



LONDON FIRE BRIGADE

LFC-26-020

Mid-CRMP KPI and Target Review 2026/27

Report to:

Service Delivery Board
Commissioner's Board
Deputy Mayor's Fire Board
London Fire Commissioner

Date:

25 February 2026
11 March 2026
24 March 2026

Report by:

Senita Rani Robinson, Professional Head of Performance, Improvement & Business Intelligence

Authorising Head of Service:

Senita Rani Robinson, Professional Head of Performance, Improvement & Business Intelligence

Report classification:

For decision

For publication

Values met

Service
Integrity
Teamwork
Equity
Courage
Learning

I agree the recommended decision below.

Jonathan Smith
London Fire Commissioner

**This decision was remotely
Date signed on 2 April 2026**

PART ONE

Non-confidential facts and advice to the decision-maker

Executive Summary

This paper presents the London Fire Brigade's (Brigade's) update on the review for proposed changes to its Key Performance Indicators (KPI's) to take effect from April 2026.

Recommended decisions

That the London Fire Commissioner approves the proposals for KPI changes included in the report.

1 Introduction and background

- 1.1 The current suite of Key Performance Indicators (KPIs) was developed to measure the Brigade's progress against the 'Your London Fire Brigade' 2023-2029, Community Risk Management Plan (CRMP). The Brigade sought to undertake a review of the suite mid-way through the plan to ensure that it is still measuring what is important, relevant and reflective of the progress the Brigade is making towards the CRMP pillars and commitments.
- 1.2 Initial conversations started in September 2025, where the Performance Improvement team sought the views of KPI owners on whether the current suite of indicators were still relevant and still providing the Brigade with the opportunity to best demonstrate performance against its strategic objectives. In deciding which proposals to take forward, feasibility (including data availability) and impact were considered and further analysis undertaken. This report outlines the resulting proposals along with the outstanding actions.
- 1.3 The review did not seek to remove any existing KPIs as the Brigade has committed to reporting against those for the duration of the CRMP, however the Performance Improvement team has worked with KPI owners to review existing KPI definitions and targets as well as consider new indicators.
- 1.4 Summary tables of the proposed changes by CRMP Pillar are included in Appendix 1.

2 Objectives and expected outcomes

- 2.1 Approval is sought from the Board for the proposed changes, in principle at this stage, with a view to producing a final report to bring to Service Delivery Board (SDB), Commissioner's Board (CB) and Deputy Mayor's Fire Board (FB) in March 2026.

3 Values Comments

- 3.1 The London Fire Commissioner (LFC) notes the Fire Standards Board requirements around adopting and embedding the Core Code of Ethics at an individual and corporate level. Following extensive engagement, the LFC has introduced Brigade values which build on and do not detract from the Code of Ethics.
- 3.2 The Brigade values are:
 - a) Service: we put the public first

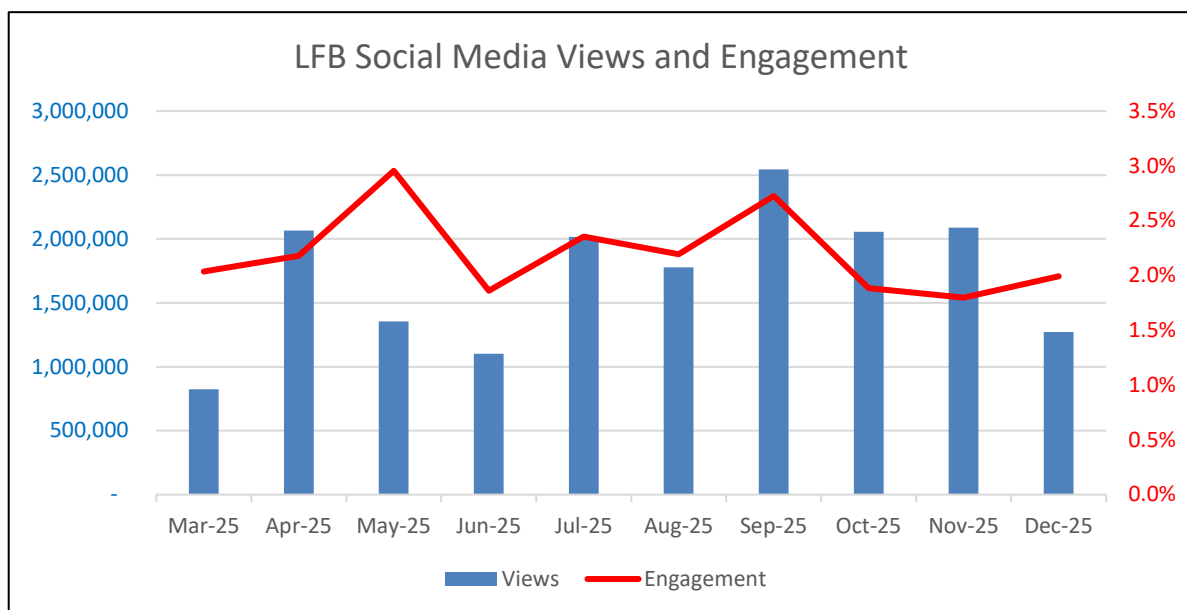
- b) Integrity: we act with honesty
- c) Teamwork: we work together and include everyone
- d) Equity: we treat everyone fairly according to their needs
- e) Courage: we step up to the challenge
- f) Learning: we listen so that we can improve

