



LFB Quarterly Performance report

Quarter 1 2022/23

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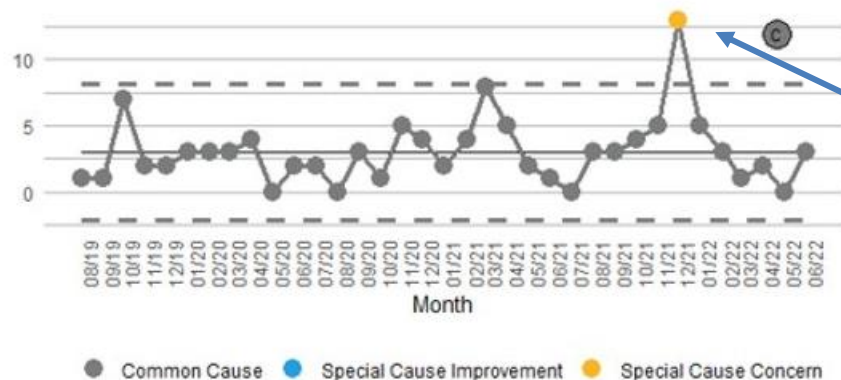
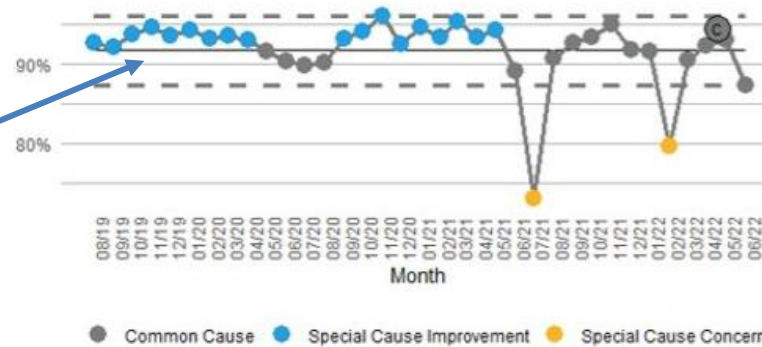
Key and SPC Chart Example

The LFB has started to use Statistical Process Control (SPC) Charts to measure improvement over time and so we have changed the way our performance indicators are displayed in this report.

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.

There are two types of alerts we look for in these graphs; **shifts** and **outliers**. Positive variation (special cause improvement) is highlighted in blue and

A **shift** is where we see a run of 6 or more data points consecutively above or consecutively below the average. This represents a "new normal" and can confirm that an improvement has worked.



An **outlier** is where we see a lone data point which sits outside the normal control limits. This is generally unusual and can signify something unexpected happening in the real world affecting the process we are measuring.

Key and SPC Chart Example

RAG Status

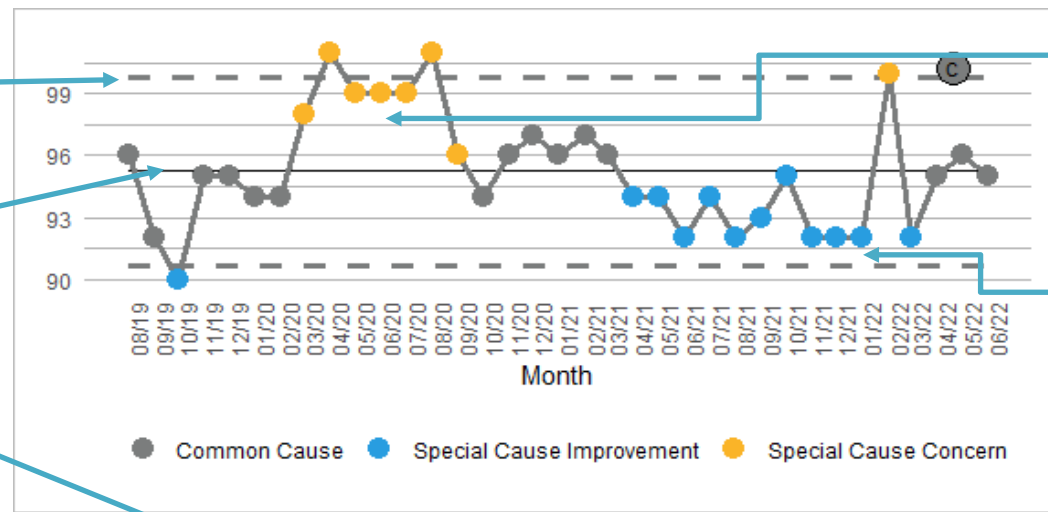
Indicators	Projects	Risks
Performance on target	Time/cost targets will be achieved and all quality criteria satisfied	Minor risks (green 1-3 rating): These risks would impact on a department or team in a department or local piece of work and/or the risk is unlikely to materialise.
N/A	N/A	Moderate risks (yellow 4-9 rating): These risks would impact on a smaller area of the Brigade (a department or area) and/or the risk is likely to occur in the longer term.
Performance within 10% of target	Currently off-plan but impact will be minor and/or remedial actions are in place	Major risks (amber 10-16 rating): These risks would impact across several departments and would prevent the delivery of a key aim or priority and/or the risk is likely to occur in the near future.
Performance more than 10% from target	Currently off-plan and will not meet time, cost and/or quality expected	Severe risks (red 20-25 rating): These risks will feature at the Corporate Level and would affect the Brigade as a whole (or multiple directorates) and/or the risk is imminent
N/A	project closed or closing	N/A

SPC Chart

Grey dashed lines represent the upper and lower control limits

The **thin black line** represents the mean

Where there is a target, this bar will tell you the threshold and the latest performance. A tick or a cross tells you whether the target has been passed or failed whereas the fill tells you the RAG rating.



The run of **yellow dots** in 2020 show statistically poor performance over this timeframe, with two negative outliers.

Blue dots represent positive variation outside of expected limits. Here we have a run of >7 blue dots all below the mean which represents a statistically significant improvement in performance.

12 month rolling target 100 | Jun 2022: 94 ✓

Performance at a glance

HOME FIRE SAFETY VISITS

38,374

up by 9% compared to last quarter

ONLINE HOME FIRE SAFETY CHECKS

1,239 (Apr-Jun)

Down by 39% compared to last quarter

BUILDING CONSULTATIONS

2,205 (Apr-Jun)

Up by 4% compared to last quarter

TRAINEE FIREFIGHTER INTAKE

25% BAME
37.5% WOMEN

BAME down by 47%, women no change compared to last quarter

STAFF SICKNESS

7.77%

Up by 7% compared to last quarter

APPLIANCE ARRIVAL TIMES

1st 5:12 (m:ss)

2nd 6:41 (m:ss)

1st no change, 2nd up by 0.8% compared to last quarter

RIDDOR INCIDENTS

62

Up by 10.7% compared to last quarter

FIRES IN THE HOME

4,903

Down by 0.3% compared to last quarter



CO2 REDUCTION

59.1%

Up by 0.3% compared to last year

STATUTORY INFO REQUESTS handled on time

85.3%

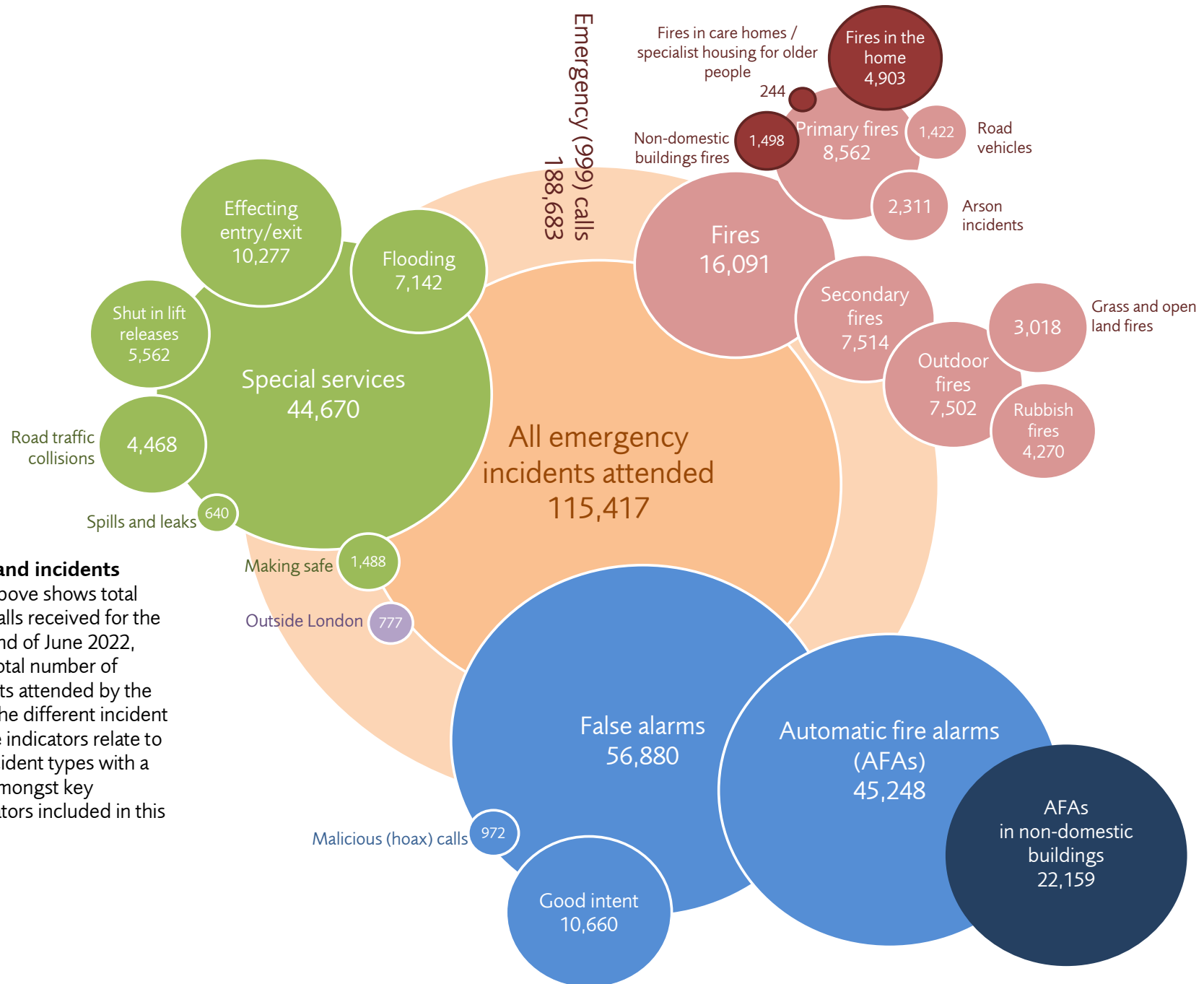
Up by 20.3% compared to last quarter

KEY

- Response
- Prevention & Protection
- Our People
- Resources

Data is displayed as 12 month rolling, unless stated otherwise
The performance indicators are subject to ongoing review

Incidents in Numbers



Emergency calls and incidents

The bubble chart above shows total emergency (999) calls received for the 12 months to the end of June 2022, together with the total number of emergency incidents attended by the Brigade, and how the different incident based performance indicators relate to each other. The incident types with a darker colour are amongst key performance indicators included in this report.

Introduction

Welcome to the London Fire Brigade's performance report for quarter one 2022/23 (the information contained in this report covers the 12 months up to the end of June 2022). Performance in this report relates to the Brigade's two main strategic plans; the New 2022/23 Delivery Plan and the London Safety Plan (LSP) 2017 which is our Integrated Risk Management Plan (IRMP).

New 2022/23 Delivery Plan

We have a new Delivery Plan for 22/23 underpinned by our four pillars; Engaging with you, Protecting you, Learning from you and Representing You. These are supported by eight commitments, each of which has a programme of improvement activities attached to ensure we deliver on our plan. The report starts with an overview of our vision, pillars and commitments and we will be reporting our progress against this from quarter 2.

London Safety Plan

The report then provides an overview of Brigade activities against the LSP, across prevention and protection, response and resilience, people, and resources, as well as updates on related key performance areas including, indicators, plans, risks, and projects. This report also contains a high level financial summary and information on topical issues such as publicity and campaigns and the Grenfell Tower fire.



<https://www.london-fire.gov.uk/media/5114/london-safety-plan-2017.pdf>



<https://www.london-fire.gov.uk/media/6502/20220408-lfc0675-delivery-plan-202223-for-publication.pdf>

Our Delivery Plan

Our Direction

LFB Purpose

“Trusted to serve and protect London”

LFB Vision

“We will be a dynamic, forward-looking organisation of fully engaged people at the centre of the communities we serve, adapting to the changing needs of London.”

Our four pillars

Engaging with YOU

Working with the **COMMUNITIES** we serve to build **TRUST**.

Protecting YOU

Providing the **RIGHT SERVICES** to keep Londoners **SAFE**.

Learning from YOU

Listening and developing **TOGETHER** to achieve our **BEST**.

Representing YOU

INVESTING in what matters most to deliver **PUBLIC VALUE**.

Our eight commitments

Commitment 1

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

Embrace diversity as our greatest asset, representing the people we serve and positioning LFB to be at the **heart of London’s communities**.

Commitment 2

We will make it easy for you to access our services

Interact with Londoners in a way that is meaningful, **tailoring engagements** to specific preferences of local communities, partners and individuals.

Commitment 3

We will adapt our services as your needs change

Deliver outstanding **performance standards** and best-practice **service outcomes** that meet the **current and future changing risk profile** across London.

Commitment 4

We will design services around your needs and concerns

Provide services that are focused around **people’s needs, wants and expectations** to make them feel safe and supported regardless of when they interact with LFB.

Commitment 5

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

Foster an inclusive environment that supports all LFB people to **continually develop** and contribute their best, with a commitment to **core values and behaviours**.

Commitment 6

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

A whole workforce that **collectively delivers services** that everyone is **proud of**, and with an understanding of how individual contributions bring **collective value** to London.

Commitment 7

We will be driven by evidence so that our resources give you the value you expect

Use **data-driven insights** to create an evidence base for action, and a collective understanding of **value**.

Commitment 8

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

Position LFB as a **market leader** in public service delivery, playing an integral role in protecting London, and partnering for **national and international** influence.

Publicity and campaign news

Safety awareness

In May, the Brigade raised awareness of the significant change in how we tackle large scale fires in high-rise buildings. This includes the use of the tallest ladders in Europe and fire escape hoods. National and London broadcast media joined the London Fire Commissioner, the Mayor of London and the Deputy Mayor for Fire and Resilience at an exercise to see how we have improved. The changes were implemented following recommendations made to us by the Grenfell Tower Inquiry, which we accepted in full and have now completed 26 out of 29 recommendations directed at the Brigade or emergency services more widely.

We provided hot weather advice in June, ahead of a heatwave, to make sure that people were aware of the increased risks, which includes grass fires, disposable barbeque incidents and accidental drowning. The advice featured in national and local news and was supported by content on our social media channels.

We issued a warning to building owners and managers following the commencement of the Fire Safety Act 2021 which strengthens the Brigade's enforcement powers. As part of this warning, we also called for culture change in the building sector and published statistics which show that there are still more than 1,000 residential buildings with fire safety failings in London. On the day of the announcement the Home Secretary and Minister of State for Building Safety and Fire visited Old Kent Road Fire Station and were given a demonstration of new equipment that has been introduced by the Brigade. Other key safety activity included:

- Announcing the Marauding Terrorist Attacks agreement with the Fire Brigades Union in April and the start of our investment in training and new equipment for firefighters to provide an improved response during terror attacks.
- Promoting our fire dogs: introducing new fire dog Smokey in May following a naming competition on LinkedIn, promoting the work of fire dog Watson in April as he entered retirement, and raising awareness of our new partnership with London Retired Police Dogs Trust who will now support retired fire dogs.

Incidents

The Brigade provided urgent safety advice following two significant incidents this quarter. In May, a significant blaze at a house in New Malden was found to be caused by combustible items being too close to an open fire. The fire followed the significant increase in the energy price cap in April and the rising cost of living. The Brigade warned people of the dangers of open fires during cold spells and the risk to life from combustible items being too near, as well as the effects of carbon monoxide.

In June, a large fire in a high-rise building in Shepherds Bush sparked an urgent e-bike safety warning. Following the incident, fire investigators determined the blaze was accidental and caused by the failure of the e-bike's lithium-ion battery. This follows an increasing trend as e-bikes and e-scooters become more popular and the Brigade is investigating this further, as there is a particular risk from e-bikes which have been converted or purchased online.

Campaigns

In May, we launched our consultation on Your London Fire Brigade, our six-year plan (2023-29) to keep London safe. We promoted the consultation externally through the media and social media and internally through our intranet and other channels. The Brigade's external stakeholders have also been kept up to date, encouraged to respond to the consultation and to share it through their networks.

Engagement with communities on the plan has been supported by events in all boroughs across London and with specific groups, including Muslim women and disability groups. Events include:

- A focus group for people with hoarding behaviour in partnership with HoardingUK.
- Group discussions with people with learning disabilities and Autism have been run in conjunction with Certitude who are the largest provider of support services for these groups in London.
- Event with elop, an organisation who runs counselling and support services for the LGBT community.

Publicity and campaign news

- A stall at the Vaisakhi at the Barking Gurdwara, and a focus group at the East London Mosque in Tower Hamlets specifically for Muslim women, with Assembly Member Hina Bokhari.

A key moment for our ongoing flooding and climate change campaign was our 'Act on Flooding' stand at RHS Chelsea Flower Show in May. The stand, which was awarded a Silver Gilt medal and was shown on BBC London and mentioned in the Sunday Telegraph, featured firefighters giving visitors advice about how their gardens can help to reduce the impact of flooding incidents. Through this activity we also promoted the work of our teams who rescue people in floods and published new statistics about the 12% rise in flooding incidents in 2021 compared to 2020. This was a great opportunity to reach out to new audiences and encourage them to support the Brigade moving forward.

As part of our commitment to employee wellbeing, we promoted the 'Walk and Talk' programme started by LFB firefighter Dean Corney which is being adopted across the country. The programme involves male firefighters and other emergency service workers meeting to walk and discuss anything that is on their mind to help improve mental health. The programme received an internal award and was featured on BBC London News, BBC Radio London and London Live.

Community Engagement

The Brigade continues to build its community engagement capacity and to continue to work with communities across London to ensure the Brigade is listening to and hearing from all Londoners. This helps with how the Brigade shapes and delivers its services to serve and protect all Londoners.

In addition to the work on Your London Fire Brigade the team have also delivered the following:

- A second Islam awareness session, in partnership with the East London Mosque, for LFB staff.
- Meeting Friends in High Places to listen to their concerns about the built environment.
- Attended the Iftar in Trafalgar Square to mark the ending of Ramadan with the Muslim community

- Selected the first six members of our new Community Forum who will help guide or community work.

