & Bungalows / Care homes)
- Accidental fire deaths in the home (10 year rolling average)

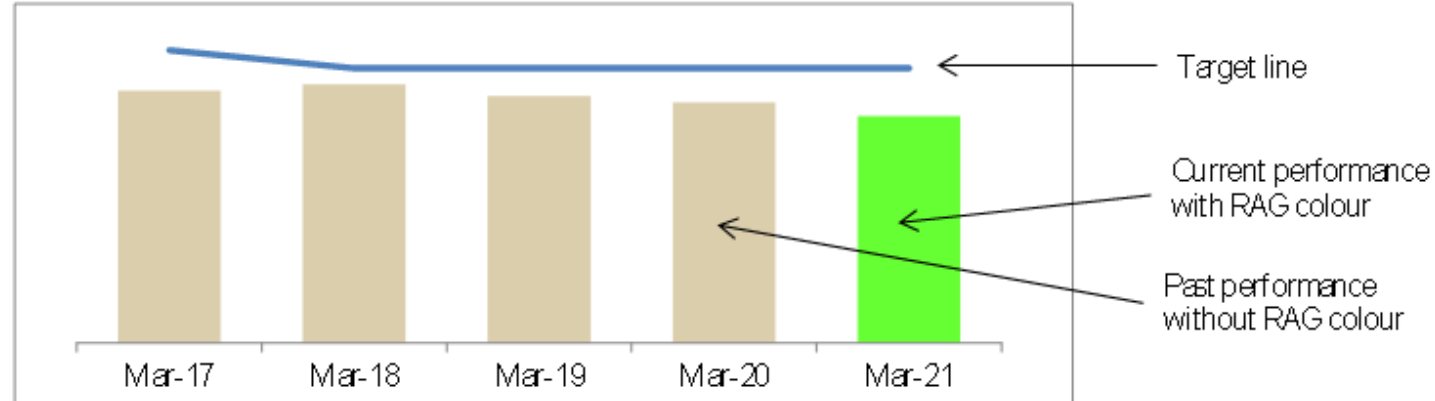
- 50
- 1,000
- 2,400 / 1,700 / 330 per annum
- 35

During the first year of the plan we will be developing how we measure the effectiveness of our partnerships and the opportunities for improvement.

**footnote:
LFB is currently developing data collection and reporting methodology for these measures, targets will be set in 2022.*

Current Presentation of Data

We publish a number of performance reports (e.g. Quarterly Performance Report) for the public and stakeholders. These reports include performance against our London Safety Plan indicators and commentary and data on key projects, risks and improvements. We normally present data about our delivery against targets as bar charts (see below).



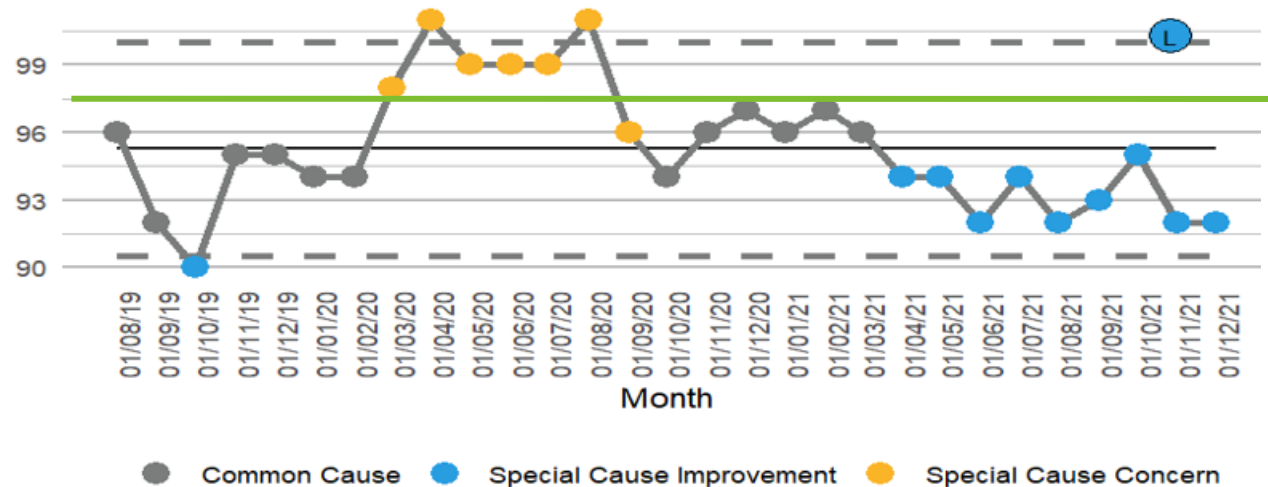
We will change the way we present data to provide more transparency around our performance. The next slide shows an example of a **control chart**. This is a tool for showing significant improvement or deterioration in performance. This tool is widely used in the public health sector. We will continue to publish summary tables.

New Presentation of Data

The table below is an example of a control chart (also called a Statistical Process Control chart). It is a line chart with two added extras; an average line (the black line) and control limit lines (the upper and lower grey dashed lines) which show **the normal performance range of that process**.

If we see a data point outside of the control limits then it is considered an unusual event (statistical outlier) which requires attention and possible immediate action.

If we see a run of 6 or more data points in a row above or below the average then this shows a statistical shift in performance, which means that the improvement or deterioration is likely to continue if we don't take action.



A shift in performance or an outlier represent special cause (unexpected) variation and require attention, whereas performance within the normal limits is called common cause (expected) variation.

Significant improvement is shown as blue dots whereas significant concern is shown as yellow dots. A target is shown as a green line.

| Target | Oct-21 | Nov-21 | Dec-21 |
|--------|--------|--------|--------|
| 98 | 95 | 92 | 92 |



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Community Satisfaction



Community Feedback Approach

Rationale | Close collaboration with Londoners will be a core part of how we monitor and improve performance

Data | We do not currently collect this data and will be developing reporting over the coming months

Target | To be set when initial (baseline) data have been collected

Commitment | 1. We will work with you to provide localised services that meet your needs

We aim to improve our performance through better conversations and collaboration with the communities we serve. And we want to measure our success here.

We will engage with Londoners in a number of ways to gather a representative and holistic picture of how well we are serving our communities. We will continue our YouGov polling, and will report on the measures shown in slides 9 to 11 in 2023. We are developing a social impact tool which measures the impact we are having on our communities. This has been piloted in 2022 and requires further work before we adopt it.

We also plan to develop ways for people to give direct feedback after interactions (such as response to incidents and prevention and protection work) with our staff.

Finally, we will continue to engage with focus groups to understand feedback from key sections of the community.