3.3 This report supports the Brigade in the delivery of all LFB values:

- a) Service: This report reviews whether we have the right indicators to provide timely data, analysis and commentary against the CRMP pillars and commitments.
- b) Integrity: This report is key to our organisational integrity by enabling a transparent quarterly update on performance against our CRMP.
- c) Teamwork: This report aims to provide a mechanism which highlights key issues across the Brigade with a view to collaborating with key stakeholders in SDB and CB on how best to tackle them and continually improve.
- d) Equity: This report contains KPIs on equity measures such as our staff composition and pay gap.
- e) Courage: This report aims to bring issues to the forefront and provide information that helps the LFB to tackle key issues.
- f) Learning: This report ensures we are giving voice to key stakeholders at SDB and CB who contribute to discussion in their areas of expertise as well as setting actions together to continuously improve.

4 Proposals for New KPIs

4.1 **Social Media Reach:** Social media is becoming increasingly important for the Brigade's communication with the public and it forms a large part of the Communications Strategy. It is therefore proposed to introduce a new indicator which measures either social media engagement or reach. The data are shown below. Work is underway to establish average engagement rates for public sector social media posts by platform (LinkedIn engagement for example is very different from Facebook engagement) and this will inform whether reach or engagement is a better measure. Of note, this will exclude engagement on X, formerly known as Twitter, due to cost implications.

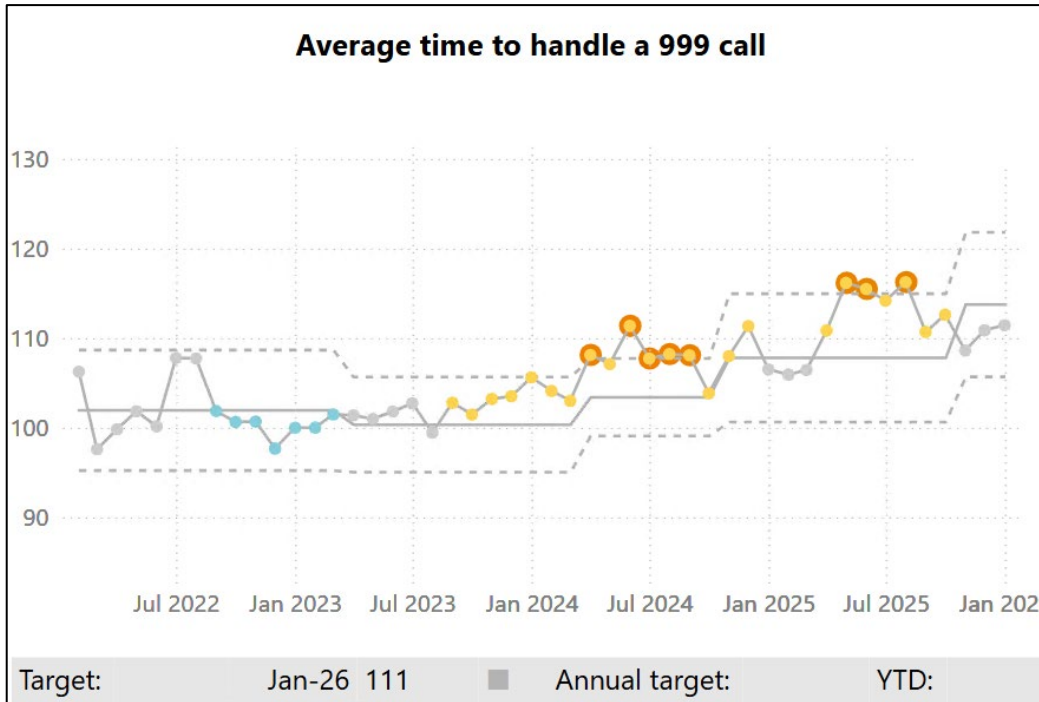


Social Media Views and Engagement by Platform

Platform	Metric	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25
Facebook	Views	511,340	1,210,704	643,296	559,902	964,204	734,970	1,512,950	1,350,212	1,237,565	659,340