LFB Museum

The LFB Museum took part in the BBC's Art That Made Us Festival which was an exciting partnership between museums, galleries and archives and the BBC during April and May. As part of the festival the museum hosted its first virtual exhibition, exploring the theme of hidden art within the Brigade's uniforms. This was in collaboration with RSA Insurance Group Limited, using some of their historical collection relating to insurance company fire brigades that are rarely seen by the public.

The museum also hosted a series of events including family activities during the Easter holidays and a Twitter collaboration with the Metropolitan Police Heritage Centre to share art hidden in emergency service uniforms.

Through the museum's [Twitter account](#) we have been engaging 'Metroculturals', academics, and members of the public with interests relating to the history of the Brigade, emergency services and of London more widely. We are also using the Twitter account to build relationships with other heritage organisations, locally, nationally and internationally, building our support network in preparation for the new museum.

The following projects have formed the museum's Twitter content for quarter one.

- Metropolitan Police Heritage Centre and The Museum of the Order of St John's collaboration to raise awareness of, and engagement with, the history of both organisations, and the collections – using historical images and objects to illustrate the content. April explored the theme of uniforms and saw the highest overall views for one of our monthly themes. May was all about exploring the museum, highlight staff and volunteers' favourite objects and June celebrated the Queen's Jubilee by using photographs to illustrate the Brigade's relationship with the Royal family.
- International Museums Day (ICOM) celebrated the power of innovation through digital accessibility.

Publicity and campaign news

- Local History Month was celebrated in May. The museum participated by sharing videos about the history of the Brigade in Lambeth.
- The museum participated in Volunteer Week to celebrate the role volunteers play in the work of the museum. We used a mix of quotes from our volunteers and highlighted the work that they do including developing the museum's first series of Tweets 'Museum A-Z' which helped to pilot our Twitter account.

To commemorate the anniversary of Operation Dynamo, the evacuation from Dunkirk in 1940, and the involvement of the Massey Shaw fireboat as one of the Little Ships, the museum hosted a 'Twitter Takeover' on our account in collaboration with the Massey Shaw Education Trust.

Grenfell Tower Fire

Five years after its formation, the London Fire Brigade's Grenfell Tower Investigation and Review Team (GTIRT) closed down on the 6 April 2022, following the completion of its terms of reference. To continue to support the Brigade's ongoing participation in the Grenfell Tower Inquiry and its cooperation with the criminal investigation, the GTIRT Programme Administration Team have been absorbed into the Grenfell team within the General Counsel's Department. The Brigade has also retained the services of the recently retired Assistant Commissioner – GTIRT on a fixed term basis to act as an advisor to the Brigade in all matters related to Grenfell Tower, and perform the role of legal client on behalf of the LFC.

Face to face interviews conducted by the MPS with current and former Brigade staff are continuing. Between April 2022 and July 2022, 13 MPS interviews took place with another interview scheduled to take place before August 2022. The programme team continue to contact witnesses for outstanding and new interview requests. Since April 2022 it has also dealt with a further 10 requests for information from the MPS as part of its Operation Northleigh investigation.

The Inquiry concluded hearing evidence in relation to Module 6b, which examined the testing and certification of construction products and systems and the role of Central Government. Following Module 6b, the Inquiry heard evidence in relation to 'the aftermath,' which considered the policies, procedures and plans in place on the part of the Tenant Management Organisation and central and local government for dealing with a major emergency such as the Grenfell Tower fire and the response in the immediate days after the fire. The Head of the London Resilience Group, who are hosted by the Brigade, provided oral evidence to the Inquiry. This module was followed by further evidence from a number of experts.

The final Phase 2 module of the Grenfell Tower Inquiry, Module 8, began on 4 July 2022 and heard evidence about each of the deceased in order to try to establish the facts necessary for the purpose of the Inquest function. These hearings formed the final evidence gathering by the Inquiry and concluded on 21 July 2022. The proceedings concluded on that days with a poignant reminder of the 72 persons who tragically lost their lives and some words from Counsel to the Inquiry, Richard Millett QC and the Chair, Sir Martin Moore-Bick.

Core Participants will have the opportunity to deliver final overarching statements to the Inquiry in November 2022, as the Panel works through compiling its report and any associated recommendations.

Lawyers acting for the bereaved survivors and relatives have issued around 950 claims against the London Fire Commissioner (LFC) and other core participants in the Grenfell Tower Inquiry. A further 107 claims from firefighters and control room officers, and 36 claims from Metropolitan Police Officers against the same Defendants have also been made. The LFC, together with most other Defendants and most of the bereaved survivor and resident claimants, is participating in a confidential, alternative dispute resolution (ADR) process to try and resolve matters without the need for litigation. The first stage of the mediation is due to take place over a two week period, beginning 16 January 2023. The Brigade is also participating in the Restorative Justice element of the civil proceedings, being led by Mr Paul van Zyl

Financial Performance

Revenue Summary

LFC Revenue (£000s)	Budget	Forecast Outturn	Forecast Variance
Operational staff	273,057	284,221	11,164
Other staff	69,896	68,705	(1,190)
Employee related	26,840	26,598	(242)
Pensions	21,772	21,772	0
Premises	46,327	46,823	496
Transport	17,327	17,773	446
Supplies and services	32,861	33,148	287
Third party	1,413	1,282	(131)
Capital financing	9,624	9,624	0
Contingency	11,479	9,235	(2,244)
Income	(45,880)	(45,180)	699
Net revenue expenditure	464,716	474,001	9,285
Use of reserves	-4,197	-8,594	-4,397
Financing Requirement	460,519	465,407	4,888
Financed by:			
Specific grants	-(38,719)	(39,462)	(743)
GLA funding	(421,800)	(421,800)	0
Net Financial Position	(0)	4,145	4,145

Reasons for the Revenue Position

The forecast revenue outturn position at the end of June 2022 is for an overspend of £4,145k, which is 0.9% of the net revenue budget and this is mainly due to operational overtime. The main reasons for the overspend position are explained in more detail below.

Operational Staff

The operational staff overspend is largely due to pre-arranged overtime (PAO), as well as the impact of national insurance contributions on that overtime and additional spend on direct standbys. This position is forecast as a result of current workforce and skills levels meaning that we have less resilience overall when leave, sickness absence, training, detachments and temporary promotions are considered, and with the Covid pandemic still having an impact in these areas. The level of PAO

forecast to the year end is also being impacted by the heatwave experienced in July and the need to maintain resilience at high levels during the summer. The 2022/23 Budget for operational overtime, which include PAO, is £2.8m.

The forecast overspend reflects early work to address the causes of the demand for PAO, however a number of work streams in this area are ongoing, with the expectation of further downward pressure on overtime during the current financial, as well as addressing the challenge into future years.

Other staff

The FRS staff budgets are forecast to underspend by £1,190k. This is after the impact of vacancy margin of £1.3m for the year. At the end of June, there were 178 FRS vacancies across all departments, and with 118 agency staff to help mitigate the impact of this. Whilst this forecast does set out an underspend position it includes significant spending on agency staff, the cost of which has been increasing in the current economic climate. It should also be noted that this forecast includes an assumption by central finance regarding staff leavers and recruitment rates, which has reduced the forecast spend as set out by departments.

Employee related

The overspend of £758k is due to professional development because of inflationary pressures on the training contract of £1,000k, offset by an underspend on the current estimates of spend on training courses (£242k). It is proposed to transfer £1,000k from the Budget Flexibility Reserve (BFR) to meet the additional in year inflationary costs.

Premises

Premises is forecast to overspend by £496k due to increased energy costs of £1,059k due to inflationary increases in the volatile energy market, partly offset by Property rates of £529k due to savings from the outcome of the premises rates and Valuation Office Agency (VAO) revaluation exercise. It is proposed to transfer £1,059k from the BFR to meet the additional in year inflationary costs.

Income

£699k under recovery is forecast on rental income due to leases that expired in 2021/22 and those ending in 2022/23. The revised forecast is based on guaranteed 2022/23 income.

Financial Performance

Capital Summary

LFC Capital	Full Year Budget (£000s)	Slippage from 2021/22 (£000s)	Revised Budget (£000s)	Forecast Outturn (£000s)	Outturn Variance
ICT	8,996	343	9,339	4,647	(4,692)
Property	18,379	499	18,878	9,664	(9,214)
Communications	1,160	0	1,160	0	(1,160)
Fleet and Equipment	8,410	1,489	9,899	6,681	(3,218)
Total Capital Expenditure	36,945	2,331	39,276	20,992	(18,284)

Key variance

The majority of capital projects sits within the Corporate Service directorate.

ICT

The underspend of £4,692k is largely due to reprofiling of projects because of procurement delays in the Control and Mobilisation Systems (CAMS) project (£3,632k) and on the Operational Risk Database (£1,100k).

Property

The underspend of £9,214k in Property is largely due to a reprofiling exercise across the following areas including £5,300k reprofiling in the Minor Improvement project i.e. adjustments to the Motorised gates project and Breathing Apparatus BA chamber refurbishment projects.

£2,300k slippage in the Plumstead Fire Station project due to tender prices exceeding budget and £1,100k slippage in the Roofing replacement works due to project reprofiling in Barking, Beckenham, Ilford, and Wennington Fire Stations as these projects will be split over two years.

Communications

The underspend of £1,160k is mainly due to reprofiling of the Museum project due to the delay in the disposal of the 8 Albert Embankment premises.

Fleet and Equipment

The forecast underspend on Fleet for 2022/23 is expected to be £3,218k due to project reprofiling because of supplier delays on Officer Pool Cars due to global chassis supplier delays, Operational Support Unit project, Command Support Unit project, Cutting Van slippage etc, all due to supplier delays.

Revenue Reserves

General reserves

The balance on the general reserve, following the forecast outturn overspend position, is £12,000k. This represents £4,241k below the minimum general reserve requirement of 3.5% of the net revenue expenditure.

As part of the outturn financial position report (LFC-0713) a total of £4,284k in new earmarked reserves were approved including £1,100k on operational equipment to support the Marauding Terrorist Attack (MTA) project; £1,000k additional costs on Immediate Detriment for work required on the Firefighter Pensions remedy; £600k for the procurement of the Finance and Payroll system; Grenfell reserve £430k to conclude Grenfell SAI work, Fire fighter study and GTI Module 8 support; £302k legal costs of RPE Challenge/Re-Procurement and ICT; £300k to fund the establishment of staff project costs expected to deliver during the coming financial year; £350k for the leadership reserve and other miscellaneous items totalling £202k relating to deferred one-off items of spend.

Earmarked reserves

The forecast balance on earmarked reserves is £25,497k at the end of the 2022/23 financial year.

The position as set out is after the £4.282k of reserve movements agreed in the outturn report. The following drawdowns were agreed:

- £1,100k on operational equipment now expected be incurred in the coming financial year relating to one-off equipment costs to support the Marauding Terrorist Attack (MTA) project;
- £1,000k due to forecast additional costs on Immediate Detriment for work required on the Firefighter Pensions remedy;

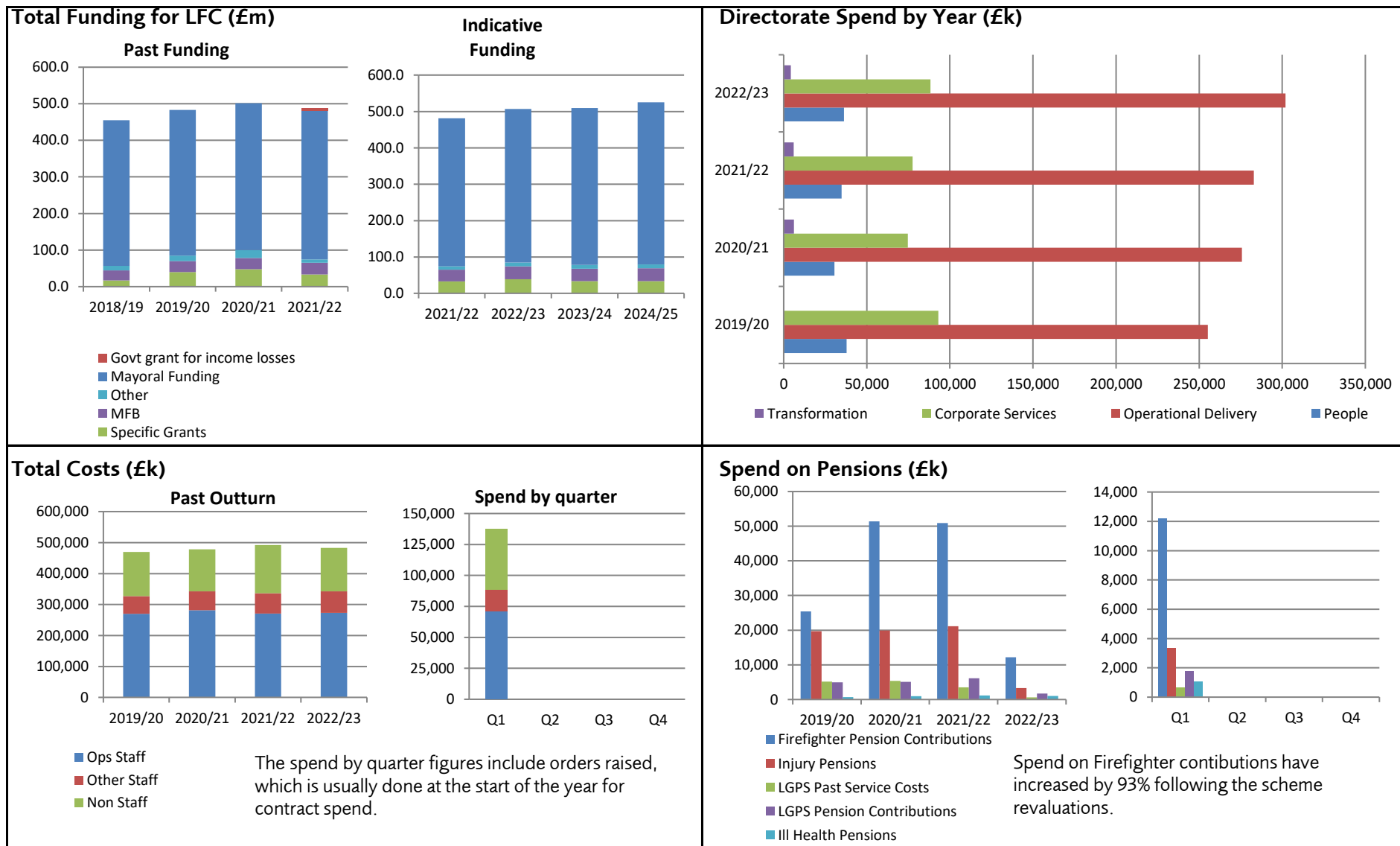
Financial Performance

- £600k for the procurement of finance and Payroll system that will now be delivered in 2022/23;
- £430k for the Grenfell team closing to conclude Grenfell SAI work, Fire fighter study and GTI Module 8 support;
- £302k legal costs of RPE Challenge/Re-Procurement and ICT;
- £350k for the leadership reserve;
- £300k to fund the establishment of staff project costs expected to deliver during the coming financial year and
- Other miscellaneous items totalling £202k relating to deferred one-off items of spend.

Earmarked reserves are currently undergoing a review to identify potential existing reserves for release. Currently, £3m is expected to be released.

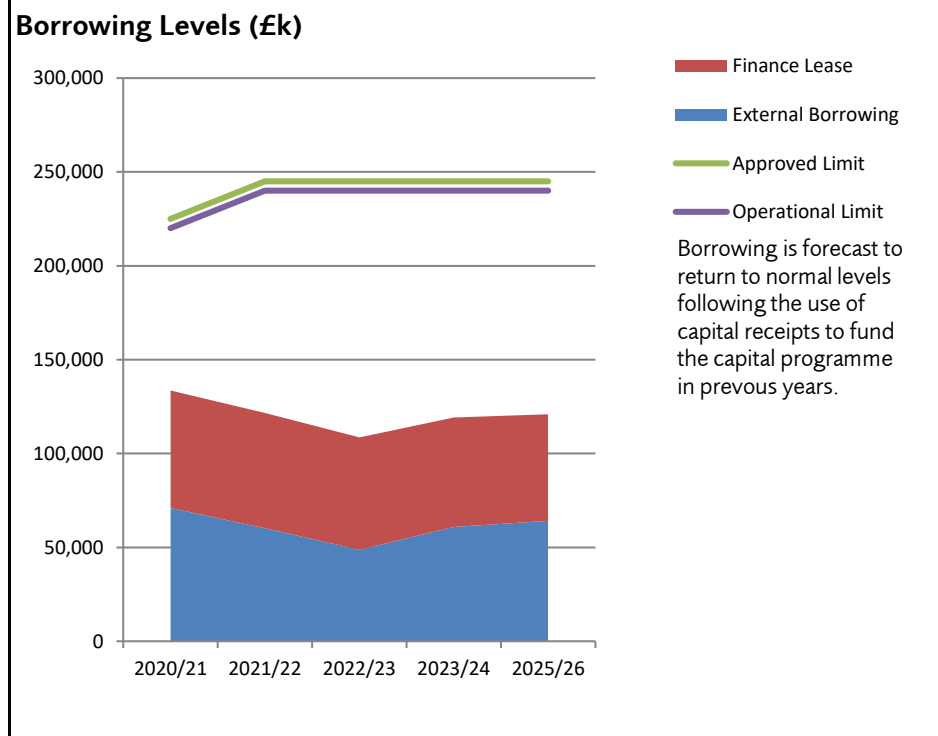
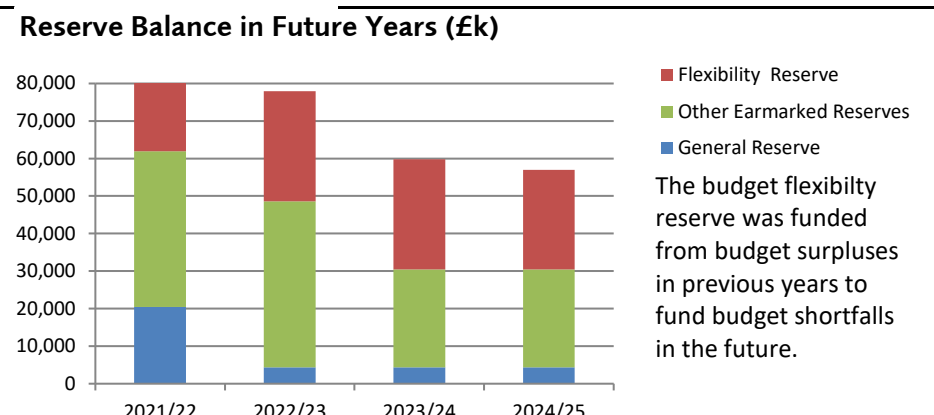
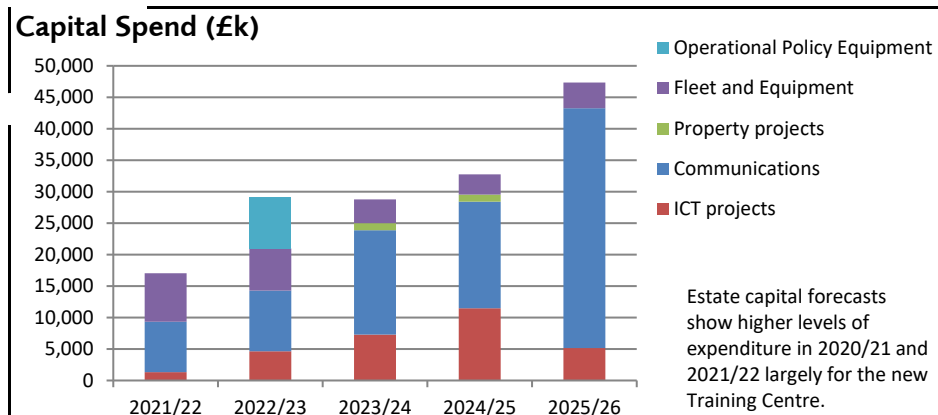
Financial Performance

Financial trends



Financial Performance

Capital, borrowing and reserves



Reserves

The value of the general reserve is to be maintained at a minimum of 3.5% of net revenue expenditure. The earmarked reserves are maintained for specific purposes, to smooth the impact of demand led expenditure or to meet the cost of significant one off expenditure. Balances excludes Budget Flexibility and general

Earmarked Reserves (£k)	22/23	23/24	24/25	25/26
Additional Resilience Reserve		524	524	524
Capital Expenditure Reserve	11,745	11,745	11,745	11,745
In Year Savings Reserve	3,600			
Central Programme Office Compensation	1,000	110	110	110
ESMCP Covid	3,092	176	176	176
Grenfell Infrastructure Reserve	1,029	1,167	1,167	1,167
Pension Earmarked Reserve	1,845			
Fire Safety and Youth	6,528	4,613	4,613	4,613
Transformation Delivery Plan Hydrants	3,281	1,970	1,970	1,970
ICT Development Reserve	120	215	215	215
LFC Control Reserve	2,683			
London Resilience	729	729	729	729
Community Risk Management Plan	771	771	771	771
Organisational Reviews	2,644	2,257	2,257	2,257
Vehicle & Equipment Reserve	150	150	150	150
Other Earmarked Reserves	2,215	719	719	719
	2,606	975	975	975
Total	44,365	26,122	26,122	26,122

Prevention and Protection – where fires are happening and who we're targeting

Key points

Aim 1 – Prevention and Protection. Our aim is to stop fires and other emergencies happening. When they do occur, we want to make sure that people are equipped to deal with them. We also want to work with industry to support the development and building of safer homes, workplaces and places of entertainment.