Community Trust

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

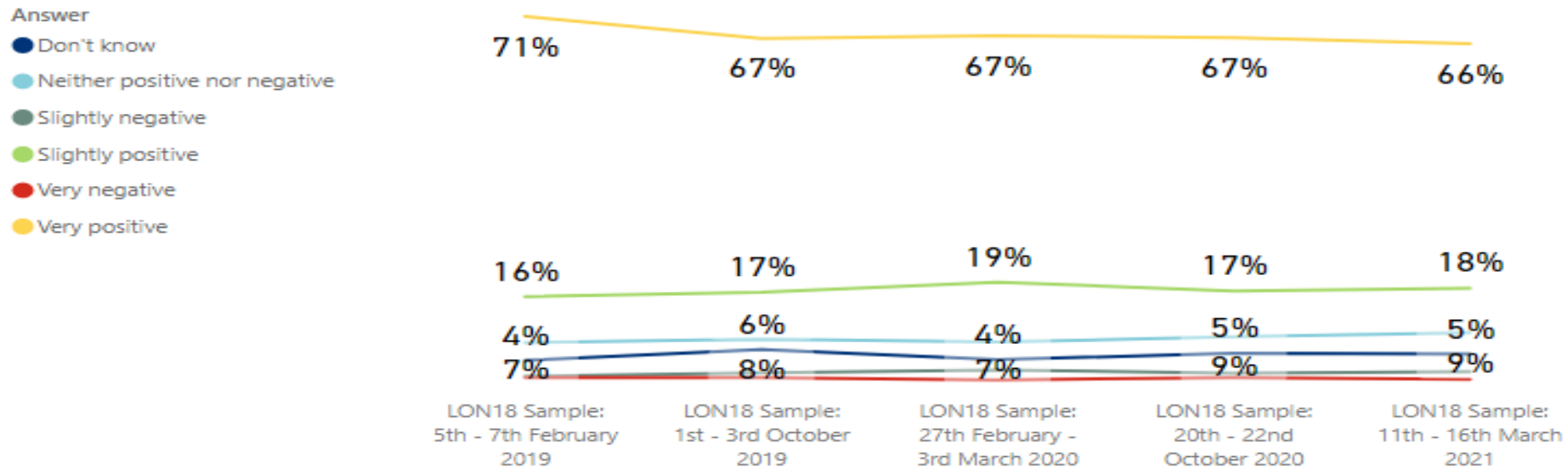
Data | We can see over the past two years performance has been stable, with a slight decrease.

Target | To see a positive statistical shift in the percentage of the community who feel very positive from the current 66%

Commitment | 1. We will work with you to provide localised services that meet your needs

We plan to use this question from the community survey: “In general, how positive or negative do you feel towards the London Fire Brigade (LFB)?”.

Trends over time



Community Satisfaction – Prevention

Rationale | To assess community satisfaction with our prevention activities whilst we develop better reporting

Data | Latest performance shows 57% of responders strongly agree

Target | To see a positive statistical shift from current performance

Commitment | 1. We will work with you to provide localised services that meet your needs

We plan to use this question from the community survey: “I trust the LFB to advise people how to be safe from fire in their home”

Answer ● Don't know ● Strongly agree ● Strongly disagree ● Tend to agree ● Tend to disagree



Community Satisfaction - Protection

Rationale | To assess community satisfaction with our protection activities whilst we develop better reporting. Protection activities are focussed on business premises (e.g. audits, building consultations)

Data | Latest performance shows 50% of responders strongly agree

Target | To see a positive statistical shift from current performance

Commitment | 1. We will work with you to provide localised services that meet your needs

We plan to use this question from the community survey: “I trust the LFB to provide suitable advice on fire safety to businesses and building professionals”

Answer

Answer ● Don't know ● Strongly agree ● Strongly disagree ● Tend to agree ● Tend to disagree





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Response Measures



Response times

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

Data | We have consistently met the response targets across all measures

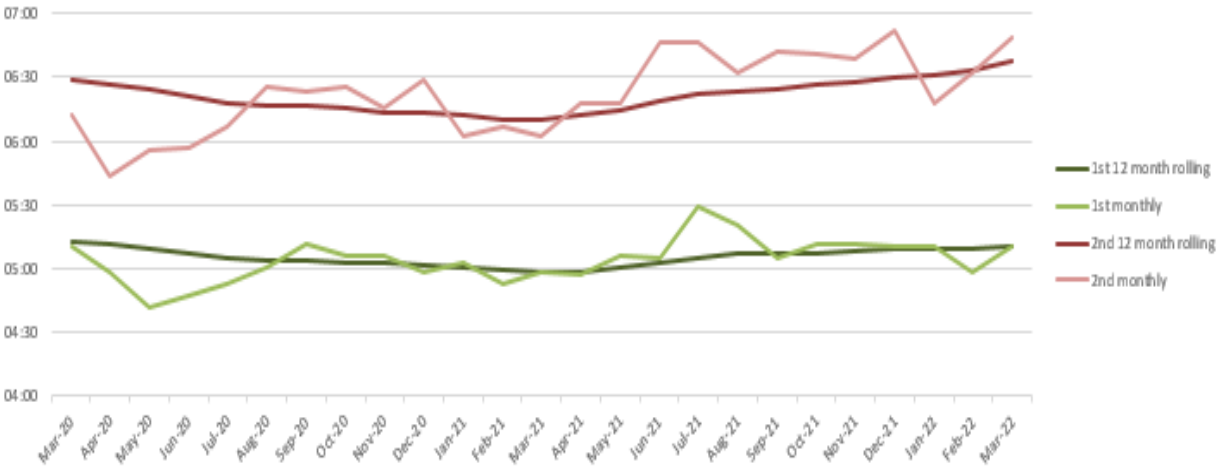
Target | To maintain the current response targets as the population and complexity of incidents in London increase

Commitment | 3. We will adapt our services as your needs change

We expect to respond to an incident by the first appliance arriving within 6 minutes and the second appliance arriving within 8 minutes. We also have two measures to understand our overall arrival times across London; that the first appliance arrives within 10 minutes 90% of the time and the second appliance arrives within 12 minutes 95% of the time.

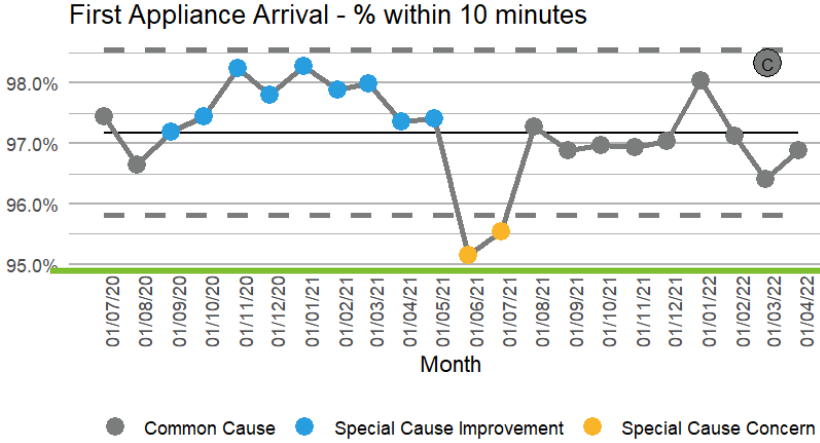
We propose to keep the current average response time measures and the 10 minute measure. We propose to remove the 12 minute measure as it does not add further value.

Average Appliance Arrival Times



First appliance | Target 6 mins | Mar 22: 5:12mins

Second appliance | Target 8 mins | Mar 22: 6:38mins



Target 90% | Apr 22: 96.9%



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Prevention Measures



Station Staff time spent on prevention activity

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

Data | We currently collect this data as activity numbers and will be developing combined reporting to measure time spent

Target | To be set when initial (baseline) data have been collected

Commitment | 4. We will design services around **your** needs and concerns

In the 2017 London Safety Plan, we set targets against individual prevention activity that the London Fire Brigade delivers. We want to change this to an overall measure which looks at the amount of time station staff are spending on prevention activity.

We will still report on the range of different activities, e.g. Home Fire Safety Visits and youth engagement schemes, and a summary target will allow operational managers to flex the balance of activities their teams delivery to reflect the needs of the local community and the changing environment.