	Engagement	3,356	9,718	14,647	4,730	15,225	13,225	39,388	10,409	9,541	6,257
	Conversion Rate	0.66%	0.80%	2.28%	0.84%	1.58%	1.80%	2.60%	0.77%	0.77%	0.95%
Instagram	Views	224,376	577,217	506,442	401,151	857,320	792,198	763,433	481,346	678,034	521,917
	Engagement	3,816	11,181	10,943	5,333	13,043	8,787	10,618	5,056	8,950	5,270
	Conversion Rate	1.70%	1.94%	2.16%	1.33%	1.52%	1.11%	1.39%	1.05%	1.32%	1.01%
Linkedin	Impressions	26,689	70,330	119,893	45,460	110,081	86,846	76,520	177,103	135,382	63,184
	Engagement	5,481	12,959	9,715	4,751	14,507	9,254	12,201	21,135	17,459	12,638
	Conversion Rate	20.54%	18.43%	8.10%	10.45%	13.18%	10.66%	15.94%	11.93%	12.90%	20.00%
TikTok	Impressions	14,885	96,615	39,567	46,502	41,002	130,074	158,371	20,927	12,643	5,994
	Engagement	1,111	5,311	2,492	2,721	2,468	6,227	5,934	1,141	661	202
	Conversion Rate	7.46%	5.50%	6.30%	5.85%	6.02%	4.79%	3.75%	5.45%	5.23%	3.37%
YouTube	Views	47,130	111,837	46,475	49,876	43,235	32,937	31,900	25,649	25,506	20,751
	Engagement	3,013	5,852	2,266	2,981	2,224	1,474	1,142	991	944	956
	Conversion Rate	6.39%	5.23%	4.88%	5.98%	5.14%	4.48%	3.58%	3.86%	3.70%	4.61%
Overall	Views	824,420	2,066,703	1,355,673	1,102,891	2,015,842	1,777,025	2,543,174	2,055,237	2,089,130	1,271,186
	Engagement	16,777	45,021	40,063	20,516	47,467	38,967	69,283	38,732	37,555	25,323
	Conversion Rate	2.04%	2.18%	2.96%	1.86%	2.35%	2.19%	2.72%	1.88%	1.80%	1.99%

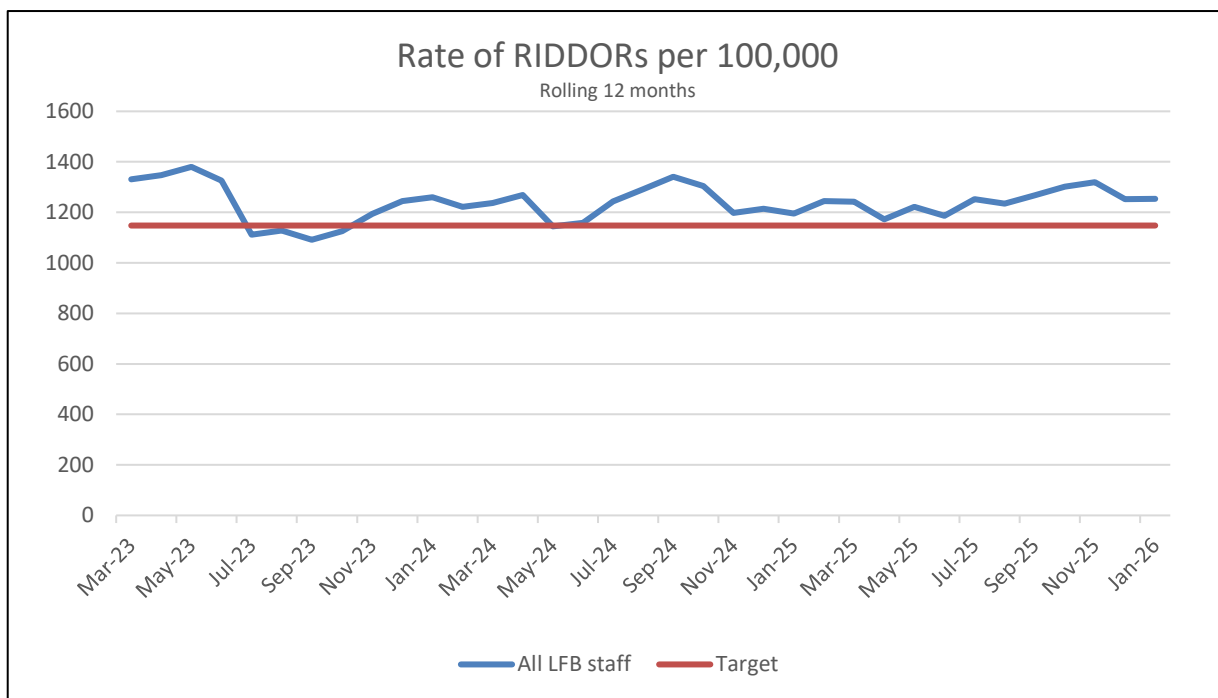
- 4.2 **Average time to handle a 999 call:** It is proposed that this KPI is reintroduced to reflect its importance in delivering the response strategy and increasing external interest in this part of the incident pathway, including from the government. Handling calls within 3 minutes could provide a useful upper threshold for performance, however the previous target for this KPI was 100 seconds. Recent data for this indicator is shown below.