We'll deliver this aim by:

- *Engaging with London's communities to inform and educate people in how to reduce the risk of fires and other emergencies.*
- *Influencing and regulating the built environment to protect people, property and the environment from harm.*

Our work under this aim focus on activities that reduce fires and the impact they have, and by targeting people most at risk. Indicators under prevention and protection focus on the numbers of fires in the home, fires in non-domestic buildings (such as offices, leisure centres, care homes, hostels and hospitals), the numbers of fire fatalities and injuries from fire, prevention work around home fire safety visits, education, community safety work, fire safety audits and inspections, and false alarms.

Prevention

The Brigade's prevention offer covers a variety of projects, activities and programmes for individuals, groups and organisations across London. The aim is to reduce identified risks by raising awareness and delivering frontline services. The Brigade has a long history of providing Home Fire Safety Visits (HFSVs) where we will visit residents in their properties to assess fire risks and fit free smoke alarms in all areas of risk. Before Covid-19, we delivered around 80,000 HFSVs annually but during lockdown this was significantly impacted as we focused on the most vulnerable who required an urgent visit. The number of HFSVs delivered has been rising steadily throughout 2022, however delivery was once again impacted by the rise in Covid-19 cases throughout the year and a national shortage of components, impacting the provision of smoke alarms across the country. The supply chain issues

around standard smoke alarm provision were remedied at the end of quarter one, and we aim to see a rise in HFSV numbers (online, telephone and in-person) throughout the next quarter. We have increased the ways in which we engage with different communities by introducing a new Home Fire Safety checker, an online service whereby residents can assess risk in their property to determine if they require a physical visit or be directed to an online version of the HFSV, and telephone HFSVs to those who are not digitally engaged. Despite our prevention activity we sadly still see a number of fatal fires across London every year. Each fatal fire is reviewed to evaluate our operational response but also the learning from each individual case is used to tailor our prevention work, locally and pan-London, with partner agencies such as local authorities and care providers. An organisational learning report is being produced to share the outcomes of the year's Fatal Fire Reviews with borough and station staff as well as Fire Safety Regulation staff.

Our data shows that the two most significant risk factors which contribute to fire deaths are if they smoke, or if they have conditions associated with older people, such as visual, cognitive or physical impairments. We sadly also see a lot of fire death victims being in receipt of some form of social care package, whether that is formal or informal, and we continue to work with the care sector to increase their knowledge of fire risk. In March 2022, we released a video on our website targeted at the care industry to help upskill them and generate further referrals for HFSVs. The last five years of data shows that 35 percent of fatalities from fire were smokers and 65 percent of fatalities from fire were over 65. Although the differential has reduced over time, men are still 16 percent more likely than women to die as a result of a fire. Additionally, proportionate to the size of population, over the last five years, there have been more fire deaths in inner London than outer London (65% of fire deaths compared to 40% of population in inner London and 35% of fire deaths compared to 59% of population in outer London). This is likely linked to increased risk factors such as the higher levels of deprivation in inner London compared to outer London.

Prevention and Protection – where fires are happening and who we're targeting

Individuals who are most at risk from fire, are those who match two of the three below criteria:

- Carry out high risk fire behaviours
- Are less able to react to a fire/alarm
- Are less able to escape from a fire

The highest risks from incidents other than fires are:

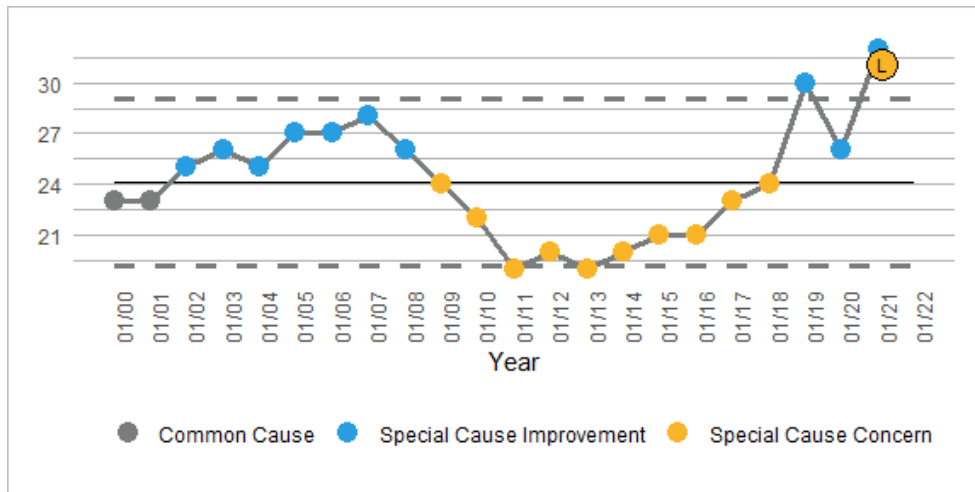
- Non-fire incidents involving road vehicles – particularly road traffic collisions
- Non-fire incidents involving trains – particularly persons under train
- Non-fire incidents involving outdoor water – particularly persons in the water

Performance Indicators – Prevention

Indicator	Jun-2021	Sep-2021	Dec-2021	Mar-2022	Jun-2022	Target	Annual change	Qrly change
H1 : Boroughs below nat av. for primary fires - <i>annual</i>	26	32	32	32	32	25	+23.1%	N/A
H4 : Fires in care homes - <i>12 month rolling</i>	244	233	227	237	244	400	0%	+3.0%
H4 : Fires in care homes - <i>rate per 100 care homes</i>	8.86	8.46	8.24	8.61	8.86	N/A	0%	+3.0%
H5 : All fire deaths - <i>10 year average</i>	46	45	46	46	46	50	0%	0%
CX3A : All fire deaths - <i>12 month rolling</i>	37	38	50	45	43	N/A	+13.5%	-4.4%
H6 : Accidental fire deaths in the home - <i>10 year average</i>	35	34	36	36	35	35	-0.9%	0%
Accidental fire deaths in the home - <i>12 month rolling</i>	27	27	38	36	31	N/A	+14.8%	-13.9%
H7 : Injury from fire - <i>5 year average</i>	845	825	819	814	779	1000	-7.7%	-4.3%
Injury from fire - <i>12 month rolling</i>	746	709	715	731	666	N/A	-10.7%	-8.9%
H8 : Home Fire Safety Visits - <i>12 month rolling</i>	20,884	24,718	30,230	35,194	38,374	76,000	+83.7%	+9.0%
NEW : % of P1 people HFSVs as proportion of overall target - <i>monthly</i>	23.08%	24.27%	18.87%	22.48%	22.86%	75%	-1.0%	+1.7%
NEW : Number of online HFSV triages – <i>year end cumulative</i>	1,050	3,047	5,334	7,377	1,239	15,000	+18.0%	N/A
H9 : Educating young people - <i>12 month rolling</i>	46,028	48,925	50,077	45,027	62,008	100,000	+34.7%	+37.7%
CO1 : Time by station staff on Community Safety - <i>12 month rolling</i>	5.66%	6.12%	6.71%	7.43%	8.22%	10%	+45.1%	+10.6%

Prevention and Protection – where fires are happening and who we're targeting

H1 : Boroughs below the national average rate for primary fires - annual

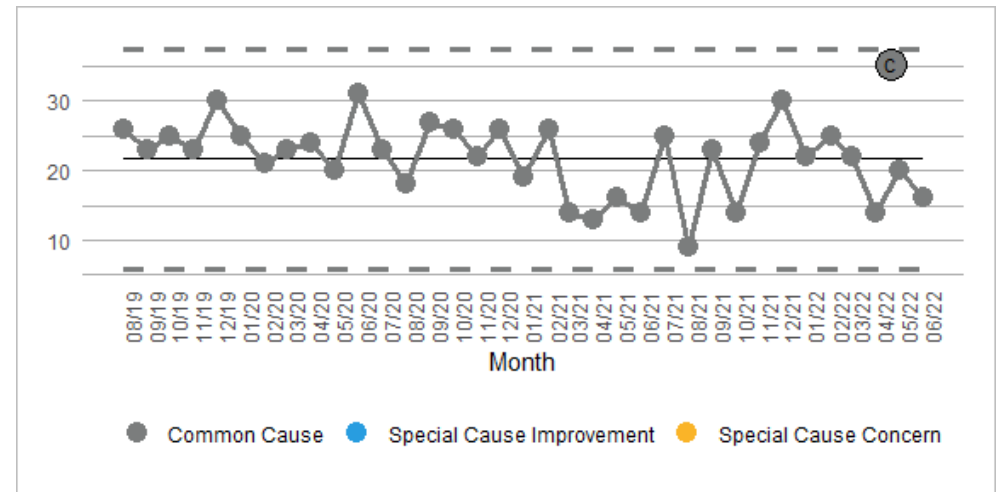


Annual target 25 | 2020/21: 32



This indicator was introduced as part of the current London Safety Plan as our fairness measure under the GLA's Equality Framework. Our long term goal is to achieve fairness and equality of outcome for all Londoners by bringing all boroughs below the national average. The performance for 2020/21 shows that 32 of the 33 boroughs are below the national average, the only borough above this rate is City of London, which due to its very small resident population has a much higher number of primary fires per 10k, than the other boroughs.

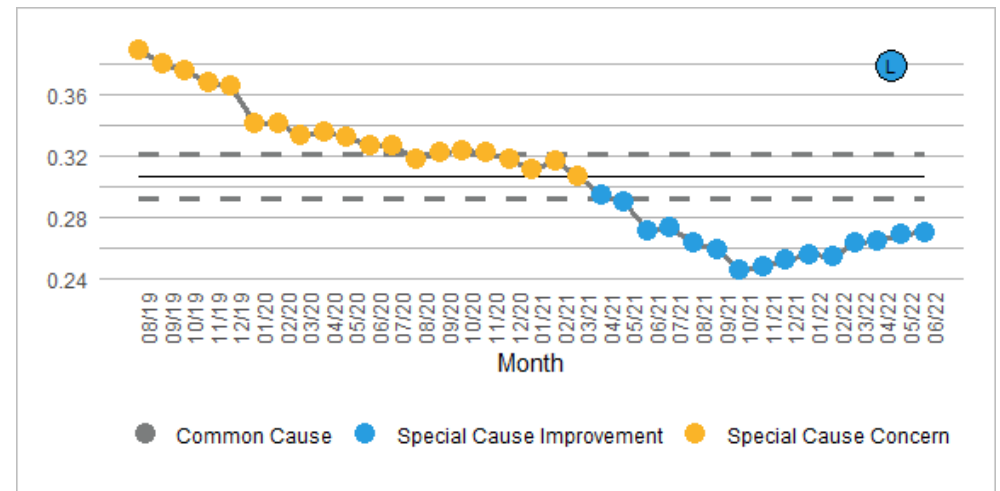
H4 : Fires in care homes / specialist housing for older people - monthly



12 month rolling target: 400 | Jun 2022: 244



Fires in care homes - rate per 100 care homes*



*rate per 100 care homes is calculated based on 12 month rolling data

Prevention and Protection – where fires are happening and who we're targeting

Fires in care homes have continued to remain well below our target, with the rate per 100 care homes showing a steady decline over the last three years. There has been continuing focused effort to identify issues in the care community and to increase fire safety support, through engagement with the Care Quality Commission (CQC) and other stakeholders. There is both a central and local focus on informing the care community and embedding fire safety knowledge. This work is being collated in the form of a new Care Strategy which will cover both Prevention and Protection activities.

The Care, Health and Safeguarding Team launched a video resource 'A Carer's Guide to Home Fire Safety' in March 2022. The video has been shared with around 1400 domiciliary care agencies, the CQC and Borough Commanders and is available on our external website. We are continuing to target the care sector to ensure that fire safety is recognised as a vital part of a carer's role and have developed an action plan to support this ongoing piece of work. The team are identifying other organisations and agencies that will benefit from this fire safety education, including the voluntary sector.

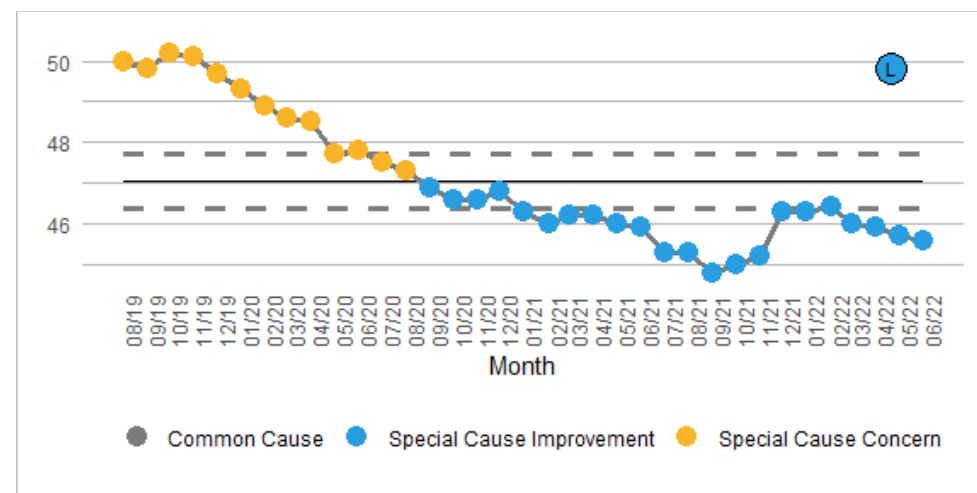
The auditing and inspection of care homes has remained a challenge with pandemic related issues continuing and the lack of competent Fire Safety Inspecting Officers to carry out these inspections. The competency of Fire Safety staff was at 52% in June 2021, it is now 32% in June 2022. The desktop audit figure has risen from quarter four in 2021/22 to Q1 in 2022/23. There has been a targeted push to have more desktop audits carried out and the FS01 audit figure on care homes should also begin to rise as the competency of Inspecting Officers is achieved during 2022/23.

Comparison for care homes desktop audits (FS14)		
	Q4 2021/22	Q1 2022/23
Total	65	126

In addition, the policy and guidance notes (FSIGNS) relating to specialised housing premises have all been reviewed to assess the implications of the Fire Safety Act on

them. The reviewed FSIGNS are scheduled to be published on commencement of the legislation.