Number of fire deaths

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

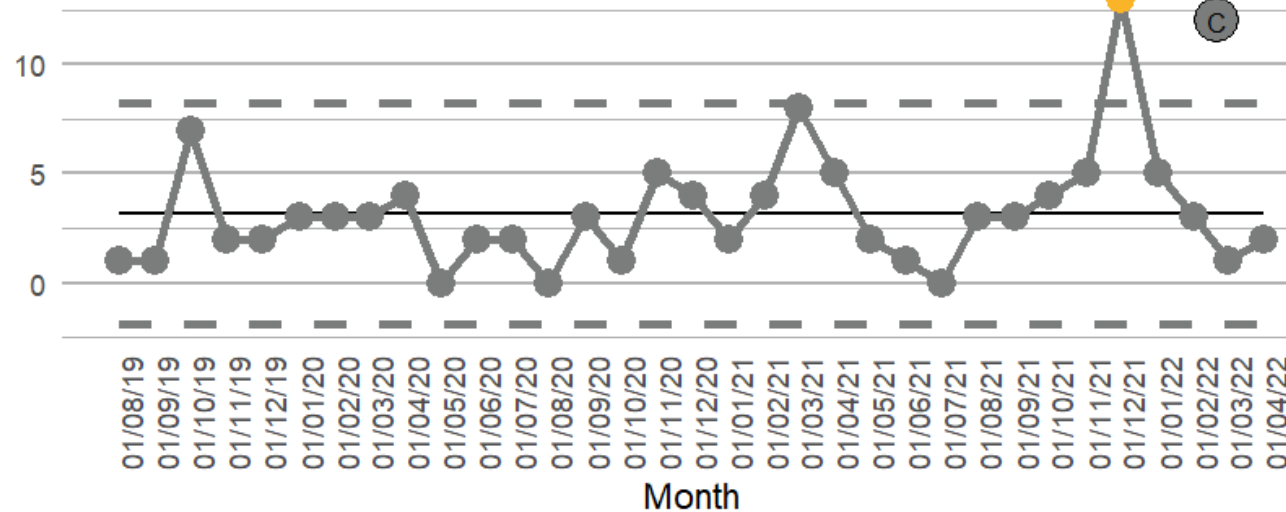
Data | Fire deaths have been largely stable over the past two years with the exception of December 2021

Target | 50 per annum on a 5 year rolling average

Commitment | 7. We will be driven by evidence so that our resources give you the value you expect

This indicator was present in the most recent London Safety Plan and remains one of our core performance measures.

All Fire Deaths



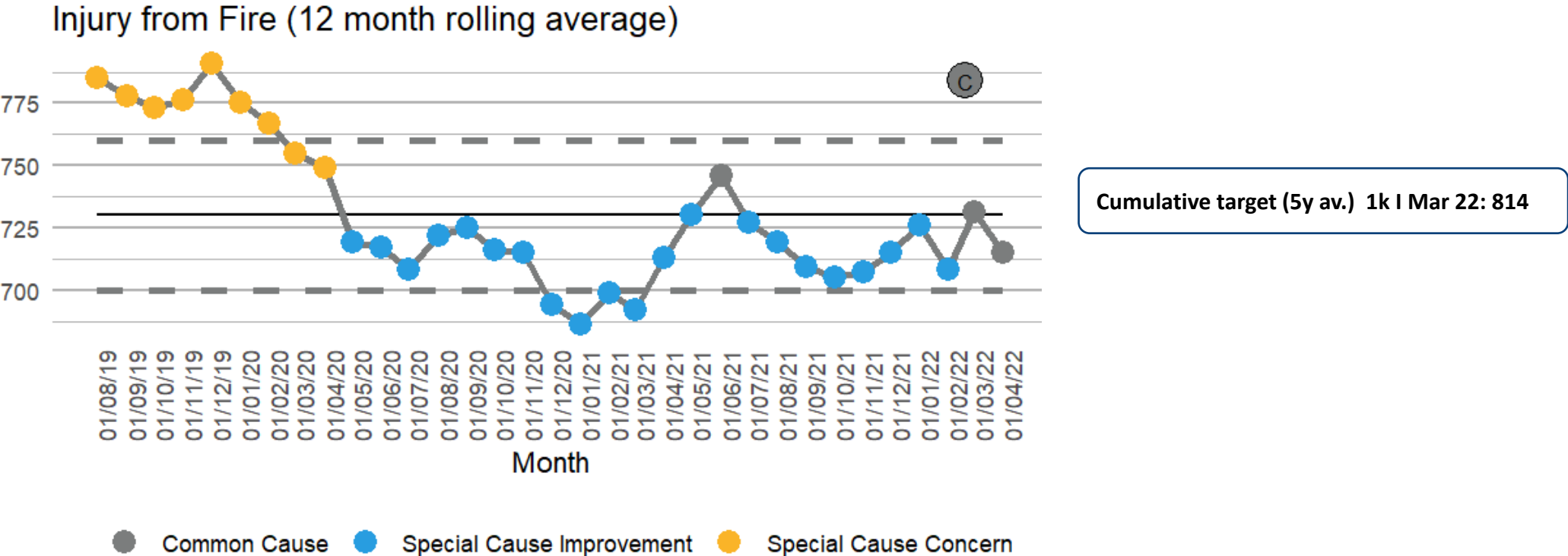
Cumulative target 50 | 2022: 11

● Common Cause ● Special Cause Improvement ● Special Cause Concern

Number of fire injuries

Rationale | Preventing fire injuries is a core part of the London Fire Brigade’s purpose
Data | A 12 month rolling average shows that covid has coincided with a statistically significant reduction in fire injuries
Target | 1,000 per annum on a 5 year rolling average. Whilst this target is currently being met consistently, this has coincided with the covid pandemic and may start to increase. We will aim to set a stretching target in year 2.
Commitment | 7. We will be driven by evidence so that our resources give you the value you expect

This indicator was present in the most recent London Safety Plan and remains one of our core performance measures.



Online Home Fire Safety Checker

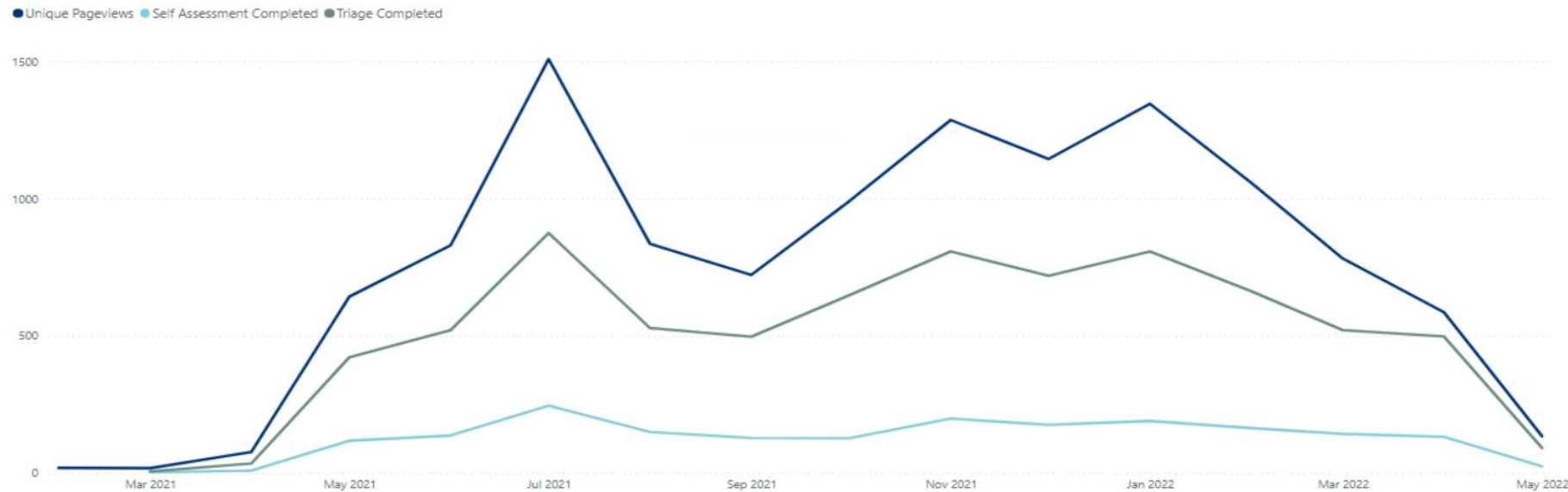
Rationale | The delivery of prevention work has changed and will continue to strengthen using online tools, this allows us to prioritise in-person high risk HFSVs

Data | This is a new initiative and baseline data has shown ~650 triages per month

Target | 16,500 triages for year 1 (10% increase on 22/23 target of 15,000)

Commitment | 2. We will make it easy for you to access our services

In response to Covid we launched an online Home Fire Safety Checker than can be accessed by any member of the community. In the coming years we will be strengthening the delivery of services so that we can best serve the needs of an growing and more diverse London population and focus our resources where they are most needed.