5 Proposed Amendments to Existing KPIs

- 5.1 **Staff Composition – LGB.** It is proposed that this indicator is changed to 'Staff Composition – LGBT' to include trans and non-binary staff. The indicator will measure what proportion of staff identify as one of the categories to prevent double counting if someone is, for example, both trans and gay. This change has not been possible previously due to having a HR system which did not allow self-service. However iTrent, the Brigade's new HR and Payroll system, does have self-service and allows staff to record their gender identity.
- 5.2 **Staff Composition – Disability.** It is proposed that this indicator is expanded to include neurodiversity.

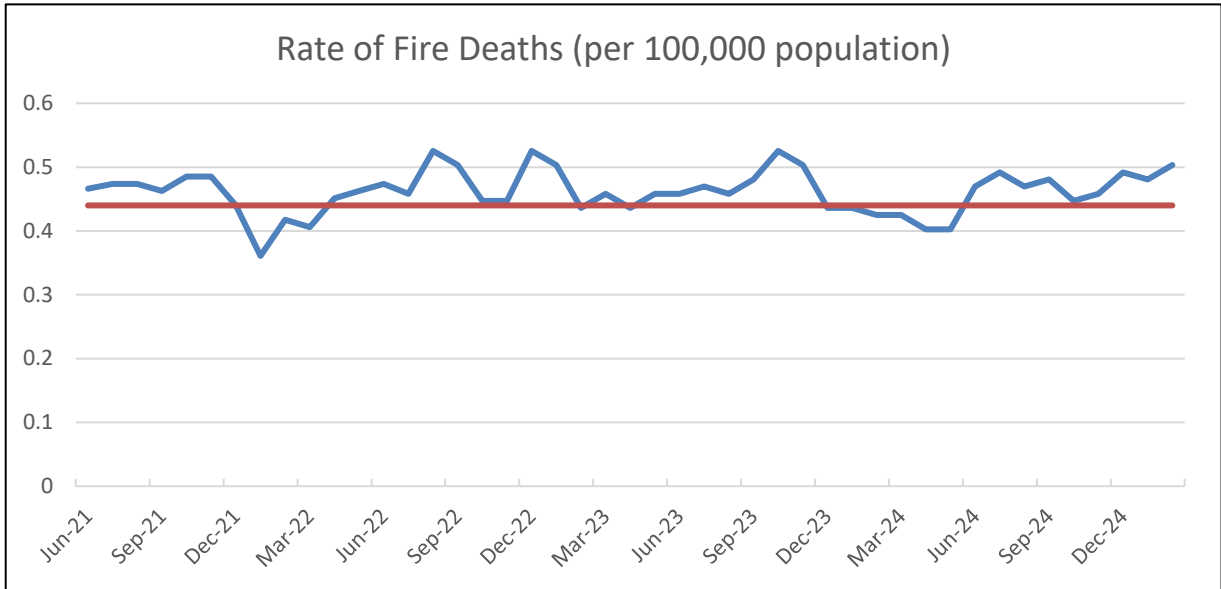
5.3 **Number of RIDDORs.** It is proposed to change this to 'Rate of RIDDORs per 100,000 staff', which is the industry standard measurement, used by the Health and Safety Executive (HSE). Initially, the Performance and Improvement team calculated this on a monthly basis but the variation is too wide due to low volumes. A 12-month rolling rate has therefore been adopted and is shown below. It is proposed that the new annual target is set at 10% below the average number of RIDDORs per year recorded in the last three full financial years. For the financial years ending March 2023, 2024 and 2025, the average number of RIDDORs was 73. Applying a 10% reduction gives a new target of 66 RIDDORs per year. This is 1148 per 100,000 when expressed as a rate per total headcount.