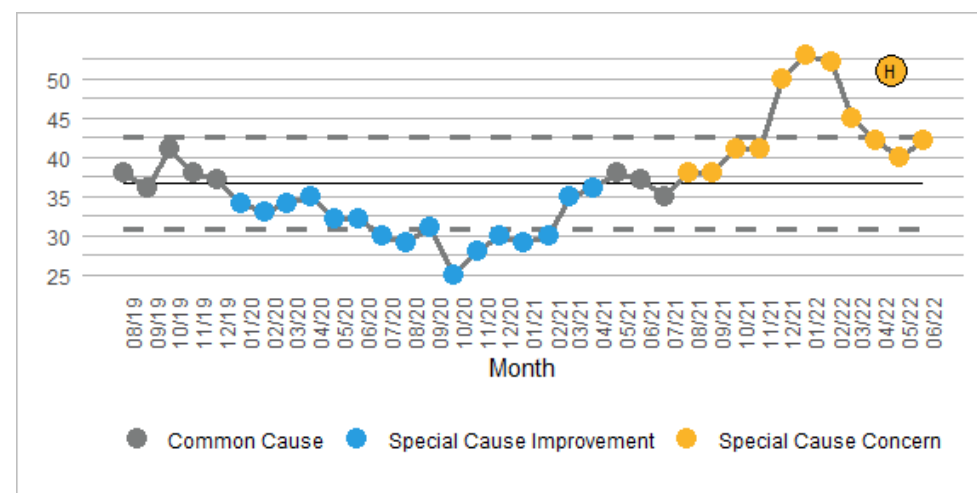
H5 : All fire deaths - 10 year average



10 year average target 50 | Jun 2022: 46

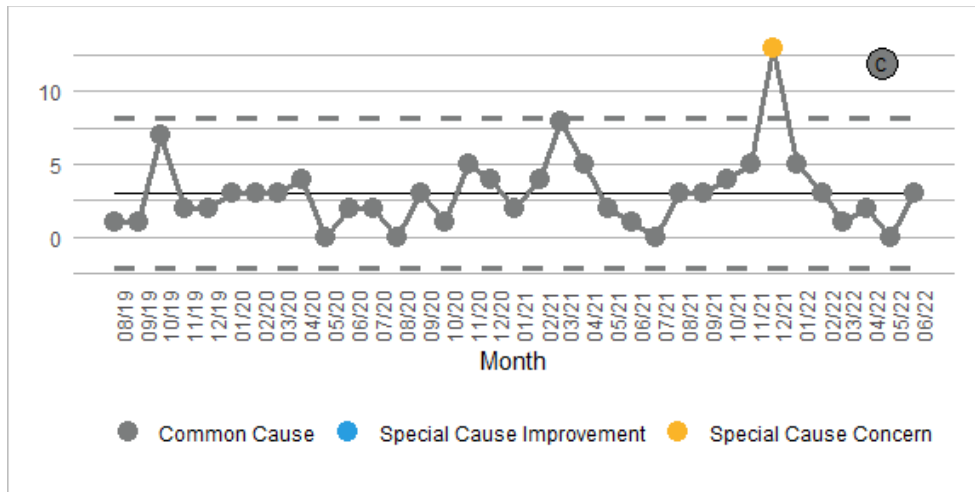


CX3A : All fire deaths – 12 month rolling



Prevention and Protection – where fires are happening and who we're targeting

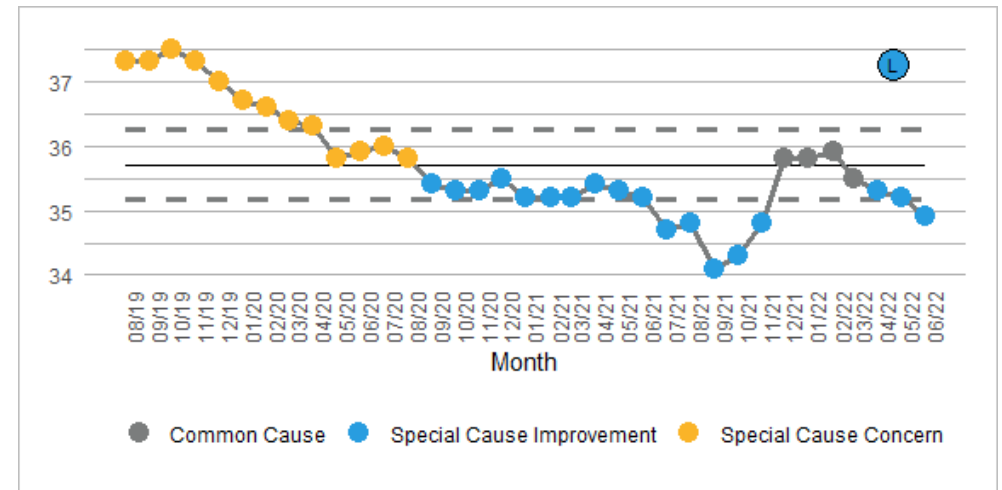
All fire deaths – monthly



The all fire deaths (10 year average) is reporting as on target at an average of 46.

Since July 2021 there have been 46 deaths at a fire. The coroner has found that three of the deaths were not as a result of fire related injuries, meaning that there were 43 fire fatalities in the rolling 12 months to the end of June 2022. Of these, 32 fire fatalities occurred during accidental dwelling fires, one fire death occurred as a result of a road traffic incident, two were found to be deliberate and one incident, although accidental, occurred in an outside area. (Note a number of the incidents remain under investigation so figures may change).

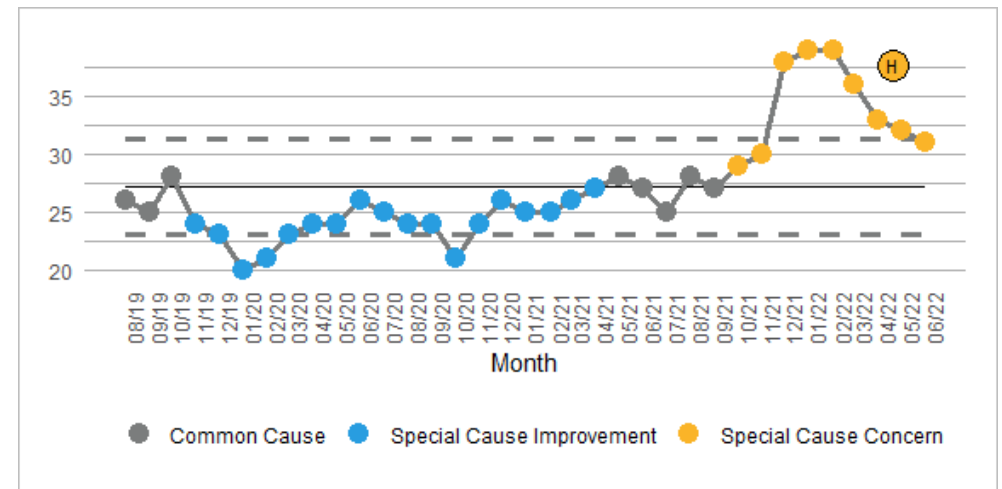
H6 : Accidental fire deaths in the home - 10 year rolling average



10 year rolling average target 35 | Jun 2022: 35



Accidental fire deaths in the home – 12 month rolling



Prevention and Protection – where fires are happening and who we're targeting

The accidental fire deaths in the home (10 year average) is reporting on target at 35. The Brigade has a long standing process in place to review any fire fatalities arising from accidental dwelling fires. This is to consider not only the operational response to the fire and community/partner engagement undertaken since the incident, but also to identify any opportunities which may have been missed to prevent the fire, or at least the fatality, through prevention and protection activity.

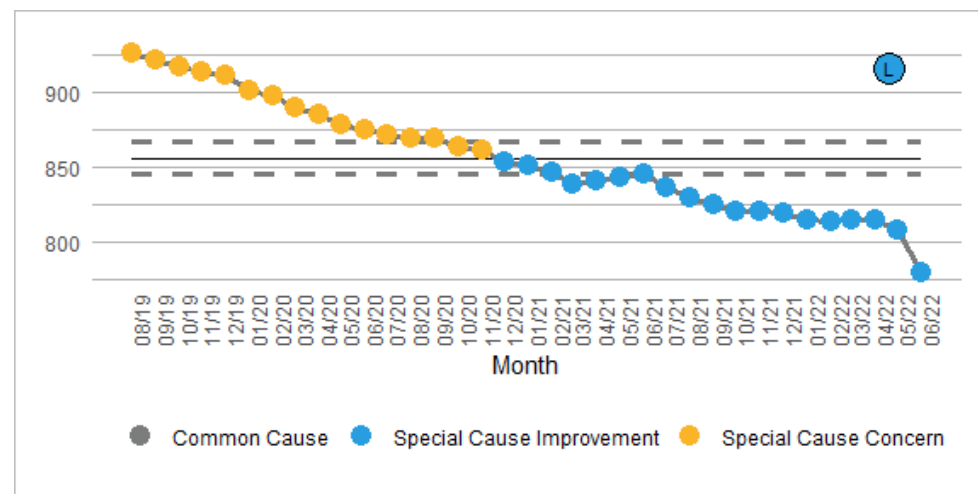
31 incidents have been subject to a fatal fire review since July 2021, with nine taking place in quarter four. Following a fatal fire Prevention and Protection Policy & Strategy Group review, the circumstances of the incident, will where appropriate, result in the preparation of a letter to the coroner which highlights potential causes of concern that could result in the issue of a Prevention of Future Death (PFD) Notice (from the coroner). Of the 31 incidents reviewed since July 2021, six letters have been sent to Coroners with a further four to be prepared (it is important to note that these numbers may change as investigations are still underway. Letters cannot be sent until notice of date of inquest has been received, in some cases this can be up to 18 months after an incident).

There are common themes to letters with most focussing on issues relating to telecare and where care agencies have failed to report or take appropriate action to reduce fire risk for those at high risk of fire. As a result of the letters, a number of inquests have been postponed and subject matter expert (SMEs) have been commissioned by the coroner to investigate concerns further, particularly in relation to telecare. Another emerging issue is where a fatal fire occurs in Specialised Housing where the individual flat/property does not fall under the remit of the Fire Safety Order and the Brigade is therefore unable to take enforcement action. This issue has been noted by a Coroner who has indicated that they will be raising this via a PFD notice. In line with the letters to the Coroner, Prevention & Protection are drafting position statements for telecare and specialised housing which will be used to seek to influence legislation and standards in these areas. Evidence shows that people in receipt of care are at a higher risk from fire. Investigation of fatal fires shows that there have been clear indicators of fire risk, but these are not being reported by attending carers. As a result, Borough Commanders who have attended a Fatal Fire Review where the victim of fire was in receipt of care are working with local care agencies to ensure that they receive fire safety training. Undertaking this

training will equip carers with knowledge of fire safety risks and how to report concerns to the Brigade. This training can be adopted by Care Managers for dissemination to their staff.

The majority of those (11 of 32) who died in an accidental dwelling fire in the last 12 months were previously unknown to the Brigade. Covid-19 restrictions have severely hampered the Brigade's prevention activities over the last 12 months and the number of Home Fire Safety Visits (HFSVs) carried out by crews has subsequently dropped significantly. Since the lifting of restrictions, the area Community Safety Teams have been working hard to arrange these HFSVs, again prioritising high risk residents above those at lower risk. However due to the uncertainties of Covid-19 and the anxiety caused by potential contamination, those who previously agreed to a HFSV are now reluctant to admit Brigade staff into their homes. The area Community Safety teams continue to provide home fire safety advice to residents over the phone and signpost to the online Home Fire Safety Checker.

H7 : Injury from fire - 5 rolling year average

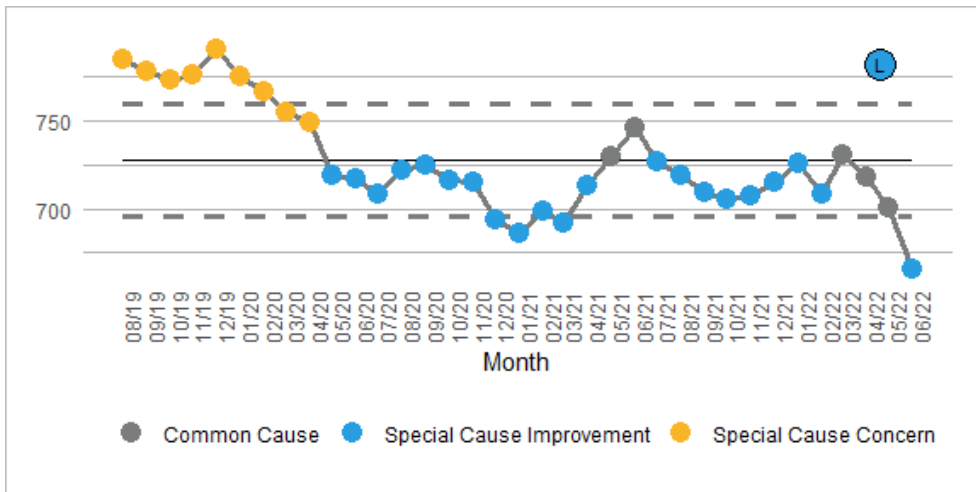


5 year rolling average target 1000 | Jun 2022: 779



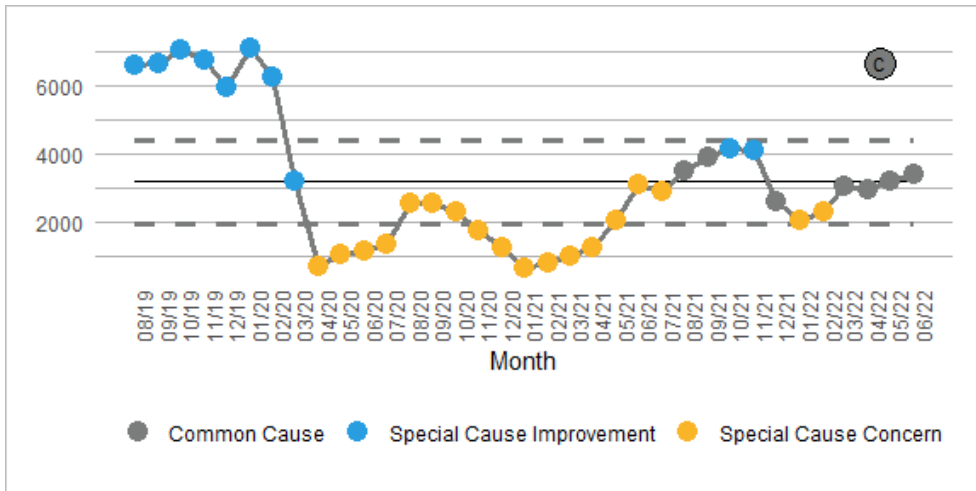
Prevention and Protection – where fires are happening and who we're targeting

Injury from fire – 12 month rolling



The number Injuries from fire (5 year average) continues to report on target and has shown steady improvement having fallen by 7.7% over the last year.

H8 : Home Fire Safety Visits - monthly

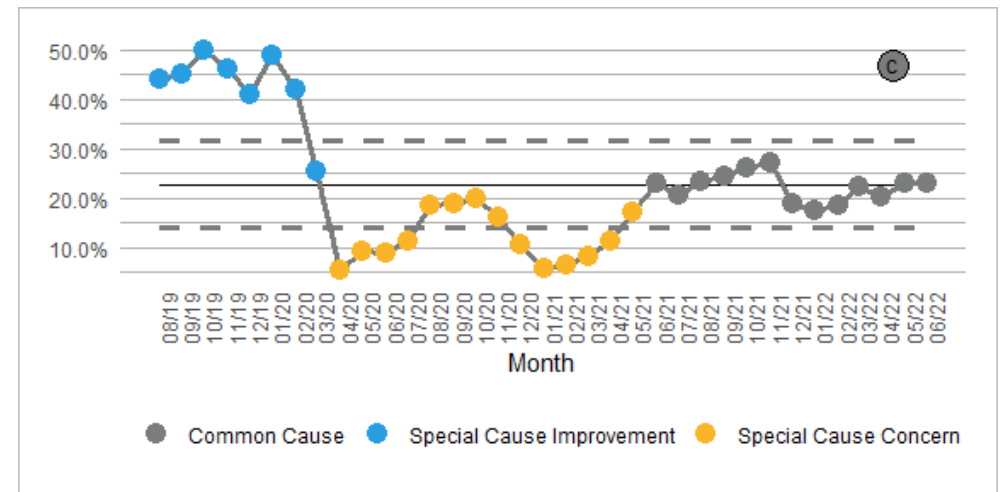


12 month rolling target 76,000 | Jun 2022: 38,374

X

Through the various means of disseminating key prevention advice to those across London, the Brigade has delivered 13,332 Home Fire Safety Visits (HFSVs) in quarter one. Of these, the Brigade carried out 9,599 in-person Home Fire Safety Visits, delivering key prevention advice to 21,640 Londoners in their homes. Of the remainder, 2,492 were telephone HFSVs, providing key advice over the phone and 1,241 were online Home Fire Safety Checks using the Home Fire Safety Checker, launched in May 2021. Of the 9,599 visits, Brigade staff fitted 9,136 standard smoke alarms and 439 specialist alarms for those that are hard of hearing or deaf. 88% of households where a visit was carried out disclosed at least one disability with 52% of those households having at least one resident living with a mobility issue that could have impeded their ability to escape from smoke or a fire. The Brigade is moving forward with an HFSV strategy which is currently in the governance process.

NEW : % of P1 people HFSVs as proportion of overall target - monthly

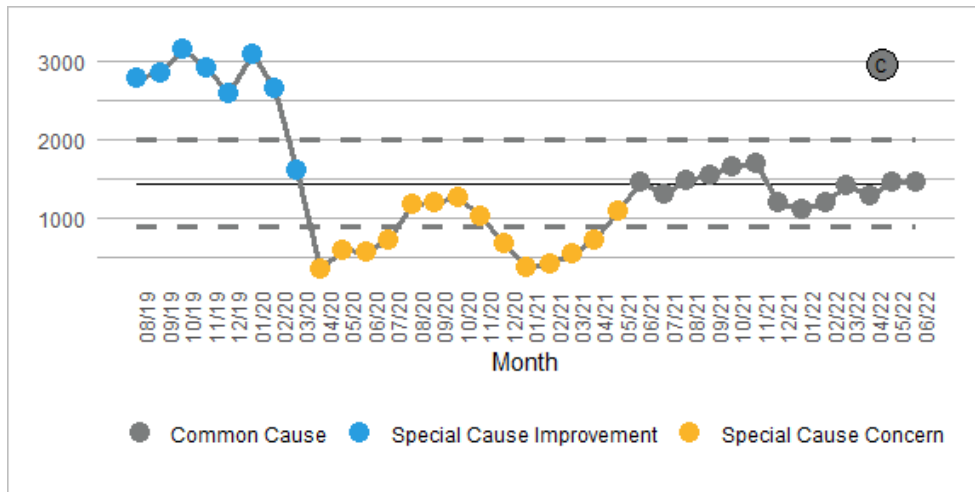


Monthly target 75% | Jun 2022: 22.86%

X

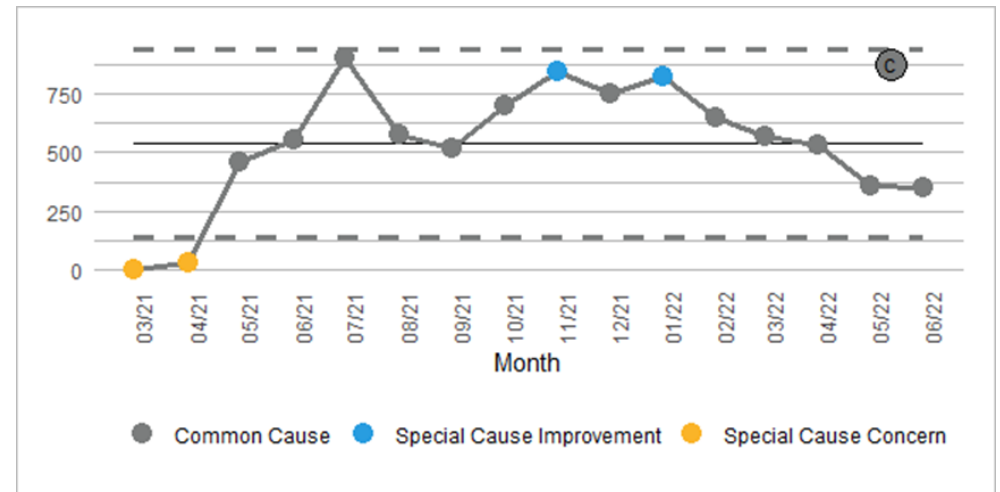
Prevention and Protection – where fires are happening and who we're targeting

No. of P1 people HFSVs - monthly



The proportion and number of P1 People HFSVs fell steeply at the start of the Covid lockdown in March 2020. Performance has improved somewhat over 2021 and 2022 with current performance being just above the mean. With the overall number of HFSVs showing slow but steady improvement, we can likewise expect to see a similar trend with P1 People HFSVs over the course of 2022.