7642

Triage Completed

63.8%

Triage Completed %

1947

Self Assessment Completed

16.25%

Self Assessment %

Percentage of high risk Home Fire Safety Visits (HFSVs) completed

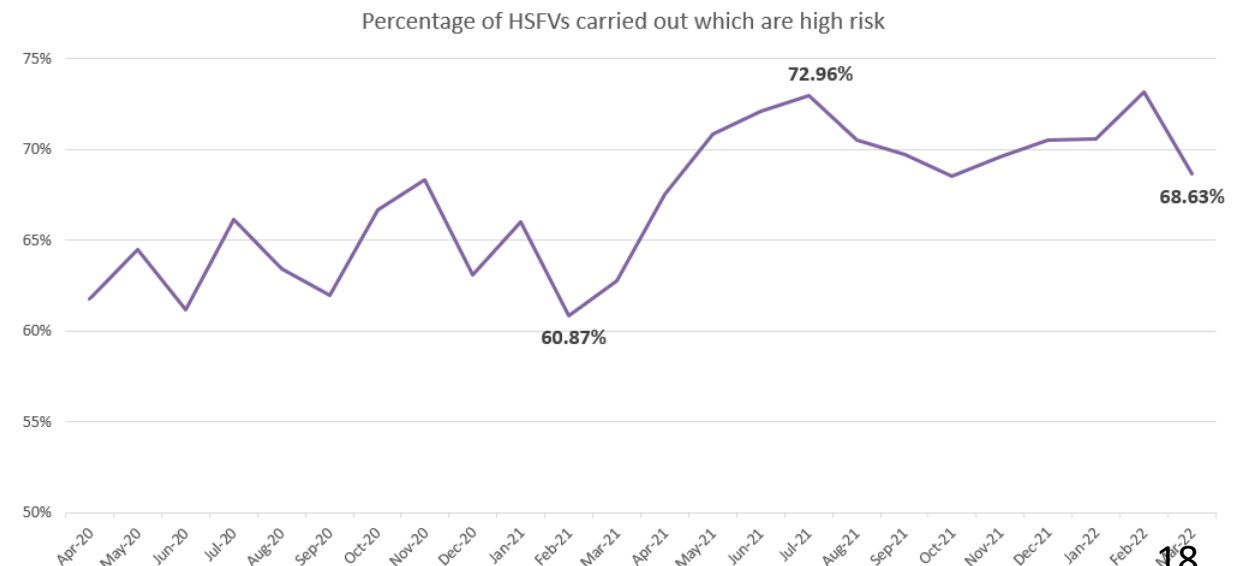
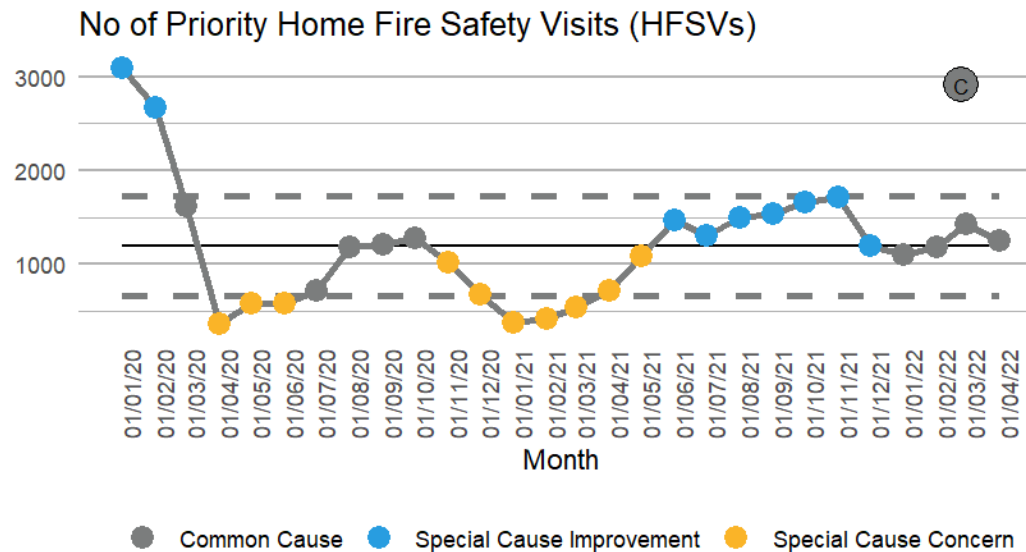
Rationale | The delivery of prevention work has changed and will continue to strengthen using online tools, this allows us to prioritise in-person high risk HFSVs

Data | We currently collect this data as activity numbers and will be developing combined reporting to measure time spent

Target | 75% of HSFVs will be high-risk

Commitment | 4. We will design services around **your** needs and concerns

We want to report the percentage of high risk HFSVs that are undertaken. We anticipate that as we strengthen the delivery of our online services that it should result in a higher proportion of in-person HFSVs delivered to those most in need. We will also continue reporting on the overall number of HSFVs.



Number of Fires

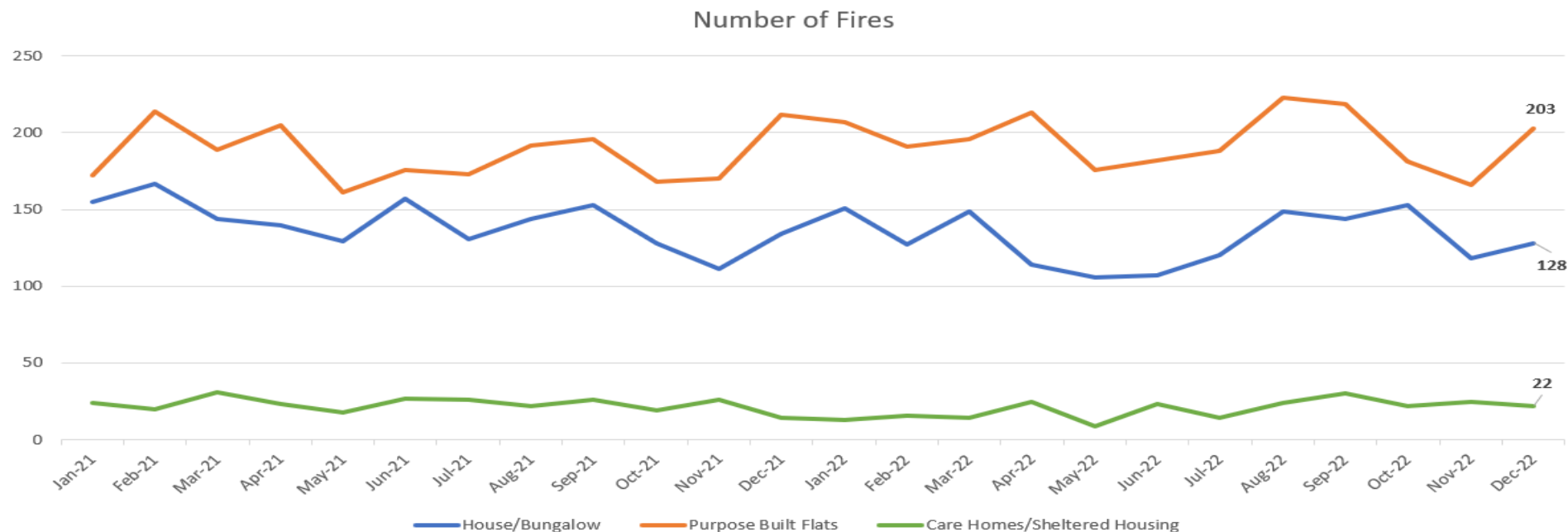
Rationale | Monitoring the number of fires in different locations allows us to assess trends across different property types and plan our use of resources efficiently.