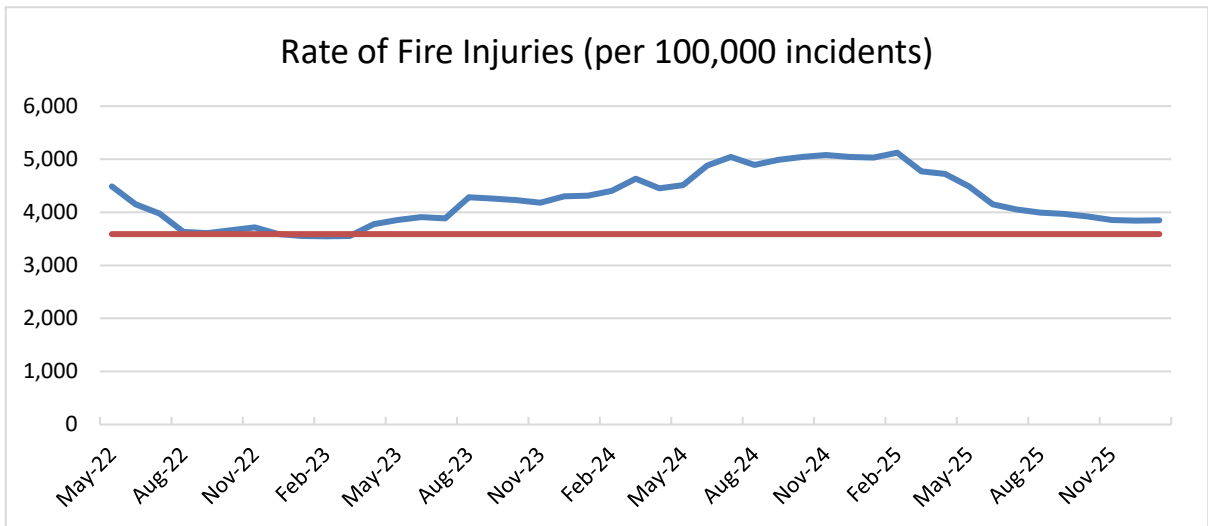
5.4 **Percentage of staff trained to respond to marauding terrorist attacks (MTA).** This KPI was introduced at the start of the CRMP to measure acquisition of MTA skills while capability was being built. Now the target is being comfortably achieved, reporting will shift to acquisition for new staff and maintenance of compliance for existing staff. The target will remain at 90%.

5.5 **Percentage of managers who have completed training against plan.** The current target is set at achieving at least 95% of the training expected to deliver in our annual plan. In response to feedback about the ambiguity of the indicator, it is proposed to change this to measure the overall percentage of managers who have completed the required training. The target will be set according to the annual trajectory set out by the Learning and Professional Development team.

5.6 **Number of fire deaths.** It is proposed that this indicator is changed to 'Rate of fire deaths' per 100,000 Londoners. This rate has been used as it provides a measure of the prevalence of fire deaths in London. Fire deaths are currently measured over a 5 year rolling period to normalise the data due to thankfully small volumes. However, whilst this is effective at normalising the data, it also makes it difficult to see whether there are recent patterns or trends which need addressing. The proposed change will support clearer, more transparent reporting and ensure the measure is balanced by the population size the Brigade is serving. It also enables benchmarking with other fire and rescue services. It is proposed that the existing target of 39 is retained, which as a rate of current population represents 0.44 per 100,000 Londoners.

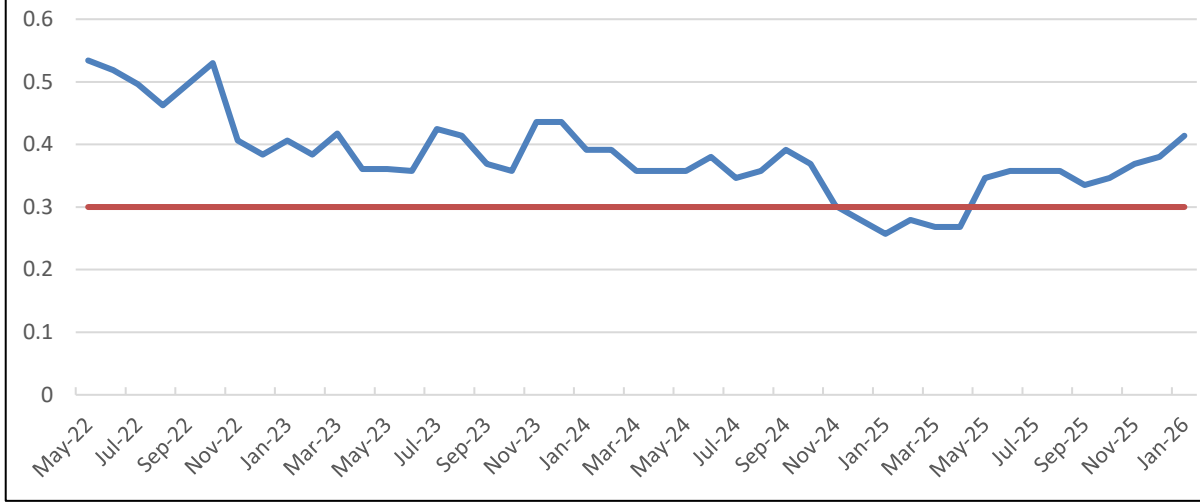


5.7 **Number of fire injuries.** It is proposed that this indicator is changed to 'Rate of fire injuries' per 100,000 incidents. This rate has been used as it provides a measure of the severity of incidents rather than prevalence. As with fire deaths, the current indicator is a 5 year rolling measure which makes it difficult to see recent patterns and trends. It is proposed that the existing target of 705 is retained, which as a rate of incidents in 2025 is 3,589 per 100,000 incidents.