NEW : Number of online HFSV triages - monthly

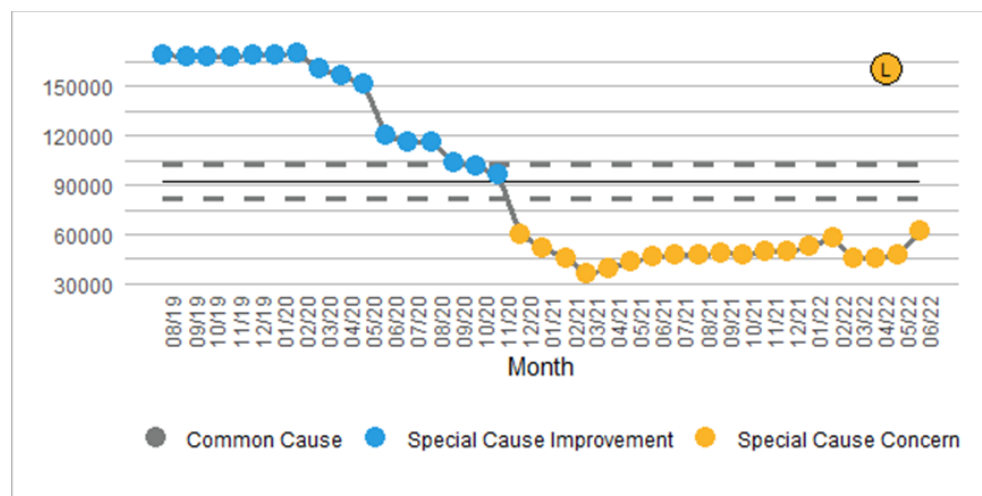


Year end cumulative target 15,000 | Apr-Jun 2022: 1,239 X

Since its launch in May 2021, the Home Fire Safety Checker (HFSC) has seen 8,526 visitors, with 1,200 page views in quarter one of 2022/23. Of those 1,200 visits, 58% of the public were directed towards an online solution and 42% being classed as high risk individuals based on the Brigade's high risk individual criteria. There has been a 42% decrease in visits to the HFSC compared to quarter four of 2021/22, this is potentially due to communications' priorities over the last few months in promoting CRMP consultation, however, a communications plan is currently being drafted to further promote the checker going forward.

Prevention and Protection – where fires are happening and who we're targeting

H9 : Educating young people on fire and other emergencies – 12 month rolling



12 month rolling target 100,000 | Jun 2022: 62,008

X

12 month rolling data	Sep 21	Dec 21	Mar 22	Jun 22
Children reached school visits	34,074	35,352	42,199	44,382
JFIS	78	82	94	97
Fire Cadets (annual data)	442	442	469	469
Safe Drive, Stay Alive	0	0	0	0
Junior citizens	14,331	14,331	2265	17,060
Overall	48,925	50,077	45,027	62,008

This indicator captures the number of young people reached by the brigade's youth activity work focussed on educating young people on fire and other emergencies. The target was to drive work to reach more young people over the four-year life of the London Safety Plan. The delivery of youth schemes was severely affected by the Covid-19 pandemic resulting in a marked reduction of young people reached. However, as we are now living with Covid-19, figures are slowly rising as we move back to normal working practices.

Youth schemes

The Brigade has a long-standing history of delivering child and youth engagement, intervention, and education schemes in order to: reduce fire risk; raise awareness of fire danger; safety and prevention; detection and escape from fire in the home. The schemes are aimed mainly at primary and secondary school age children and young people, but some also cover children as young as five years old which includes visits to nurseries and children's centres. All youth programmes delivered by the Brigade are attended by a wide range of participants and provide the opportunity to increase awareness of the Brigade amongst diverse communities. Following the return to normal working practices with the easing of Covid-19 restrictions, online packages developed during the height of the pandemic continues to empower the youth teams to provide options for delivery across all schemes. This has allowed for greater flexibility between face to face or virtual input and provides a level of resilience against staff shortages.

Youth engagement and intervention is an integral part of the delivery of London Safety Plan including a target to reach 100,000 children and young people annually to deliver fire prevention and safety messages, and to provide the provision of a Fire Cadets unit to young people living in all London Boroughs and the City of London.

The Brigade's children and youth programmes include a central core offer of the Education Team, Safety First, Fire Cadets, and Fire Setters Intervention Scheme (FIS). There are also a range of wider youth engagement schemes delivered at borough level; Safe Drive, Stay Alive (SDSA); and The Prince's Trust.

Following a review of all youth activities, a new structure for youth work will be introduced during 2022/23. This coincides with a full-scale review and evaluation of the Youth Services offer, to ensure that the youth schemes on offer meet the needs of young people across London.

Firesetters Intervention Scheme (FIS)

In quarter one, the Firesetters Intervention Scheme (FIS) received 32 referrals and currently have 63 open cases across London. 111 intervention sessions, including multi agency meetings, were completed by caseworkers with 30 cases processed for closure during this quarter. As a routine part of the service, a Home Fire Safety

Prevention and Protection – where fires are happening and who we're targeting

Visit (HFSV) is offered, and 15 HFSVs were accepted as high priority upon referral to the scheme.

FIS continue to offer their service users fire safety intervention through face-to-face sessions with the child/young person at home, school, or other suitable location, as well as the option of virtual/phone sessions where appropriate. The intervention is tailored to the needs of the child/young person and in the majority of cases involves liaising with partner agencies such as Social Services and Youth Offending Teams to best support the child/young person and wellbeing of the family.

FIS continues to support Borough Commanders with quarterly data on child/youth set fires in each borough. Incident Management System (IMS) data on child set fires is monitored and where appropriate crews are contacted to establish why a referral to FIS was not considered.

Fire Cadets

Quarter one has seen a reinstatement of business-as-usual delivery, following the cessation of Covid-19 restrictions. Due to the timing of restrictions being lifted, the decision has been made to complete the academic year within the secure hub model for the majority of boroughs, to ensure continuity and minimise disruption for the young people and volunteers.

Throughout Quarter one, Cadets across all 20 venues have been working towards completion of the NFCC Fire Cadets Award 1, alongside continuing to develop their operational skills to form end of year pass out parades. Pass out parades for all Fire Cadets units are scheduled to commence from week commencing Monday 11 July, through until the first week of August.

201 first year Fire Cadets are due to pass out, supported by 50 Officer Cadets and 198 Volunteers. Another 25 Volunteers are currently in progress undergoing recruitment and training processes.

Quarter one has also seen a recommencement of Fire Cadets social action activity. Fire Cadets have provided crucial support at a number of Open Days and car washes, as well as raising funds for the Firefighters Charity, and engaging with the public to support completion of hundreds of CRMP consultation questionnaires. Fire Cadets also had an attendance at the Queens Jubilee Trooping the Colour, and

the Black Policing Association's networking event at New Scotland Yard. Partnership working has also taken place, seeing both the Metropolitan Police and St John Ambulance attending numerous Cadet units to provide an insight into their world.

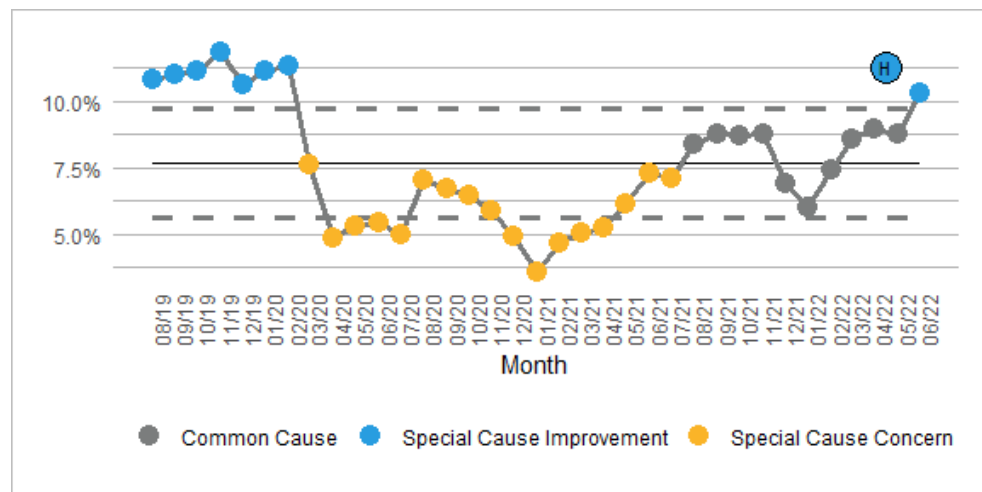
Recruitment for the new 2022/23 Fire Cadets academic year is underway. Fire Cadets Coordinators are working within their allocated boroughs, visiting schools and careers fairs to promote both Fire Cadets opportunities and careers within LFB. Work is also taking place with Area DACs and BCs to build relationships with local authorities for the purpose of recruitment of those young people most at need, as well as identifying potential funding opportunities.

Safe Drive Stay Alive

Safe Drive Stay Alive (SDSA) has been redesigned as an interactive package that can be accessed by schools across the city. LFB provided input and content as part of the creation of this new package, and we are awaiting an update from TFL regarding the uptake and number of young people who have directly benefitted from the new delivery.

Prevention and Protection – where fires are happening and who we're targeting

CO1 : Time by station staff on community safety - monthly



12 month rolling target 10% | Jun 2022: 8.22%

X

This indicator measures the percentage of available time utilised on community safety activity by fire station staff. Performance progress against the indicator is returning to pre Covid pandemic levels with the opening up of fire stations. We have seen the return of Fire Stations holding charity car wash and station open days as well as community events to raise awareness of the Community Risk Management Plan (CRMP). An example of this great work is in Bexley that has appointed a community engagement officer (firefighter) to work with partners supporting them with community engagement activities.

Protection

The principal regulatory tool provided by the Regulatory Reform (Fire Safety) Order 2005 (RRFSO), applicable to almost all buildings and structures, other than individual private homes; is the primary focus of London Fire Brigade's protection work. In order to further ensure the safety of Londoners and visitors to the capital. The Brigade also acts as the Petroleum Enforcing Authority (PEA) for London, responsible for ensuring that those who keep and dispense petrol do not cause risk

to the public or the environment and are compliant with the Dangerous Substances and Explosive Atmosphere Regulations 2002.

At both a local and national level, our teams work with both internal and external stakeholders. We collaborate to provide responses to Home Office consultations, shape new legislation and guidance via working groups and organisations such as National Fire Chiefs Council (NFCC) and the Office of Product Safety and Standards (OPSS). Other examples of collaboration and engagement work include advising Primary Authority partners (including large housing providers in London) and liaising with responsible people in regard to heritage buildings. Such work is key to ensuring we are at the forefront of developments, technological advances and change in the built environment.

Legislation: Fire Safety Act 2021

The Fire Safety Act 2021 provides legal clarity on the extent of application of the RRFSO to blocks of flats. The Act was brought fully into force on 16 May 2022.

The Government's has made a risk-based prioritisation tool for fire risk assessments available to responsible persons who hold portfolios of residential properties. This is supplemented by a 'factsheet'. We await details of enforcement guidance the Government proposes to issue on enforcement of the clarified requirements. Officers continue to work with NFCC and the Home Office on this matter through our representation on NFCC Committees. It is unlikely that full guidance will be available until later in the 2022/23 reporting cycle.

Revised fire safety inspection audit forms and risk scoring for high-rise audits based on guidance provided by the NFCC has been rolled out to inspecting officers. A new Fire Safety Guidance Note for Inspectors which utilises the NFCC guidance has been published to assist them to audit and enforce the requirements of the RRFSO taking into account the clarifications enacted by the Fire Safety Act.

The Fire Safety (England) Regulations 2022 were made on 18 May 2022 and are due to come into force on 16 January 2023. The regulations implement Grenfell Tower Inquiry (GTI) phase one recommendations and provide improvement to the RRFSO regime. These are largely related to provision of information to fire and rescue service and to residents. Officers are working to provide enforcement advice for inspecting officers and to ensure systems for receipt, triage, dissemination, and

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storage of the information are in place before the coming into force of the regulations. We continue to work with the OneRisk project Team to ensure storage and dissemination of received information will be available through that system once implemented.

The new regulations exclude implementation of the recommendation for Personal Emergency Evacuation Plans. Instead, the Government has launched a new consultation on proposals for 'Emergency Evacuation Information Sharing' which we will respond to by the closing date of 10 August 2022.

Legislation: Building Safety Bill

The Building Safety Act received Royal Assent on 28 April 2022 introduces higher levels of regulation and scrutiny for the safety of higher risk building in the light of the deficiencies found following the Grenfell Tower fire. It brings in national regulators for building safety (Health and Safety Executive) and construction product safety (Office of Product Safety & Standards). It will also strengthen the building regulation and RRFSO regimes when the relevant parts of the Act are brought into force over the coming months.

Much of the detail for operation of the Act, including funding for work undertaken by fire and rescue service will be contained in secondary legislation. Our current understanding is that multiple pieces of draft secondary legislation will be produced for review during the coming months. Our further understanding is that the RRFSO will continue for day-to-day monitoring of high-risk buildings covered by the new regime. Officers continue to meet with NFCC with Health and Safety Executive (HSE) staff and other government officials to discuss and further the development of the new regime including the practical interaction between the new and existing legislative regimes.

The new regime will take some time to come fully into force and operation and is unlikely to be fully in operation before 2025. Government have advised that grant funding for additional staff will be made available to recruit and train additional staff (estimated to be 46 Inspecting Officers and 12 Fire Engineers) with a form of chargeback scheme (to the HSE and Building safety Regulator) being proposed for funding of these posts thereafter. Work within fire safety's protection remit will

continue, with NFCC and others to negotiate and prepare as more detail of how the Building Safety Regulator intends to operate become clearer.

Building Risk Review and High Risk Premises

The Building Risk Review (BRR) programme was supported by government grant funding and had the aim of ensuring that all high-rise residential and other in-scope high-risk buildings were inspected or reviewed by 31 December 2021 when the programme finished. The programme started with 8,005 buildings being in-scope, but as new buildings were identified, the number rose to 8,517, which was 512 ahead of the trajectory and original target number submitted to NFCC and the Protection Board. A further phase of the BRR which is likely to initially focus on medium rise residential buildings is currently being explored by government, but final details or timelines are not yet available

The High Risk Premises Team (HRPT) are responsible for data and enquiries relating to when the building design strategy moves from 'stay put' to simultaneous evacuation or returns to 'stay put' following remediation. There has been 16 buildings being remediated changing back to a 'stay-put' strategy in the month up to 15 June 2022. However, the numbers of buildings on the team's list of un-remediated buildings continues to decrease, with 1,099 buildings currently having changed their design strategy to simultaneous evacuation from 'stay put' (as of 15 June 2022),

Of the 1099 buildings:

- 839 are over 18m,
- 260 are under 18m,
- 305 buildings have changed the evacuation strategy due to non-cladding related issues such as compartmentation issues.

Where there has been a temporary change in a building to simultaneous evacuation, NFCC guidance recommends that a common alarm is installed at the earliest opportunity as the most reliable and cost effective interim measure. A waking watch is normally required until that time (there are variables, and a waking watch may also serve more than one building if on the same site). An update to the national Simultaneous Evacuation Guidance was delayed due to the level of comments

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received during consultation and has not yet been published. In London we currently have 90 buildings of the 1099 with a waking watch, where the people on site are manually detecting fire and alerting residents.

The HRPT have a process in place to share enforcement and prohibition information on buildings with fire station personnel in order to give them the latest risk information relating to buildings where there is enforcement or prohibition action in place. The enforcement detail held on the public register is now being shared via the station notification process with stations, so the operational risk database can be updated, and new premises risk assessments carried out, so the risk is recorded correctly.

The HRPT are also the main conduit for information to be sent through to the fire rescue services when the Fire Safety Act comes into commencement, pending the implementation of the OneRisk project is in place. This information may incorporate:

- 1) Electronic plans of each floor of residential high-rise premises.
- 2) Up to date status of firefighting lifts and last test dates.
- 3) Up to date plans of key fire safety systems on each floor.
 - a. The Brigade are in contact with NFCC to ensure we are involved in the consultation process for the national template guidance that is being designed. This will give responsible persons the detail on how to present the information to fire and rescue services in order to be consistent and to ensure that information is presented in a usable format.

Fire Engineering Group

Our Fire Engineering Group (FEG) engages with various technical committees and steering groups as well as working closely on a national level with the National Fire Chiefs Council (NFCC) in relation to technical fire safety matters. This includes a number of technical research groups feeding into the review process of Approved Document B, a variety of live drafting panels for British Standards (BS) as well as some specific industry guidance areas.

In quarter one FEG have continued to support NFCC colleagues in the comments resolution for the review of BS991 Fire safety in the design, management and use of

residential buildings - code of practice and a review of the EN81-76 evacuation lift standard. FEG continue to work with NFCC in raising awareness of concerns in regard to Modern Methods of Construction (MMC) and are currently developing a position statement with regards to the use of single staircases within the design of taller residential buildings.

This quarter has seen FEG directly continuing to provide responses to planning applications for tall residential schemes where significant fire safety issues were identified with the proposals presented at planning application stage. This has included a scheme which has resulted in an appeal and a planning inquiry and LFB engineers offered technical support and evidence for the Local Authority Planning team. The review on how LFB considers and responds to planning consultations continues as does regular dialogue between FEG and the HSE planning gateway one team.

There remains a high demand for the expertise of the team to support not only building regulations consultation work but other workstreams including advice and guidance for other internal departments and teams.

In terms of consultations internally referred to FEG, and subsequently responded to, the following figure highlights performance in this area for quarter one, with 62 new complex consultations received and 65 responded to. There remains a backlog of work due to several months of higher than average number of consultations received during 2021. The output from FEG has been impacted by staff absences (including COVID) and significant numbers of the team undertaking essential professional qualifications such as the Master of Science (MSc).

Delivery – Enforcement, Audits & Inspections

Inspecting Officers have continued to undertake audits as COVID restrictions have progressively eased. Fire Safety Officers have supported the roll out of the Fire Safety Checks (FSCs) on Fire Stations through a range on means, including planning a joint visit (Fire Safety Officer and Fire Station crew) in every borough on a monthly basis, as part of a program of quality assurance and joint learning. There has continued to be increased levels of work for Fire Safety teams through enquiries being generated by station staff, but there are clear benefits for both fire safety and

Prevention and Protection – where fires are happening and who we're targeting

operational response staff through improved learning and understanding, as well as greater interaction with our communities on matters of fire safety.

Enforcement

The percentage of audits resulting in formal enforcement action continues to drop for the third quarter in a row. This in part is directly linked to the continued decrease in the number of competent Inspecting Officers. In addition, due to legal guidance, our FSA's do not undertake formal enforcement action in simple premises. However, this will be addressed by the development of an additional training course and modules added to the FSA Professional Development Record.

The work to improve the quality of enforcement notices continues, with the Enforcement team vetting enforcement notices to provide a further level of assurance with 30 enforcement notices having been vetted in quarter one. The total number of notices vetted this quarter is lower than previous quarters, due to the lead vetting officer having to focus on a significant ongoing investigation.