Data | In 2021 there were 2,345 fires in purpose built flats, 1,566 fires in residential properties & 237 fires in care homes & sheltered housing

Target | Flats – 2,400 per annum | Houses & Bungalows – 1,700 per annum | Care homes and sheltered housing – 330 per annum

Commitment | 7. We will be driven by evidence so that our resources give you the value you expect

The number of fires in different location types continue to be core indicators for the London Fire Brigade, as we seek to continue prevention and protection activities to make London a safer city. The LFB is continuously working to reduce fires.



Accidental Fire Deaths in the Home

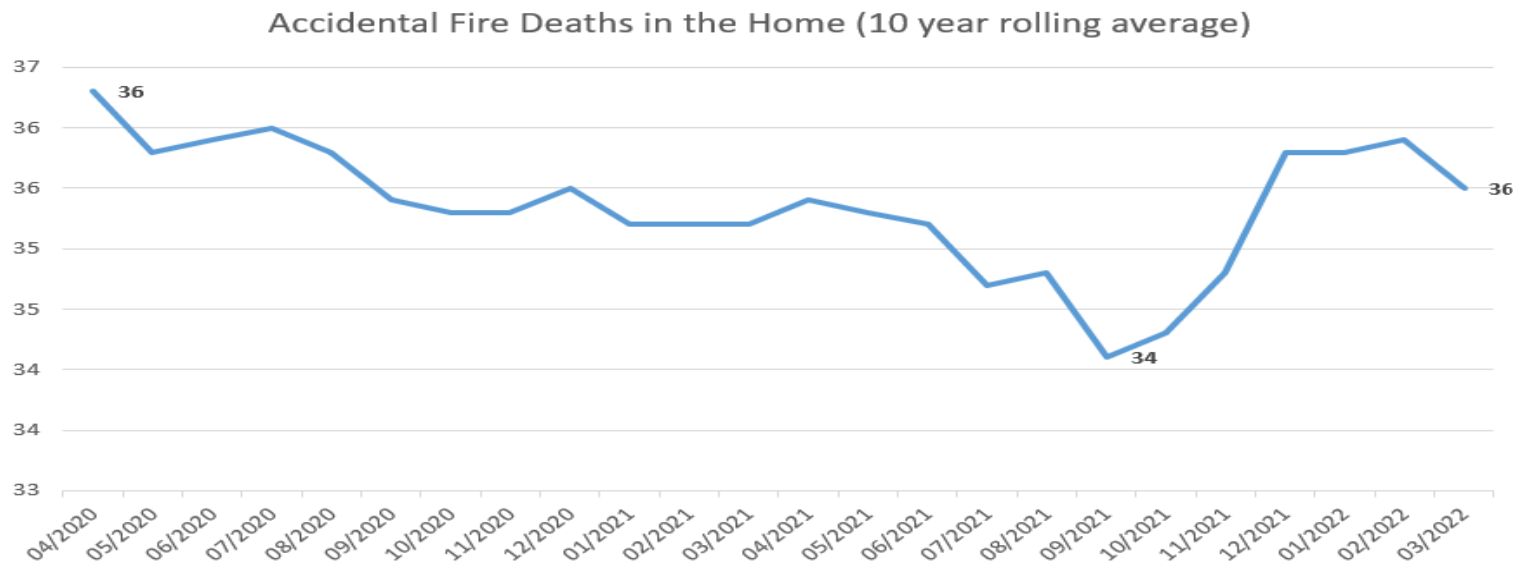
Rationale | Monitoring the number of accidental deaths in the home enables us to assess trends and undertake analysis where we see an increase

Data | Data show an increase starting in September 2021

Target | 35 across a 10 year rolling average

Commitment | 7. We will be driven by evidence so that our resources give you the value you expect

The number of accidental fire deaths in the home continues to be a core indicator for the London Fire Brigade, as we seek to continue prevention and protection activities to make London a safer city. The LFB is continuously working to reduce accidental fire deaths in the home.



Cumulative target (10y av.) 35 | 2021: 36



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Protection Measures



Station Staff time spent on protection activity

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

Data | We currently collect this data as activity numbers and will be developing combined reporting to measure time spent

Target | To be set when initial (baseline) data have been collected

Commitment | 4. We will design services around **your** needs and concerns

In the most recent London Safety Plan, we set targets against individual schemes that the London Fire Brigade runs. We want to change this to an overall measure which looks at the amount of time station staff are spending on protection activity.

We will still report on the breakdown of different activities, e.g. audits and inspections, but an overall target will allow operational managers to balance activities to reflect the needs of their community and the changing environment.

Alleged fire risks addressed within 3 hours

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

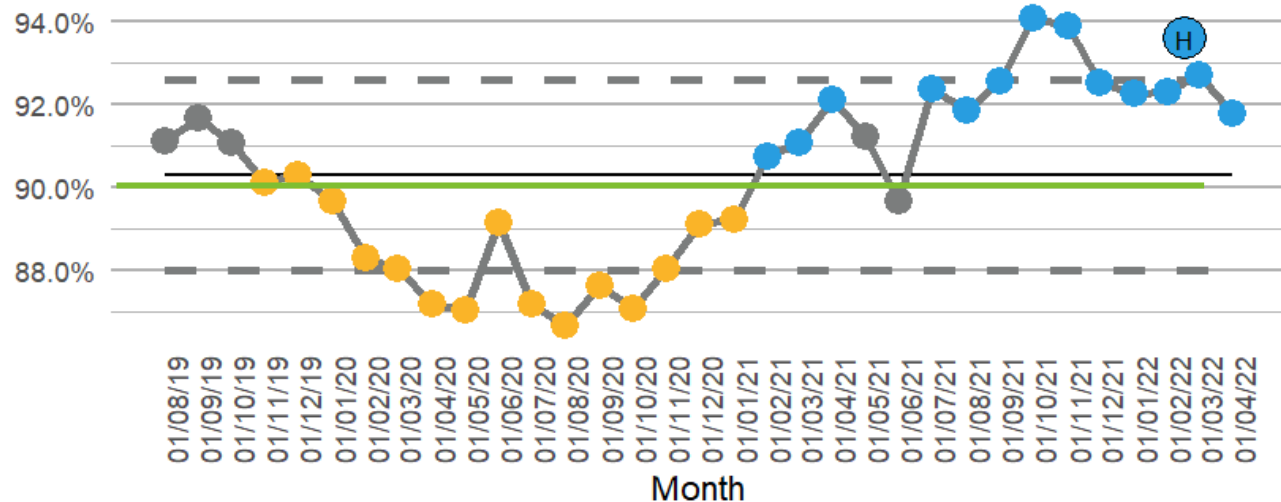
Data | The graph below shows we have consistently met the target since June 2021. However, the skill mix of our workforce will shift significantly this year which means fewer staff will be able to undertake these audits. There are a range of training and support initiatives under way to address this and so we propose to consider stretching the target in year 2.