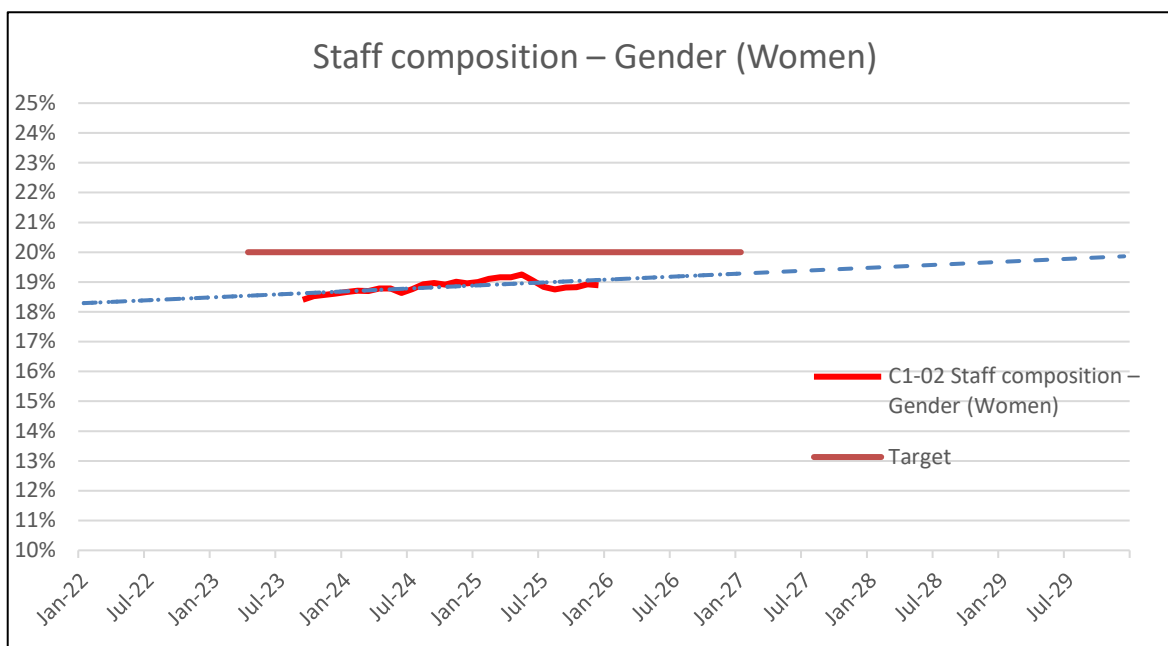
5.8 **Number of accidental fire deaths in the home.** Like fire deaths, it is proposed that this indicator is changed to 'Rate of accidental fire deaths in the home per 100,000 Londoners'. It is also proposed that the existing target of 27 is retained, which as a rate of current population represents 0.30 per 100,000.

Rate of Accidental Fire Deaths in the Home (per 100,000 population)