There are currently 24 outstanding Enforcement Notices within the vetting area for Qtr 1, this includes audits that have already been vetted once and returned to the Inspecting Officer for amendments. The higher number vetted compared to the number actually served, reflects those referred back for further work. This work reduces the risk to the Brigade, of enforcement notices being challenged or appealed.

Notices of Deficiencies (NODs) levels have been reasonably consistent this quarter and when considered on a pro-rata basis, have shown a slight increase against quarter four. We have continued to issue Alterations Notices (ANs) to higher risk residential buildings e.g., over 30 floors and modern methods of construction, where there is a risk that changes to the building could increase the risk to our communities and firefighters. The AN requires the Responsible Person to notify us of any relevant changes to the building. There have been 7 notices issued in Qtr1 2022/23.

Period	Total Audits	No. of NODs	% of NODs	+/- on previous period	No. of ENs	% of ENs
Q2 2021/22	2374	586	19.48%	-201	67	2.42
Q3 2021/22	1872	385	21.36%	-60	48	2.21%
Q4 2021/22	2553	366	19.69%	-19	33	1.58%
2021/22 Total	8,655	1770	20.21%	+114	216	2.42%
Q1 2022/23	1464	376	23.03%	+10	22	1.44%

*Figures above may rise due to inspections that were processed after the end of quarter but were undertaken within the quarter, in between reporting time frames. Therefore, we anticipate seeing some buoyancy when we come to report future figures

Fire Safety prosecutions

While there have been no prosecutions brought by the LFC in quarter 1, there are 24 cases with our Enforcement Team and a further 11 now with General Counsel's Department.

The Centre of Learning & Excellence

We are continuing to recruit and develop new Fire Safety Advisors (FSA) on a career pathway to Inspecting Officer via our Centre of Learning & Excellence (CLE). Our latest cohort of 11 FSAs joined us at the CLE on 1 November 2021, increasing the total establishment to 86 upon graduation. They were transferred into their prospective teams between 3–10 May 2022.

On progressing to Area teams, graduates are applying their practical application within their fire safety audits of simple premises, offering advice and educating those responsible for fire safety in regulated premises. Future courses will be scheduled twice per year or in line with demand, in order to facilitate and support the increased establishment of the FSA cadre. FSAs consolidate their training by completing a bespoke development folder to record and demonstrate applied learning in addition to maintaining Continuous Professional Development and providing a developmental pathway to Inspecting Officer.

Prevention and Protection – where fires are happening and who we're targeting

The CLE has facilitated the delivery of a Firefighter Pilot Scheme, consisting of 6 firefighters and 1 Control staff member. The pilot was launched on 11 April 2022 with the proposed schedule of 12 weeks at the CLE. All candidates will complete their final handover to their area team by 14 July 2022, where they will continue their rolling schedule of six weeks fire safety and two weeks maintaining their operational requirements back at their base location. The pilot has given the candidates the opportunity to work in Fire Safety as an FSA, whilst still maintaining their operational competencies and will look to redress the balance of operational staff in Fire Safety roles by delivering a new operating model. This pilot is due to conclude in April 2023.

This will provide greater flexibility to Protection in addition to increasing the skill set of station-based personnel leading to a greater understanding of risks within the built environment. Delegates will attain the necessary full level three certificate in fire safety to deliver FSR inspections. Accredited by the awarding body of Skills for Justice, meeting the minimum qualification required by the National Fire Chiefs Council competency framework for fire safety regulators.

New intake of Fire Safety Advisors is scheduled to commence in September, with a projection of 36 in total to be delivered within this financial year, subject to the requirements of the Building Safety Regulator which are yet to be finalised.

Transport Liaison Group

The Transport Liaison Group (TLG) was created last year following the amalgamation of two separate transport groups, in order to improve the efficiency of overlapping workstreams.

- TLG's focus is preparing for the operational response by fire crews to incidents by preparing and reviewing operational plans, reviewing firefighting facilities, arranging site visits, training via joint exercises and liaison between departments. TLG are also responsible for fire safety enforcement on the London transport network and working with partners in the development of new transport infrastructure projects. The group worked alongside the LFB Incident Communications team and helped to ensure that Crossrail opened on time on 29th May 2022.

Examples of the group's work include:

- Liaison with TfL around e-scooters and e-bikes, providing advice and as required.
- Joint working with TfL and British Transport Police (BTP) to familiarise LFB operational crews about the use of the BTP emergency rescue unit.
- Working with TfL on road tunnels protocols and working arrangements.
- Working with HS2 to improve the national transport network.
- Support the upgrade of fire safety measures within the Thames Barrier.

Moving forward, the group are reviewing how they can develop closer working relationships with local fire stations and provide key information around the transport network/key infrastructure projects. In addition, the TLG are supporting joint exercises including four at Heathrow. In recent months the group has collaborated with Transport for London (TfL) in educating managers on their legal fire safety requirements.

Primary Authority Business Group

The Primary Authority Business Group are the lead for fire safety Primary Authority Partnerships (PAPs) for the Brigade, in addition they are the lead for fire risk assessments of all Brigade premises. Primary Authority partnership working has restarted from the 1st April 2022.

Since the 1st April 2022, 12 fire risk assessments have been undertaken and the group are also liaising directly with LFB's Technical and Service Support on upgrades and projects within the Brigade's portfolio.

Petroleum & Alternative Fuels

The Petroleum & Alternative Fuels Group continues to complete all programmed inspection activities across London. The team remain under establishment; however, a further recruitment process is now live. The group, alongside Fire Engineering Group (FEG), have continued to work collaboratively with the NFCC in their engagement with the Home Office, Department for Levelling Up, Housing and Communities (DLUHC), Office for Zero Emission Vehicles and the Department for Transport in understanding the risks electric vehicle charging equipment may have

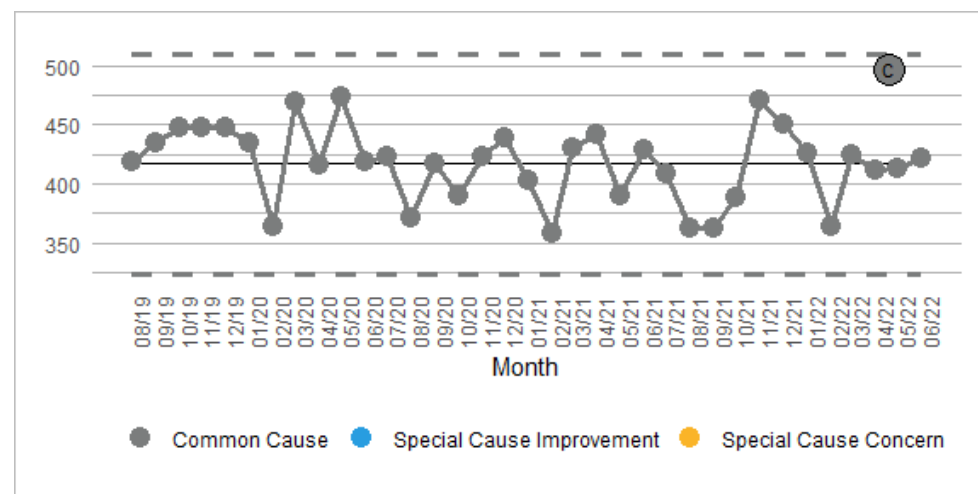
Prevention and Protection – where fires are happening and who we're targeting

on the built environment and a petrol filling station (PFS), work has continued to influence national guidance with regards to Electrical Vehicle Charging points within PFS. Work to identify and advise on potential risk to members of the public and firefighters where electric vehicle charging equipment and battery energy storage systems are incorporated into the built environment, is now in underway. Due to the fast-paced development of alternative fuels, engagement is continuing a national level to ensure risks are appropriately managed and the necessary guidance and procedures are put in place.

Performance Indicators – Protection

Indicator	Jun-2021	Sep-2021	Dec-2021	Mar-2022	Jun-2022	Target	Annual change	Qrly change
H2 : Fires in the home - 12 month rolling	4,914	4,836	4,894	4,918	4,903	6,000	-0.2%	-0.31%
Fires in the home - rate per 10,000 pop	5.46	5.37	5.44	5.46	5.45	N/A	-0.2%	-0.31%
H3 : Fires in other buildings - 12 month rolling	1,249	1,241	1,294	1,414	1,498	2,500	+19.9%	+5.9%
Fires in other buildings - rate per 1,000 non-dom buildings	4.03	4.01	4.18	4.56	4.83	N/A	+19.9%	+5.9%
H10 : All fire safety audit/inspections - year end cumulative	2,503	5,007	7,018	9,207	1,602	9,000	-36.0%	N/A
NEW : Fire safety audit/inspections in high-risk premises - monthly	598	483	319	376	237	420	-60.4%	-37.0%
NEW : Number of building consultations - year end cumulative	1,294	3,576	5,927	7,994	2,205	N/A	+70.4%	N/A
NEW : Number of Fire Safety Checks - year end cumulative	90	881	2,890	6,143	3,599	20,000	+3899%	N/A
CO2 : Alleged Fire Risks addressed within 3 hrs - 12 month rolling	89.68%	92.54%	92.50%	92.68%	94.44%	90%	+5.31%	+1.90%
H11 : False alarms due to AFA non-domestic - 12 month rolling	18,116	18,932	20,249	21,571	22,159	20,000	+22.3%	+2.7%

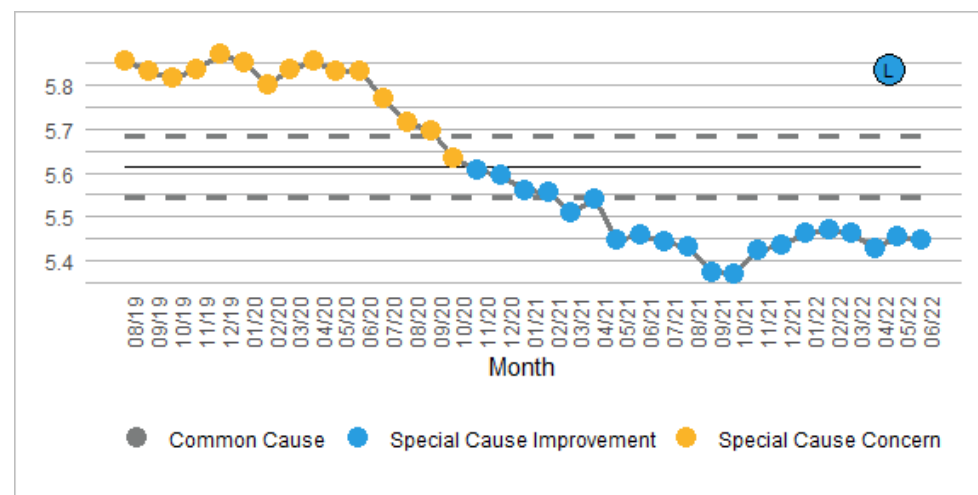
H2 : Fires in the home - monthly



12 month rolling target 6,000 | Jun 2022: 4,903



Fires in the home – rate per 10,000 population*



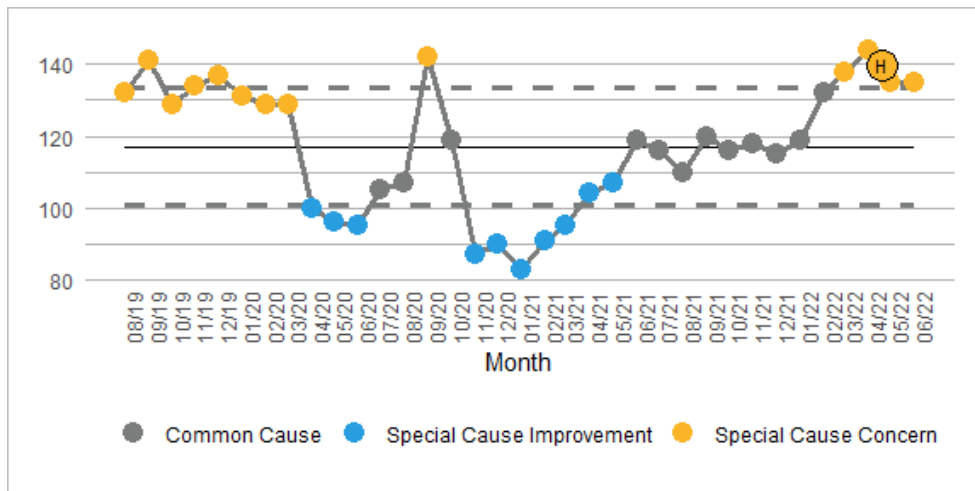
*rate per 10,000 population is calculated based on 12 month rolling data

Prevention and Protection – where fires are happening and who we're targeting

Dwelling fires continue to show improvement, having fallen by 10.7% over the last five years, and are over 1100 below target (6,000).

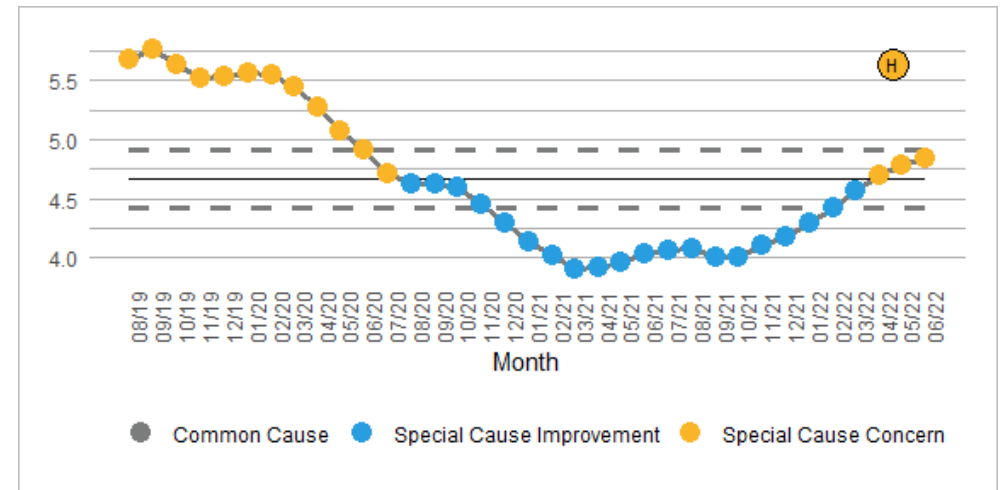
The Brigade continues to develop and expand existing partnerships as well as developing new ones as we strive to reduce dwelling fires. This has been demonstrated in the borough of Lambeth with strong working relationships with the Local Authority to proactively recognise issues and deal with them swiftly around Fire Safety. Working in partnership with the Local NHS Trust and hospitals, we have been able to identify more vulnerable patients within the community and address their needs with regards to prioritising HFSV's whilst partners were able to individualise their risk assessment and actions towards the patients to allow them safely back into their respective properties. All these measures are now showing a reduction in Accidental Dwelling Fires across the borough.

H3 : Fires in other buildings - monthly



12 month rolling target 2,500 | Jun 2022: 1,491 ✓

Fires in other buildings – rate per 1,000 non-domestic buildings*

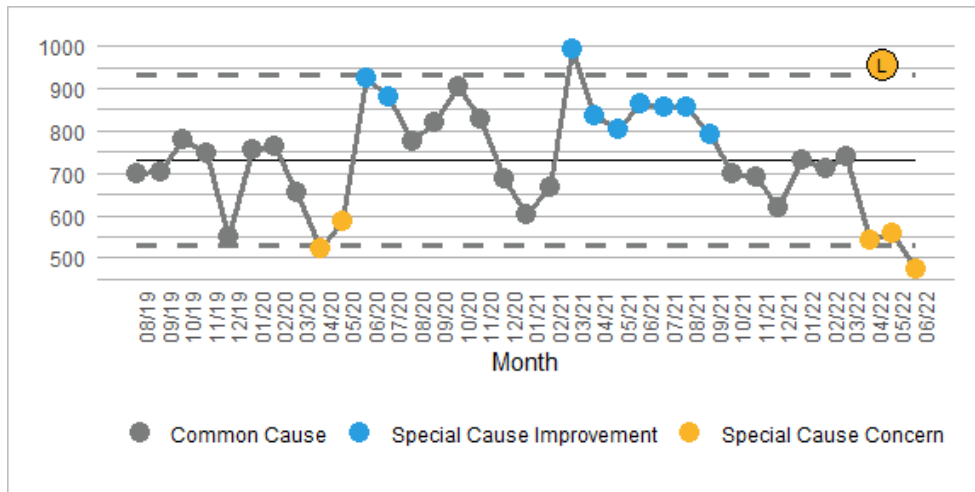


*rate per 1,000 non-domestic buildings calculated based on 12 month rolling data

The number of Fires in non-domestic buildings continues to report well within the target, however the numbers have been increasing since December 2020, we are currently analysing the data for the reasons behind this, however we think that the increase could be as a result of changing behaviours and movement of people following the relaxation and then curtailment of the lockdown restrictions of the Covid-19 pandemic.

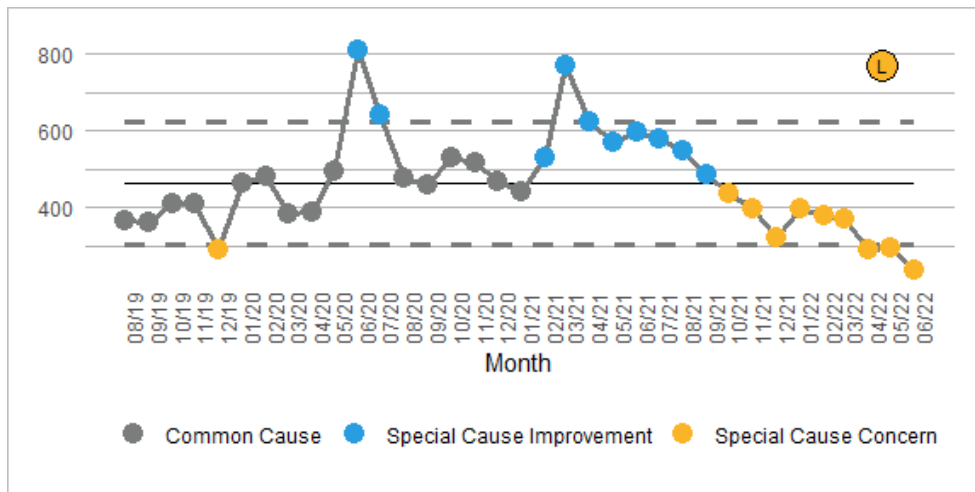
Prevention and Protection – where fires are happening and who we're targeting

H10 : All fire safety audit/inspections - monthly



Year end cumulative target 9,000 | Apr-Jun 2022: 1,602 X

NEW : Fire safety audit/inspections in high-risk premises - monthly



Monthly target 420 | Jun 2022: 237 X

In quarter one of 2022/23, we have seen a decrease in total audits from quarter four of 2021/22 by 26.8%. However, there are currently 457 audits within the vetting area, pan London and a large proportion of these jobs, once vetted and processed will then directly improve the quarter one figure.