Target | 90%

Commitment | 3. We will adapt our services as your needs change

This indicator was present in the most recent London Safety Plan and remains one of our core performance measures.

Alleged Fire Risks Addressed with 3 hours



Target 90% | Apr 22: 92.7%

● Common Cause ● Special Cause Improvement ● Special Cause Concern

False alarms due to AFA in non-domestic buildings

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

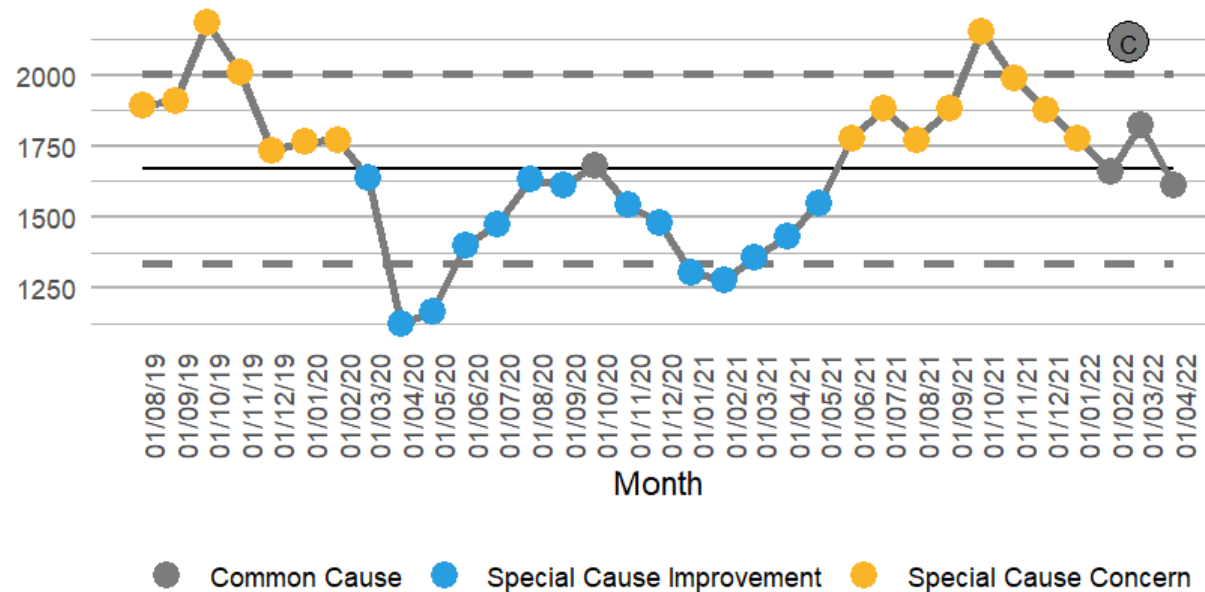
Data | There was a dip in automatic fire alarm actuation at the start of covid but this has now returned to normal levels

Target | 20,000 per annum

Commitment | 4. We will design services around **your** needs and concerns

This indicator is present in the current London Safety Plan. Analysis tells us that only 0.39% of automatic fire alarm actuation in non-domestic buildings result in firefighter input. We are reviewing our approach to managing these calls and may introduce a triage element which ensures the target is set against high risk calls in 2024.

False Alarms due to AFA non-domestic buildings



Cumulative target 20K | Jan – Mar 2022: 6,868

Ratio of high risk 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

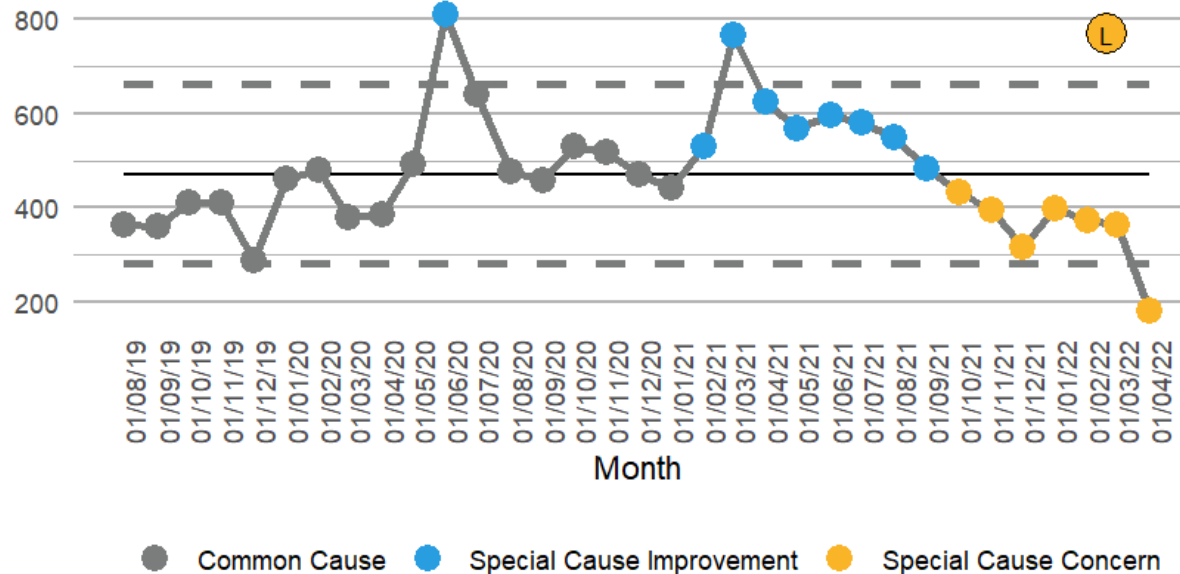
Data | We currently collect this data as activity numbers and will be developing combined reporting to measure time spent

Target | 75% of all audits undertaken will be on high risk properties as we increase use of the online home fire safety tool

Commitment | 3. We will adapt our services as your needs change

In the current London Safety Plan we report the number of audits and inspections. We want to continue reporting this as part of our overall protection activity target but focus here on the value adding input. High-risk audits currently include high-rise buildings and school premises though the NFCC are currently reviewing the definition and we will alter our reporting accordingly.