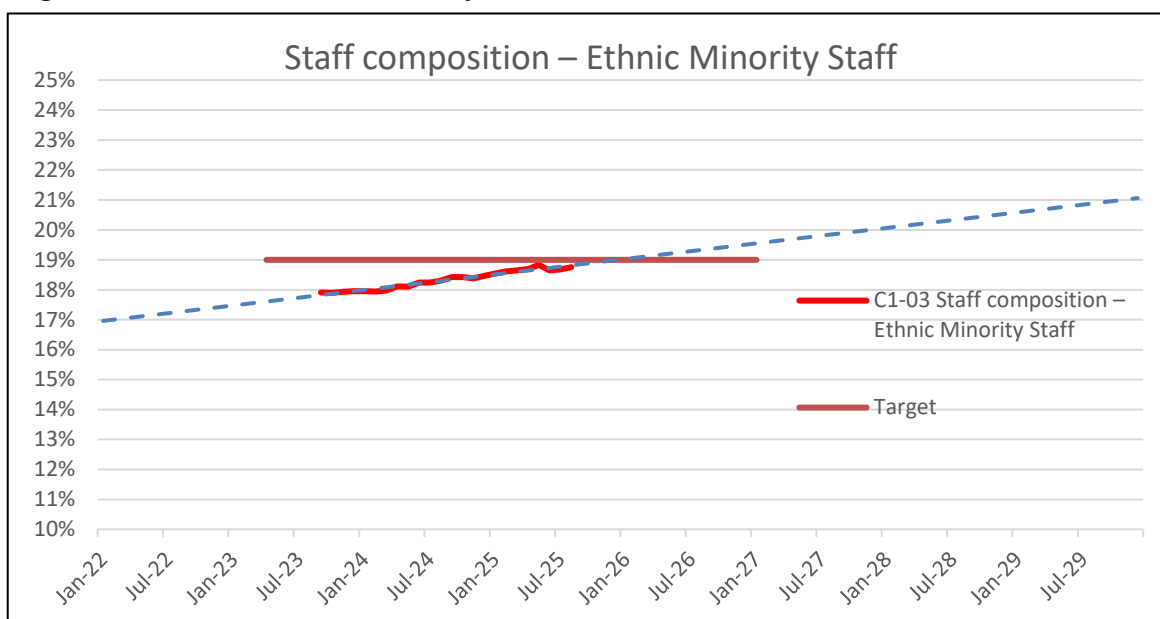


6 Proposed KPI Changes to Targets Only

- 6.1 **Staff Composition – Gender.** As performance is nearing the existing target, it is proposed that an end of CRMP target is set for achievement by the end of 2029. There has been steady improvement against this indicator which has enabled a forecast of expected performance (see below). On this basis, it is proposed to set the target at 20.5%.



- 6.2 **Staff Composition – Ethnic Minority.** As for gender, performance is now approaching the LFB's existing target for ethnic minority staff composition. It is therefore proposed that a new end of CRMP target of 21.0% is set for achievement by 2029.



- 6.3 **Online Home Fire Safety Checker.** The target set for the last financial year was too ambitious and the aim is to reset the target to 750 triages which is still stretching but more achievable and linked to the Brigade's Communications Strategy.
- 6.4 **Number of fires – Houses & Bungalows, Flats and Care Homes.** The ambition behind the existing targets are being retained, namely that someone in London should be no more likely to experience a fire in a flat, house/bungalow or care home than in any other dwelling in England. New Fire Statistics have been published by the MHCLG, and it is therefore proposed that the targets are revised using this updated data to ensure the ambition is still being progressed. Based on those statistics, the revised annual target is 1,686 for houses and bungalows and 1,931 for flats. The target for care homes is currently being recalculated by the Performance team and will be provided in the March paper.

6.5 **False alarms due to automatic fire alarms (AFA) in non-domestic buildings.** The current target was set prior to the new AFA policy. The proposal is to change the current target to 1,300 per month to reflect decreased volumes.

7 Equality comments

7.1 The LFC and the Deputy Mayor for Planning, Regeneration and the Fire Service are required to have due regard to the Public Sector Equality Duty (section 149 of the Equality Act 2010) when taking decisions. This in broad terms involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.

7.2 It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.

7.3 The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), race (ethnic or national origins, colour or nationality), religion or belief (including lack of belief), sex, and sexual orientation.

7.4 The Public Sector Equality Duty requires decision-takers in the exercise of all their functions, to have due regard to the need to:

- eliminate discrimination, harassment and victimisation and other prohibited conduct.
- advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
- foster good relations between people who share a relevant protected characteristic and persons who do not share it.

7.5 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic.
- take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
- encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

7.6 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

7.7 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- tackle prejudice
- promote understanding.

7.8 An Equality Impact Assessment (EIA) has not been undertaken specifically for this report. An EIA was not required because as the performance being reported on arose from the Community Risk Management Plan (2023-2029) which had an Equality Impact Assessment undertaken as an integral part of its development.

8 Other considerations

Workforce comments

8.1 Workforce KPIs are included in this report.

Sustainability comments

8.2 The suite of performance indicators in Appendix 1, show how the Brigade is achieving its sustainable development objectives.

Procurement comments

8.3 No procurement implications.

Communications comments

8.4 No communications implications.

9 Financial comments

9.1 No finance implications.

10 Legal comments

10.1 Under section 9 of the Policing and Crime Act 2017, the London Fire Commissioner ("Commissioner") is established as a corporation sole with the Mayor appointing the occupant of that office.

10.2 Section 1 of the Fire and Rescue Services Act 2004 states that the Commissioner is the fire and rescue authority for Greater London.

10.3 Under section 327D of the GLA Act 1999, as amended by the Policing and Crime Act 2017, the Mayor of London ("Mayor") may issue to the Commissioner specific or general directions as to the manner in which the holder of that office is to exercise their functions.

10.4 By direction dated 1 April 2018 ("Direction"), the Mayor set out those matters for which the Commissioner would require the prior approval of either the Mayor or the Deputy Mayor for Fire and Resilience ("Deputy Mayor"). When carrying out his functions, the Commissioner, as the fire and rescue authority for Greater London, is required to "have regard" to the Fire and Rescue National Framework prepared by the Secretary of State ("Framework") (Fire and Rescue Service Act 2004, section 21).