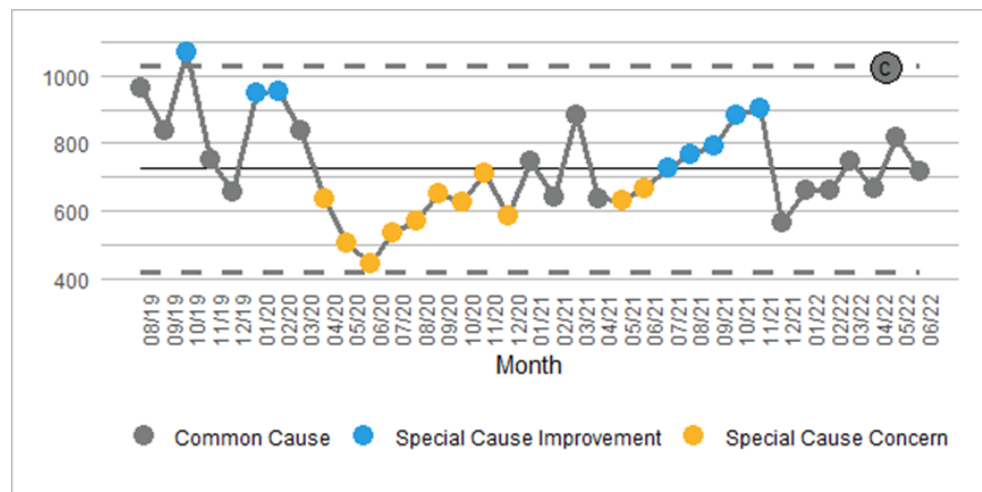
Competency levels of inspection staff remain low (circa 20% lower than the same period last year, from 52% to 32%) due to retirements and leavers, but there has been ongoing work to address the skills shortfall. We have been able to re-employ some retired experienced staff on a part time or three day week basis, so these officers can support our new Fire Safety Advisors (FSAs) with their development.

The transformation of the teams in Service Delivery which has created larger teams to improve the spread of experience and peer support, is now complete and the teams are building an in-team supporting development programme, which is consistent across London. This ensures that members of staff who are on development are given the same level of support. Due to the requirements of the competency framework and in order to improve quality of work, mandated continuous professional development of one morning per week has been rolled out across all Delivery teams, although this requirement has impacted on available time to undertake audits. However, this is seen as vital to support our current staff in maintaining their competence and helping to develop our new staff.

This low competence rate is also having a knock-on effect with regards to the percentage of time spent at high risk premises. Quarter one has seen 56.3% of our audits spent at high risk compared to 66% for the whole of 2021/22. It is anticipated that this will start to rise once our developing FSAs become competent and promoted to IOs. Workforce planning is underway to provide 'competency forecasts'.

Prevention and Protection – where fires are happening and who we're targeting

NEW : Number of building consultations



Apr-Jun 2022: 2,205

N/A

The Building Design and Consultation Hub (BDCH) has completed its first year as a pilot scheme, with the objective of responding to Building Regulations Consultation (BRC) requests in a more efficient and effective manner, providing a greater level of consistency in advice, application of Brigade policy and direct accountability.

During quarter one the BDCH has undertaken 666 BRC's, completing 98% of those received within the statutory timescale of 15 working days, demonstrating proof of concept for the BDCH, while noting that the BDCH were accepting defined volumes of work during the pilot phase. Performance for this work across protection for meeting the statutory timescales has been at circa 66% and work is underway to develop an appropriate metric that aligns with national standards/expectations (e.g., HMICFRS criteria).

ALL LFB Building Control Consultation - D Elapsed Days

Date from: 01/04/2022 to 30/06/2022

No. of Jobs

Response Within 21 Days

1,730

66.59%

BDCH Building Control Consultation – D Elapsed Days

Date from: 01/04/2022 to 30/06/2022

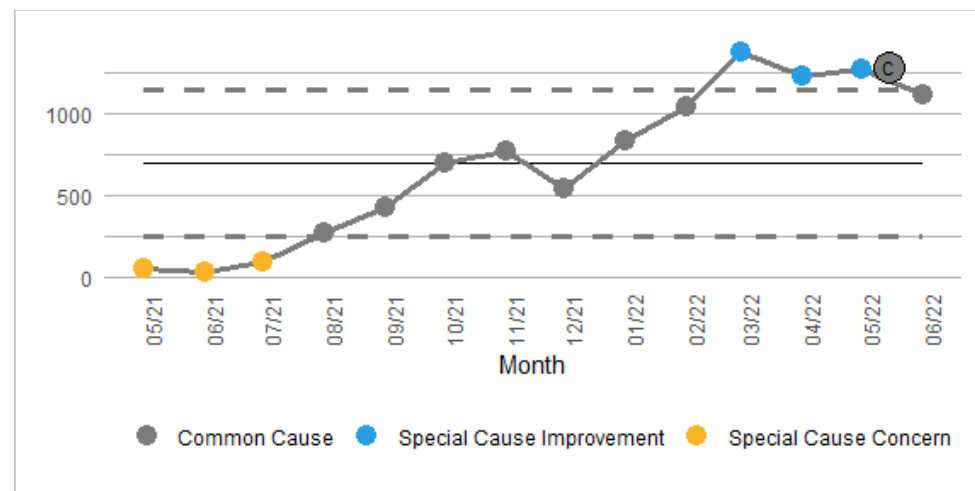
No. of Jobs

Response Within 21 Days

666

98.35%

NEW : Number of Fire Safety Checks - monthly



Year end cumulative target 20,000 | Apr-Jun 2022: 3,599

X

Fire Safety Checks & Level 3 Introductory Certificate to Fire Safety

Fire Safety Checks (FSC's) were introduced to station based operational staff in July 2021 in response to the recommendations of the Grenfell Tower Inquiry and the HMICFRS report.

Crews carrying out FSCs will flag any medium or high-risk premises to officers within Prevention and Protection generating further inspection and joint working. These checks enable us to give Fire Safety advice to the Responsible Persons, while allowing crews to gain further knowledge and understanding of the premises types

Prevention and Protection – where fires are happening and who we're targeting

and any associated risks located within various fire stations grounds, thus increasing firefighter safety at incidents

Fire Safety Checks carried out in Quarter 1

Apr 2022	May 2022	June 2022	Total
1223	1266	1110	3599

The roll out of these checks has seen 9686 visits carried out up to 30th June 2022.

Since the introduction of FSCs in July 2021, ten Article 31 Prohibition Notices have been issued as a result of checks carried out by an operational crew. Enforcement action being taken as a result of FSCs is being monitored and once FSCs are fully embedded should allow for a better understanding and monitoring of these perceived low risk premises.

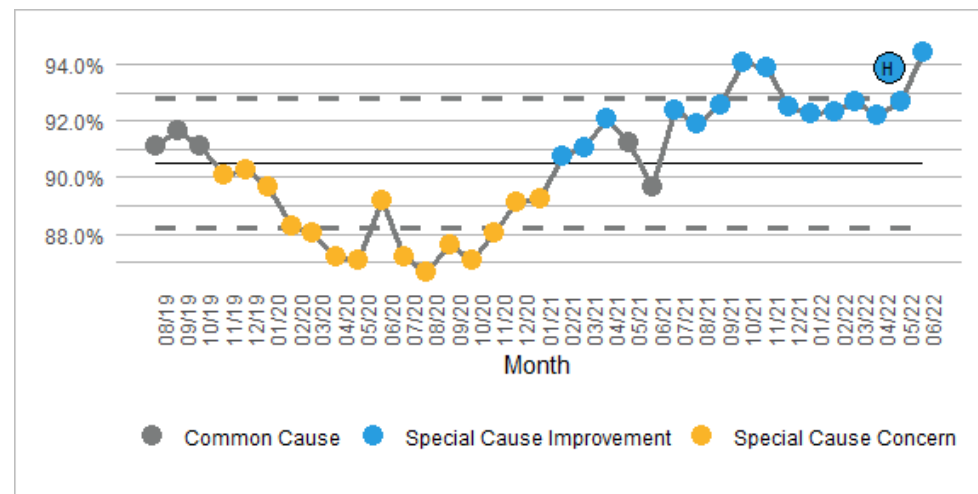
Training for all station-based staff is nearing completion and the training supplier is currently carrying out mop up courses to ensure all operational personal have carried out the computer-based training and face to face sessions. A quality assurance process has been implemented which is facilitated by local Fire Safety delivery teams carrying out a joint visit with operational crews. Further enhancements are now being made to the Fire Safety Checks processes and forms following feedback from crews, to give further guidance and support to the staff that carry out this work.

The Fire Safety Checks PowerBI report has been updated to allow enhanced filtering and auditing for managers. It has also now been updated with a hotspot map showing non-residential fires and where Fire Safety Checks have been carried out, along with a premises information report containing all Farnor premises in an easy to use format that will allow crews to identify risk and focus their checks locally, where they are needed most.

It is planned to roll out training to watches in the amendment brought about to the Regulatory Reform (Fire Safety) Order 2005 by the Fire Safety Act 2021, this training will also give us the opportunity to communicate the upcoming enhancements to the Fire Safety Checks process.

To further upskill our station based operational staff from Firefighter to Station Officer, Fire Safety have also provided a Level 3 Introductory Certificate to Fire Safety qualification (known as a Level 3i course). The first course started in June 2021 and in quarter one of 2022/23, four courses have rolled out with a total of 69 operational personnel currently working towards the qualification.

CO2 : Alleged Fire Risks addressed within 3 hours – monthly

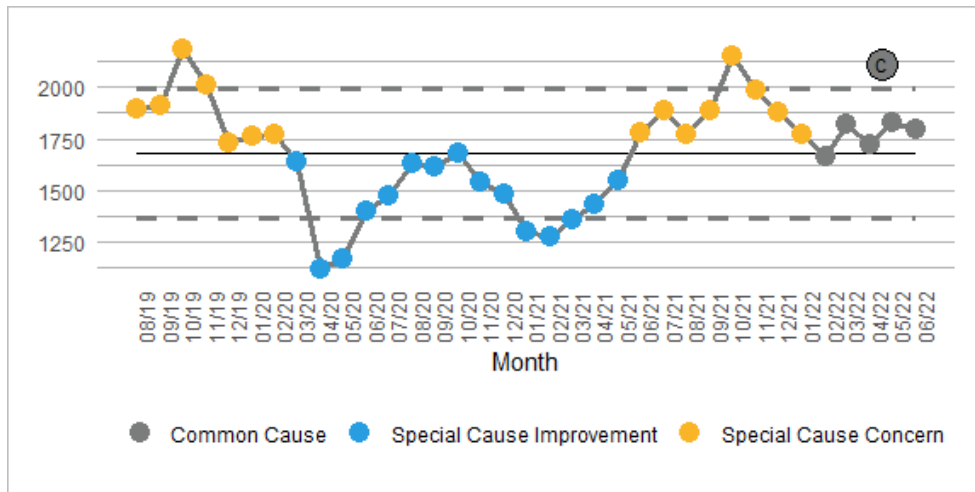


12 month rolling target 90% | Jun 2022: 94.44% ✓

An Alleged Fire Risk (AFR) is a notification from an individual to the Brigade reporting their concerns about the fire safety arrangements at a particular premises. It may be received in a number of ways, either through Brigade Control, Brigade Headquarters (BHQ), Fire Safety Teams or local fire stations. The investigation of an AFR is treated as urgent. Where this initial investigation indicates that there are persons at risk, an inspection of the premises should be undertaken as soon as practical and within a maximum of three hours. The data demonstrates that we are continuing to exceed the set target, with quarter one data highlighting out of the 22 AFR's raised, 100 percent were investigated within the three hour timeframe set. The Brigade will continue to attend and address these issues raised as a priority to reduce risk and reassure relevant persons.

Prevention and Protection – where fires are happening and who we're targeting

H11 : False alarms due to AFA non-domestic buildings - monthly



12 month rolling target 20,000 | Jun 2022: 22,159

X

A revised Fire Safety Information Guidance Note has been prepared aimed at enhancing the role fire safety inspecting staff have in reducing false alarms and UwFS in premises to which the Regulatory Reform (Fire Safety) Order applies. This revised guidance note is scheduled for an internal consultation with relevant stakeholders during the quarter two period. Work on an overall UwFS strategy is still in development.

Response and Resilience – providing a high quality, effective response

Key points

Aim 2 – Response and Resilience. Our strategic approach to response is set out in the London Safety Plan and what we'll do to continue to improve our operations. We also need to have resilience – to ensure we have the appropriate arrangements in place to respond to emergencies, whilst maintaining our core service provision.

We'll deliver this aim by:

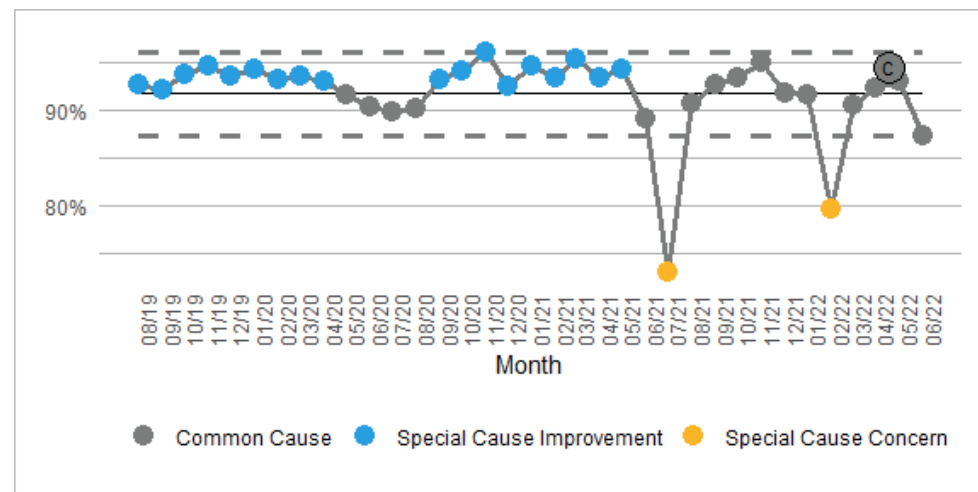
- *Planning and preparing for emergencies that may happen and making a high quality, effective and resilient response to them.*
- *To use our resources in a flexible and efficient way arriving at incidents as quickly as we can.*

Our work under this aim focus on activities that help deliver a world class operational response service, and by working with our partners to address identified risks, at a local and national level to ensure continuity of service. Indicators under response and resilience focus on the emergency call handling and attendance times to incidents.

Performance Indicators - Response

Indicator	Jun-2021	Sep-2021	Dec-2021	Mar-2022	Jun-2022	Target	Annual change	Qrly change
CO3 : 999 calls answered within 7 seconds - 12 month rolling	92.90%	90.73%	90.68%	89.11%	88.83%	92%	-4.38%	-0.31%
H12 : Av. time from 999 call to dispatch (seconds) - 12 month rolling	96	94	94	94	94	100	-2.1%	0%
H13 : Av. arrival time 1st appliance (mm:ss) - 12 month rolling	05:06	05:08	05:10	05:12	05:12	06:00	+2.0%	0%
H14 : Av. arrival time 2nd appliance (mm:ss) - 12 month rolling	06:20	06:25	06:31	06:38	06:41	08:00	+5.5%	+0.8%
H15 : 1st appliance arrival 10 mins or less - 12 month rolling	97.34%	97.19%	96.99%	96.83%	96.86%	90%	-0.50%	+0.03%
H16 : 1st appliance arrival 12 mins or less - 12 month rolling	98.85%	98.76%	98.71%	98.67%	98.70%	95%	-0.16%	+0.03%

CO3 : 999 calls answered within 7 seconds – monthly

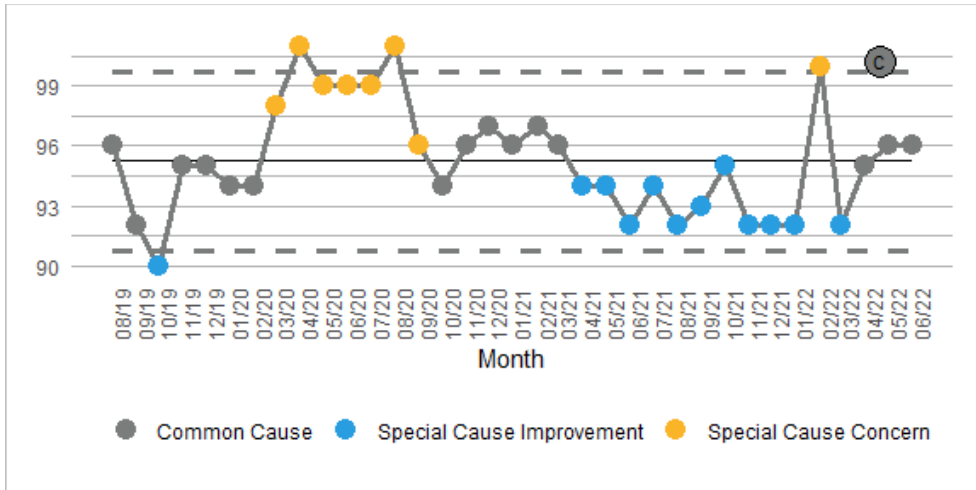


12 month rolling target 92% | Jun 2022: 88.83% X

Performance in this area has improved this quarter, however the rolling 12 month average is still slightly below target due to two specific periods where weather events including Storm Eunice created a surge in calls (known as spate conditions) that required assistance from other control rooms, impacting on our target call response time.

Response and Resilience – providing a high quality, effective response

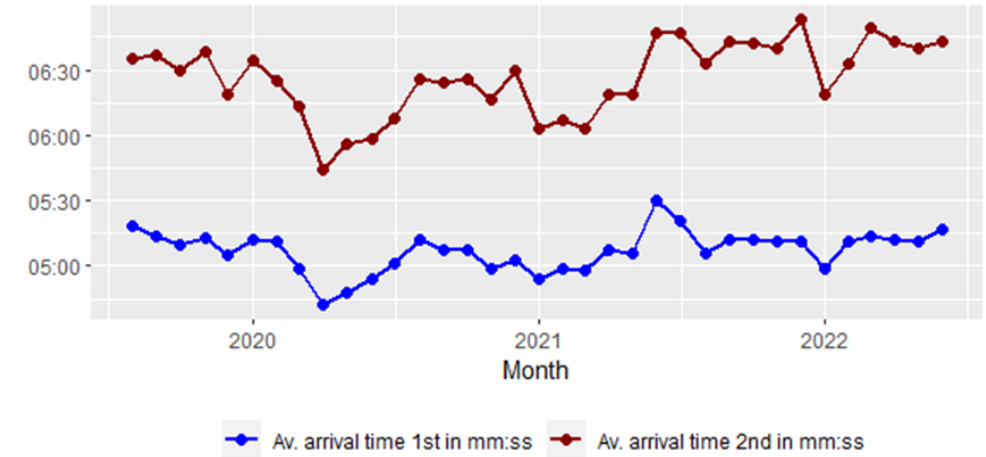
H12 : Av. time from answering a 999 call to appliance dispatch (seconds) - monthly



12 month rolling target 100 | Jun 2022: 94 ✓

We continue to see strong performance with appliances being dispatched within 94 seconds on average. Average performance is above the required standard but the specific periods of extreme weather triggering special conditions are also noted. Standard C03 impacts on the average figures, without reducing performance below the required standard.