Fire Safety Inspections/Audits in High-risk Premises



Target 5,000 | Jan-Apr 2022: 1,314



LONDON FIRE BRIGADE

People Measures



Number of RIDDORs

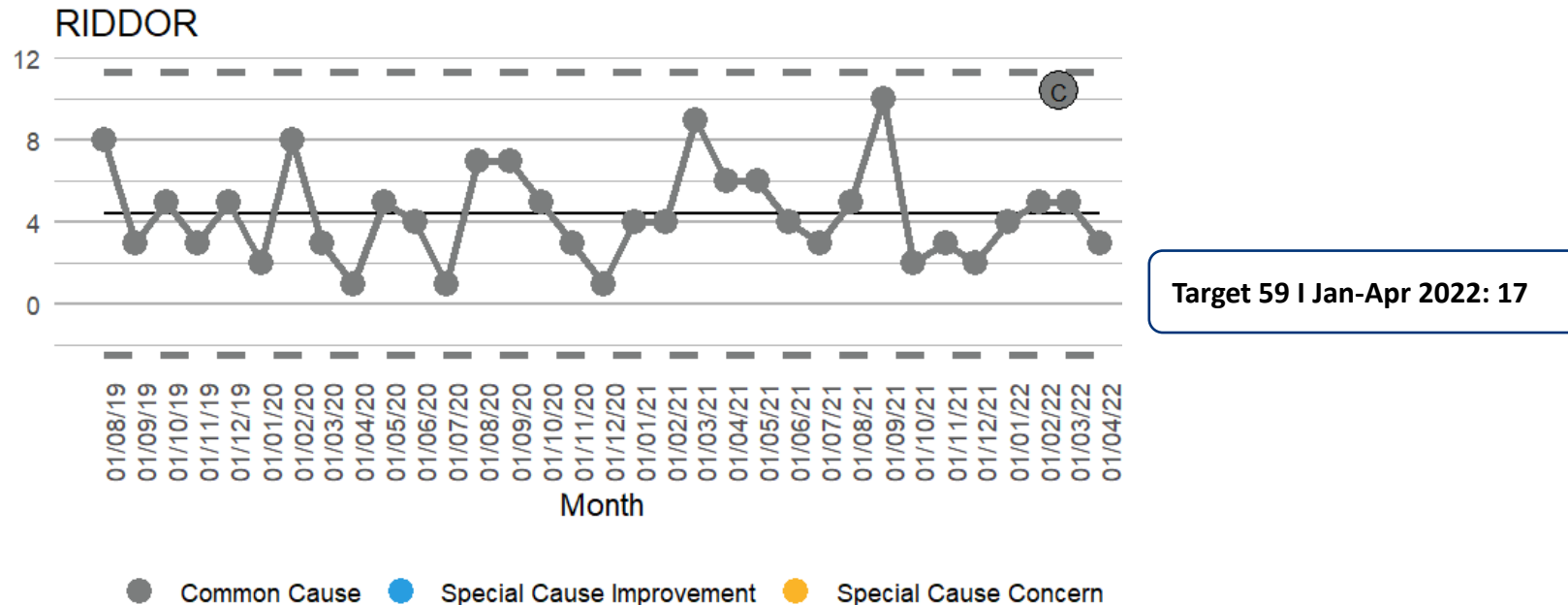
Rationale | LFB strives to be an organisation where staff feel safe at work

Data | The number of RIDDORs has been stable around 4 per month

Target | 59

Commitment | 5. We will enable our people to be the best they can be, to serve you better

RIDDOR stands for Reporting of Injuries, Diseases and Dangerous Occurrences Regulations. It is the revised statutory instrument of the Parliament of the United Kingdom, which came into force in October 2013. It applies to workplaces across every industry and sector, and includes deaths, injuries, diseases and "dangerous occurrences", including near misses, that take place at work or in connection with work. The LFB has a number of controls in place to reduce the number of RIDDOR incidents.



Staff satisfaction rating

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

Data | We are planning to roll out our improved People Survey in September 2022

Target | To be set when initial (baseline) data have been collected

Commitment | 6. We will work together to provide the best possible services to meet your needs

We are in the process of finalising our improved People Survey. We propose reporting the results of our Friends and Family Test question - “I would recommend LFB as a great place to work to my friends and family”. This is in line with NHS reporting and so provides a natural benchmark.

Percentage of managers who have completed training against plan

Rationale | We want to ensure LFB staff are given the training and resources to manage their services and teams effectively

Data | Data not currently collected, trajectory to be set once baseline data collected

Target | 90%

Commitment | 5. We will enable our people to be the best they can be, to serve you better

The London Fire Brigade is rolling out a new training plan for managers within the organisation. The aim is for LFB staff in leadership positions to have access to the training and support that they need to best manage their teams.

Staff sickness

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

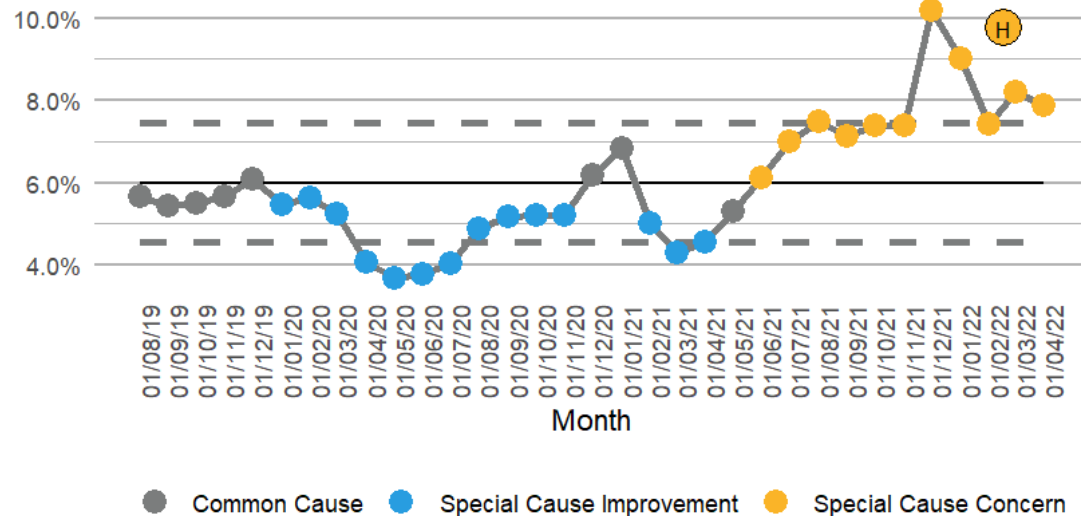
Data | There has been a statistical shift in overall sickness starting in June 2021 which mirrors the increase in sickness relating to stress, anxiety or depression

Target | 5.75%

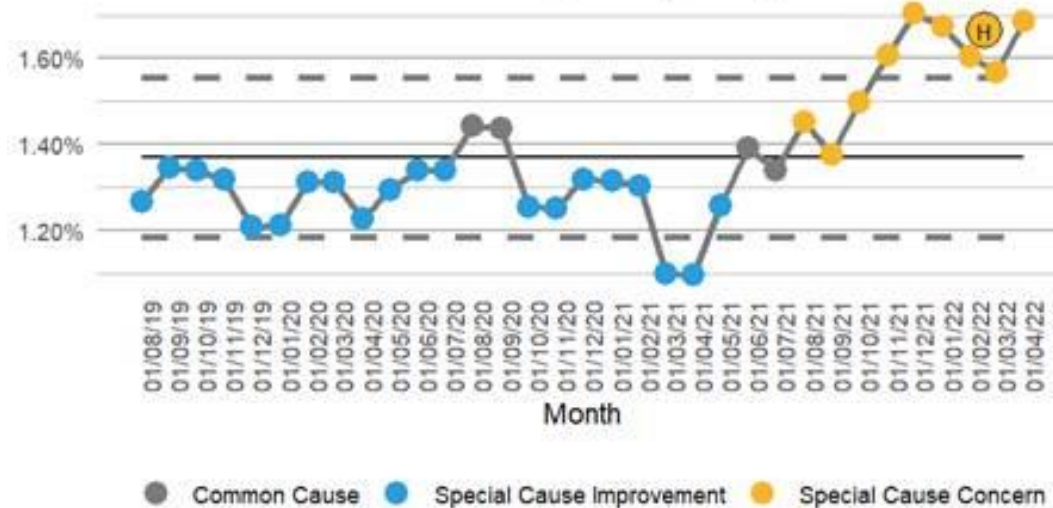
Commitment | 5. We will enable our people to be the best they can be, to serve you better

Staff sickness is a key driver for performance across all areas of the organisation. Monitoring sickness rates enables us to identify patterns and risks and therefore better support staff. Sickness, Anxiety and Depression has been a key category across all three staffing groups and much of our wellbeing plans are focussed on supporting staff in this area.