10.5 The production of an Integrated Risk Management Plan (IRMP) is a requirement of the Framework. In line with guidance from the National Fire Chiefs' Council, the Commissioner is now referring to the IRMP as a Community Risk Management Plan (CRMP).

10.6 The Framework states that the Commissioner's CRMP "must" meet certain requirements, including that the CRMP, "outline required service delivery outcomes including the allocation of resources for the mitigation of risks".

10.7 This report sets out a series of metrics by which the Commissioner will set out the detail of the expected service delivery outcomes building upon the CRMP.

List of appendices

Appendix	Title	Open or confidential*
1	Summary of Proposed KPIs for 26/27 by CRMP Pillar	Open

Part two confidentiality

Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part Two form, together with the legal rationale for non-publication.

Is there a Part Two form: NO

Appendix 1 : Summary of Proposed KPIs for 26/27 by CRMP Pillar

Engaging with You: We will work with you to provide localized services that meet your needs & We will make it easy for you to access our services.

	KPI Name	Current Target	New Target	Latest Performance	On/Off Target
New	Social Media Reach	-	-	-	-
Amend	Staff Composition – LGBT (Previously LGB)	4.6%	-	6.3%	✓
Amend	Staff Composition – Disability (now including neurodiversity)	10%	-	9.3%	✗
Target Change	Staff Composition – Gender	20%	20.5%	18.9%	✗
Target Change	Staff Composition – Ethnic Minority Staff	19%	21%	18.8%	✗
Target Change	Triages via our online home fire safety checker	1,500 (per month)	750	596	✗
No Change	Community Satisfaction Ratings <i>'I think the services provided by the LFB to protect and serve London are the right services'</i>	85%	-	87%	✓

Protecting You: We will adapt our services as your needs change & We will design services around your needs and concerns

	KPI Name	Current Target	New Target	Latest Performance	On/Off Target
New	Average time to handle a 999 call	-	-	-	-
Target Change	False alarms due to automatic fire alarms (AFA) in non-domestic buildings	1,667	1,300	1,391	✓
No Change	Average first appliance arrival time	00:06:00	-	00:05:26	✓
No Change	Average second appliance arrival time	00:08:00	-	00:06:53	✓
No Change	First appliance arrival within 10 minutes	90%	-	96.3%	✓
No Change	First appliance arrival within 12 minutes	95%	-	98.4%	✓
No Change	Alleged fire risks addressed within 3 hours	90%	-	83.3%	✗
No Change	Percentage of high-risk audits completed	40%	-	54.3%	✓
No Change	Station staff time spent on prevention activity	12%	-	14.8%	✓
No Change	Station staff time spent on protection activity	4%	-	4.8%	✓
No Change	Percentage of high-risk home fire safety visits (HFSVs)	60%	-	65.5%	✓

Learning from Others: We will enable our people to be the best they can be, to serve you better & We will work together to provide the best possible services to meet your needs

	KPI Name	Current Target	New Target	Latest Performance	On/Off Target
Amend	Rate of RIDDORs (Previously Number of RIDDORs)	56 total per annum	1148 per 100,000 per annum	2	✓
Amend	Percentage of operational staff trained to respond to MTA (Previously acquisition only, now will include maintenance)	90%	-	97.5%	✓
Amend	Percentage of managers who have completed training (previously "against plan")	95%	TBC	103%	✓
No Change	Pay Gap – Gender, Ethnic Minority Staff & Disability	+/- 0.03	-	-0.016% 0.006% -0.002%	✓
No Change	Staff Sickness	5.75%	-	7.63%	✗
No Change	Staff Satisfaction ratings <i>'I would recommend LFB as a place to work'</i>	60%	-	64%	✓
No Change	Community Satisfaction Ratings <i>'LFB is trusted to serve and protect London'</i>	90%	-	92%	✓

Adding Value: We will be driven by evidence to give you the value you expect & We will work with other organisations to secure a safer future for everyone

	KPI Name	Current Target	New Target	Latest Performance	On/Off Target
Amend	Rate of fire deaths (Previously number of fire deaths)	39	0.44	42	✗
Amend	Rate of fire injuries (Previously number of fire injuries)	705	3,589 per 100,000	736	✗
Amend	Rate of accidental fire deaths in the home (Previously number of accidental fire deaths in the home)	27	0.30 per 100,000	32	✗
Target Change	Number of fires – houses & bungalows	142 (per month)	141	165	✗
Target Change	Number of fires – care homes	28 (per month)	TBC	24	✓
Target Change	Number of fires - flats	200 (per month)	161	175	✓
No Change	Staff Sickness	5.75%	-	6.26%	✗
No Change	Net zero carbon by 2030	0	-		✗