% Working Day Lost to Sickness - All Staff



% WD lost to sickness - Stress, Anxiety & Depression





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Equality & Diversity Measures



Staff composition

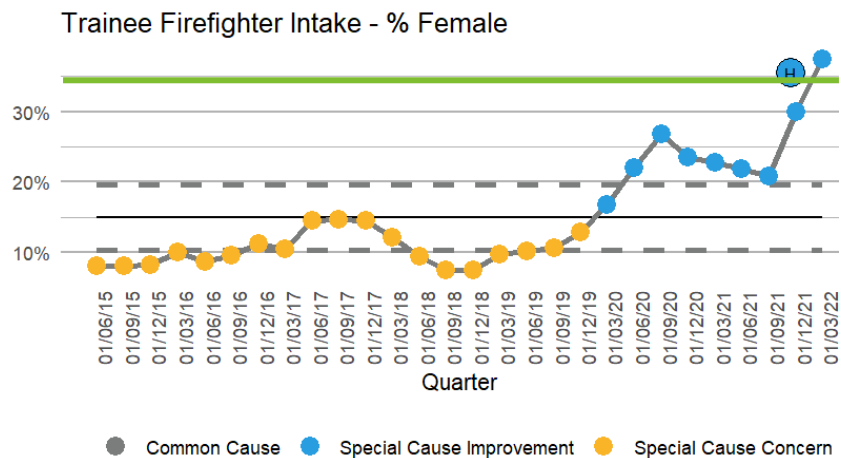
Rationale | We need adequate operational staffing numbers in order to deliver the best service to London and continue to improve

Data | There has been a recent positive statistical shift in both measures and we are meeting the monthly target for 22/23

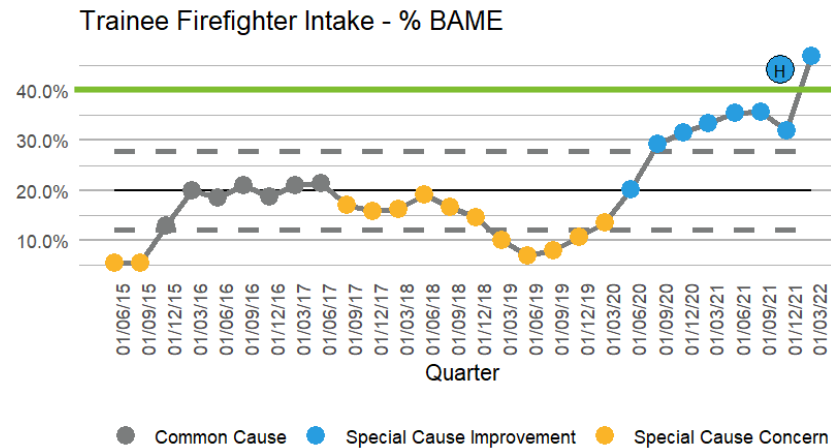
Target | Composition - That 40% of our staff are Black, Asian and minority ethnic groups, 50% female. Firefighter intake - 40% Black, Asian and minority ethnic groups and 35% female

Commitment | 1. We will work with you to provide localised services that meet your needs

Our aim is to ensure our workforce is reflective of the community we serve. To support this aim we will report on overall staff composition along with our intake of black, Asian and other ethnically diverse communities, female and differently abled trainee firefighters.



Target 35% | Mar 22: 37.5%



Target 40% | Mar 22: 46.9%

Pay gap

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

Data | We are currently developing the reporting for gender, Black, Asian and minority ethnic groups and disability status

Target | Long term this will be 0% (equal pay) but we will aim for year on year continuous improvement against current performance

Commitment | 5. We will enable our people to be the best they can be, to serve you better

It is essential that we make sure all staff are treated with equity regardless of any protected characteristics. Equal pay is a large part of this and we propose to publish our pay gap data for race, gender and disability status. We are aiming to include LGBT staff in this measure but currently recording of this data is too sparse to draw conclusions from. We will be looking to improve the recording of this data.



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Sustainability



Net zero carbon by 2030

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

Data | We are in the process of obtaining the data over time

Target | Net zero by 2030

Commitment | 7. We will be driven by evidence so that our resources give you the value you expect

We are currently developing our carbon reduction and sustainable development strategies, and over time we will introduce KPIs to measure our improvement here. In the meantime, we have agreed the target of aiming to reach net 0 carbon by 2030.



LONDON FIRE BRIGADE

Current London Safety Plan Indicator Review



Summary of LSP 2017 Indicators

| Indicator | Included in CRMP | Notes |
|---|------------------|--|
| H1 : Boroughs below nat av. for primary fires | X | Not a good comparator for assessing performance. We will continue to report number of fires in different settings. |
| H2 : Fires in the home | ✓ | |
| H3 : Fires in other buildings | X | Replaced by fires in flats which are higher volume and public interest. |
| H4 : Fires in care homes | ✓ | |
| H5 : All fire deaths (10 year av.) | ✓ | |
| CX3A : All fire deaths - annual | X | Only one fire death measure needed, we will continue to monitor performance internally monthly. |
| H6 : Acc fire deaths in the home (10 year av.) | ✓ | |
| H7 : Injury from fire (5 year av.) | ✓ | |
| H8 : Home Fire Safety Visits | X | Replaced by "time spent on prevention activity" |
| H9 : Educating young people | X | Replaced by "time spent on prevention activity" |
| CO1 : Time by station staff on Community Safety | X | Replaced by "time spent on prevention activity" |
| H10 : All fire safety audit/inspections | X | Replaced by "time spent on prevention activity" |
| CO2 : Alleged Fire Risks addressed within 3 hrs | ✓ | |
| H11 : False alarms due to AFA non-domestic | ✓ | |

| Indicator | Included in CRMP | Notes |
|--|------------------|---|
| CO3 : 999 calls answered within 7 seconds | X | Response measures will be focussed on arrival times, though we will continue to monitor this internally |
| H12 : Av. time from answering a 999 call to dispatch (seconds) | X | Response measures will be focussed on arrival times, though we will continue to monitor this internally |
| H13 : Av. arrival time 1st appliance (mm:ss) | ✓ | |
| H14 : Av. arrival time 2nd appliance (mm:ss) | ✓ | |
| H15 : 1st appliance arrival 10 mins or less | ✓ | |
| H16 : 1st appliance arrival 12 mins or less | ✓ | |

Summary of LSP 2017 Indicators

| Indicator | Included in CRMP | Notes |
|---|------------------|--|
| CO6A : Av. no. working day lost to sickness - Ops | X | Replaced by “percentage of working day lost to sickness” |
| CO6B : Av. no. working day lost to sickness - FRS | X | Replaced by “percentage of working day lost to sickness” |
| CO6C : Av. no. working day lost to sickness – Control | X | Replaced by “percentage of working day lost to sickness” |
| CO7A : Trainee firefighter intake - % Black Asian and Minority groups | ☑ | |
| CO7B : Trainee firefighter intake - % Women | ☑ | |
| CO8 : Gender diversity (men) of Control staff | X | No longer a key improvement area. |
| CO9 : Black, Asian and Minority groups FRS staff top earners | X | Replaced by pay gap |
| CO10A : Pay ratio between highest & median salary* | X | Replaced by pay gap |
| CO10B : Gender pay gap - all staff (median)* | ☑ | |
| CO11 : RTCs involving Brigade vehicles | X | Keep as key internal measure. |
| CO12 : Injuries from operational incidents | X | Keep as key internal measure. |
| CO13 : RIDDOR | ☑ | |
| CO14 : Spend with SMEs | X | Keep as key internal measure. |
| CO15 : CO2 reduction from 1990 levels (%) | X | Replaced by net 0 by 2030 measure |
| CO16 : Statutory info requests handled on time (%) | X | Keep as key internal measure. |