H13/H14 : Av. arrival times 1st and 2nd appliance (mm:ss)



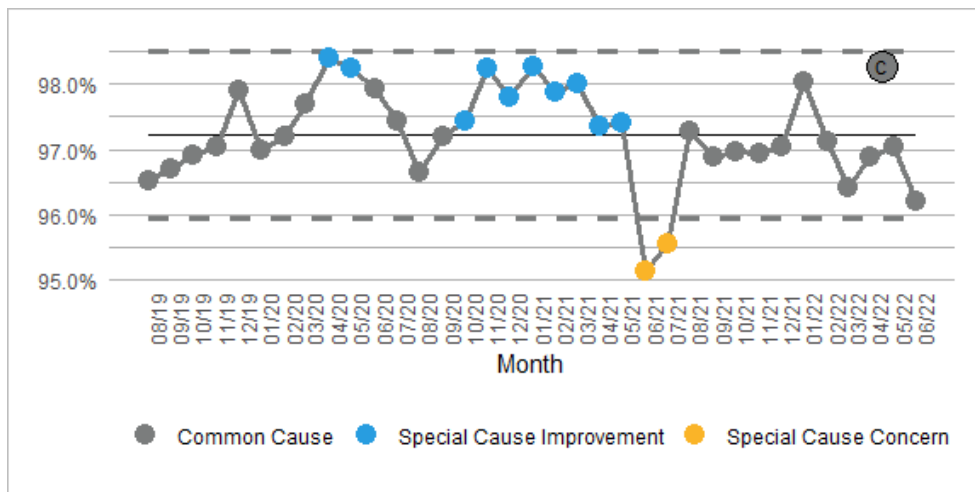
1st app - 12 month rolling target : 6:00 | Jun 2022: 5:12 ✓

2nd app - 12 month rolling target : 8:00 | Jun 2022: 6:41 ✓

First and second appliance arrival times are achieving this standard, but a slight increase has been seen. This is in line with the increase in traffic in London as the Capital returns to normal traffic levels. Turnout times are a key focus for station management teams and the personal announcement (PA) countdown system assists crews to focus on their timings when leaving the station.

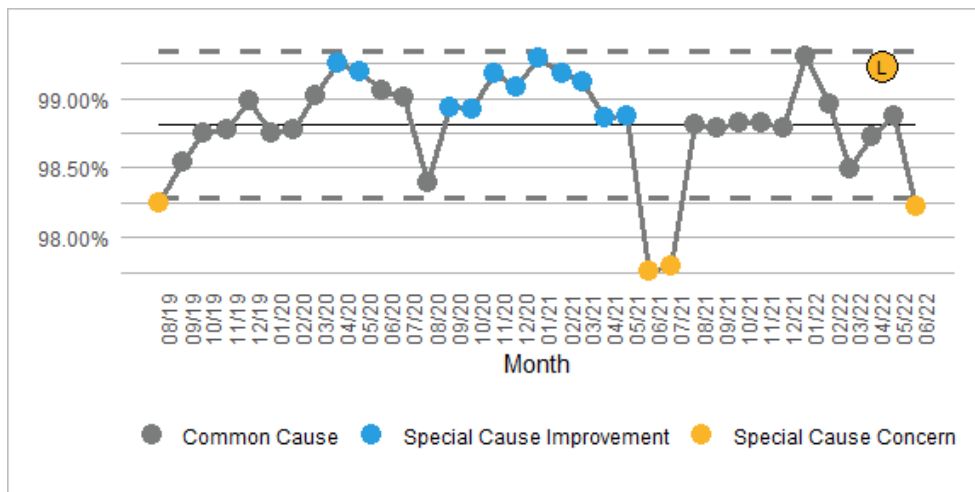
Response and Resilience – providing a high quality, effective response

H15 : 1st appliance arrival 10 mins or less - monthly



12 month rolling target 90% | Jun 2022: 96.86% ✓

H16 : 1st appliance arrival 12 mins or less - monthly



12 month rolling target 95% | Jun 2022: 98.70% ✓

The Brigade has a performance standard that a first fire engine should arrive at an emergency incident within 10 minutes on at least 90% of occasions (H15) and within 12 minutes on at least 95% of occasions (H16). Both the 10 minute standard and 12 minute standard are being met and although they have fallen slightly over the past year.

Response and Resilience – providing a high quality, effective response

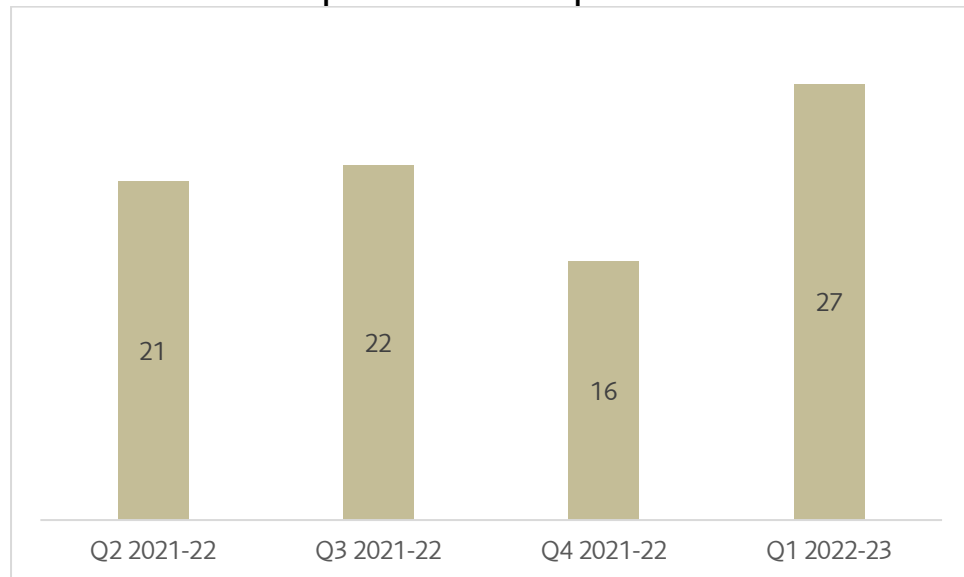
London Resilience

The London Resilience Group (LRG) responds to incidents when alerted by partners that either are or have the potential to become major incidents.

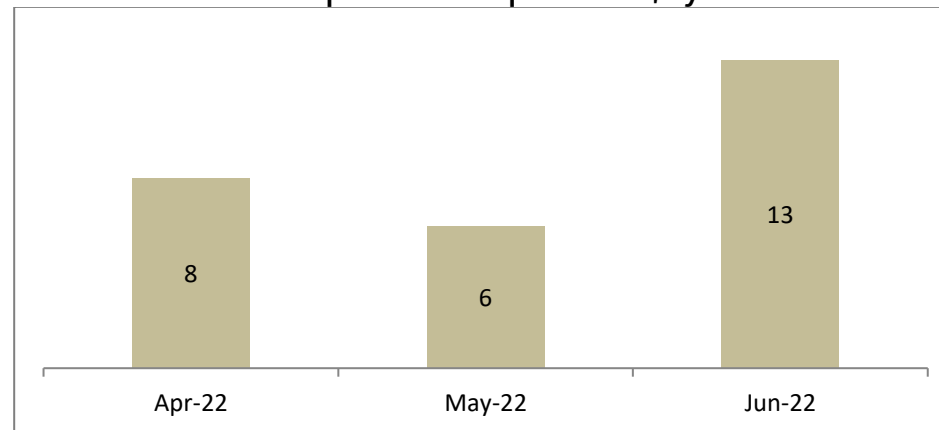
Typically, a response will be to an incident that:

- Declared Major Incidents.
- Incidents that significantly impact one or more of London's Local Authorities.
- Incidents that impact the Partnership or generate interest from media or stakeholders.
- Incidents where a need for centralised coordination or information sharing is identified

Number of incidents responded to in each quarter for last 12 months



Number of incidents responded to in quarter one, by month



On average LRG responds to over one incident each week (9 incidents per month over the previous 12 months). The graph above shows that in quarter one LRG responded to 27 incidents.

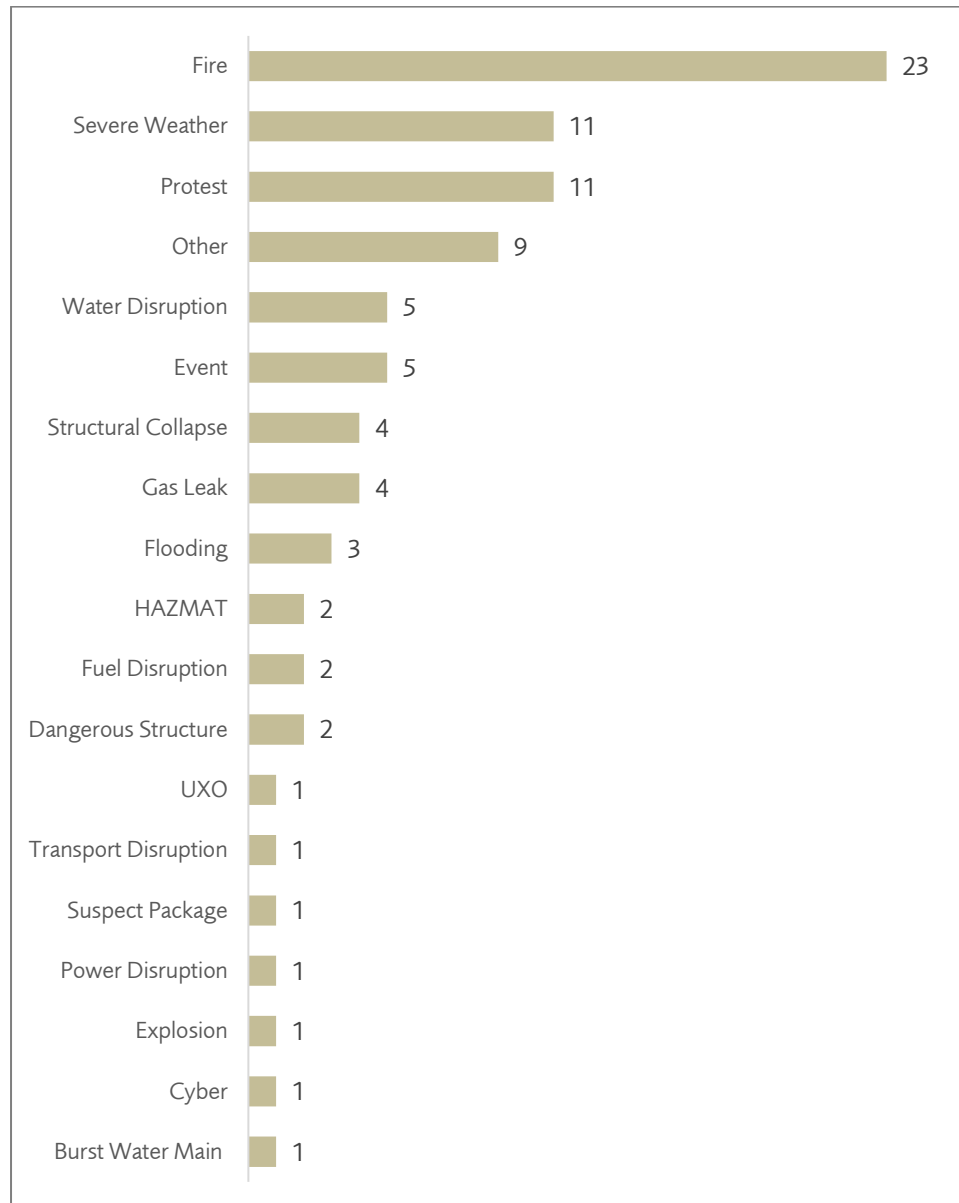
Incident responses can vary from a weeklong response supporting partnership teleconferences and providing communications to the partnership and key stakeholders to a couple of hours to determine that no further action is required and to assure key stakeholders that an adequate response is already in place.

In quarter one there was a hospital major incident declared due to loss of on-site power and another due to road traffic collision into a gas main. There were 75 hours of planning work recorded for The Queen's Platinum Jubilee. In one week in June there were six separate incident responses which included two high-rise residential fires.

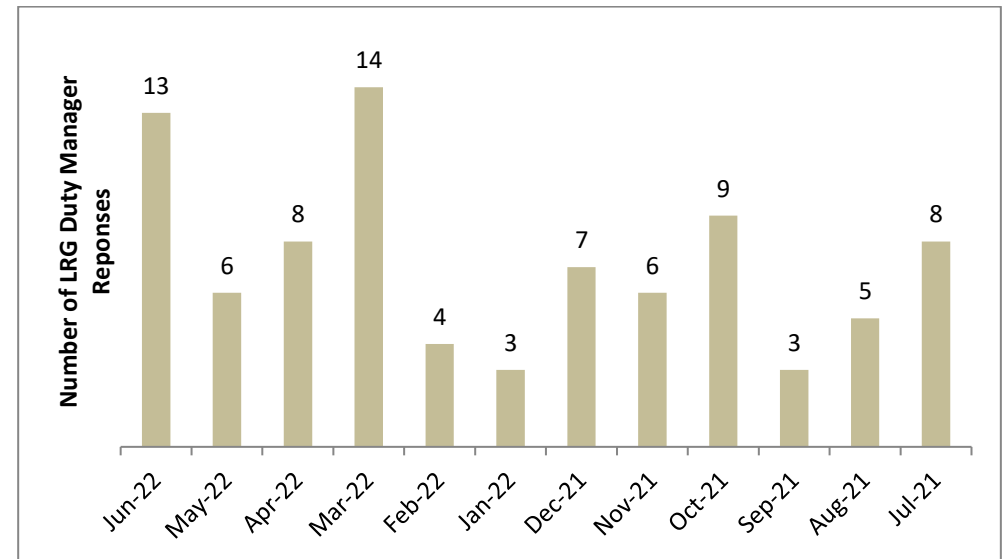
The incident types responded to over the past 12 months have been varied and demonstrates the wide range of incidents we respond to. The high proportion of fires responded to is in part due to the complexity and potential for attention this type of incident receives, and in part due to the good working relationship between LRG and the Brigade. A variety of incidents are included in the 'other' category, for example Microsoft outage and cyber incident.

Response and Resilience – providing a high quality, effective response

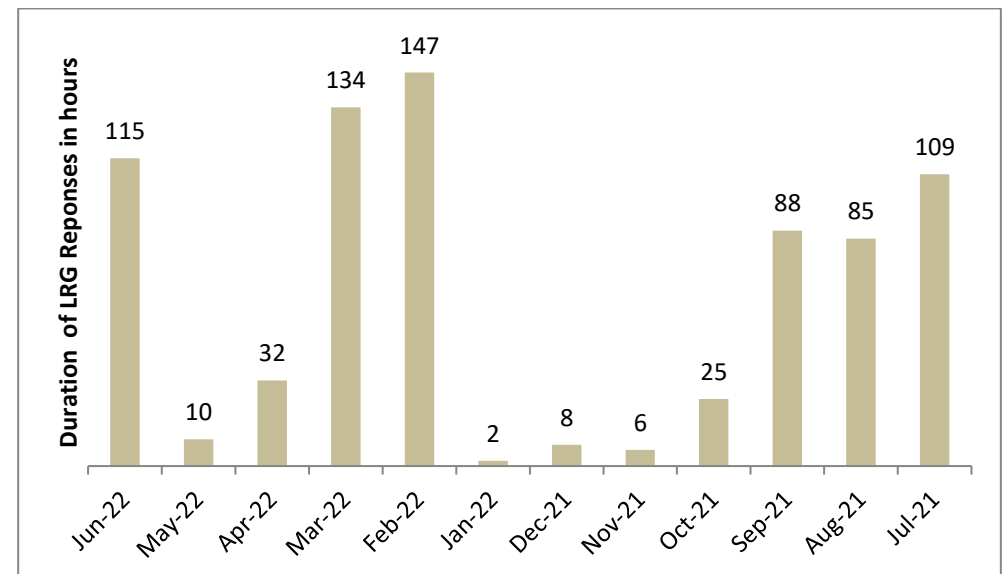
Incident types responded to by LRG - 12 months ending June 2022



LRG Responses 12 months ending June 2022



LRG Response Duration 12 months ending June 2022



People and Resources – delivering a positive and healthy culture

Key points

Aim 3 – People and Resources. We intend to develop and train our staff to their full potential, whilst at the same time transforming the Brigade so that it is a place where people want to work and have the opportunity to influence how we work. We will also maximise how we spend our money.

We'll deliver this aim by:

- *Developing and training our staff to their full potential, at the same time transforming the Brigade so that it is a place where people want to work and have the opportunity to influence how we work.*
- *Maximising how we spend our money, ensuring that the Brigade is supported through intelligent systems and data, property investment, procurement, vehicles and equipment.*

Our work under this aim focuses on activities that develop a positive and healthy culture ensuring that our staff have the right knowledge and skills to do their jobs, and by minimising our costs and providing value for money for Londoners. Indicators under people and resources focus on sickness levels, improving diversity, pay ratios, health and safety, spend with small to medium sized enterprises (SMEs), CO₂ emissions, and information requests.

This aim also encompasses the management of our estate, fleet, equipment and major contracts. Updates will be provided during the year on decisions taken in respect of these important areas of work.

Inclusion

The Togetherness Strategy is being restructured to align with the emerging Target Operating Model of the Community Risk Management Plan (CRMP). Our Equalities Impact Assessment process is being reviewed and high-level corporate projects will be reviewed at an advanced panel level. CRMP is the first to pilot the new, enhanced process which will be rolled out towards the end of 2022. We continued to make progress against the Togetherness Strategy action plan over the last quarter. Progress includes monthly training sessions across a number of areas

including continued Equality Impact Assessments (EIAs) training, Inclusive Language workshops and dedicated transferee workshops; further improvements will be made over the coming year.

The pilot, on three of the five modules that are part of the middle leadership programmes, has been successfully delivered and reviewed. The pilot on the fourth module is scheduled for the 18th July. As part of this programme of work, a fifth module on inclusion, that will be embedded within the middle leadership programme, is in the tender process. An e-learning neurodiversity course has been fully evaluated. The roll-out, beginning with our top fifty leaders and e-learning course has already begun.

Work is underway to create a Reasonable Adjustments Passport. The passport will be a single document in which all adjustments will be collated, with access given to appropriate staff members, including line managers. The new system will allow for an automated email to be sent to individuals and their managers regarding any reasonable adjustments so that all staff who are required to make adjustments are informed at the most appropriate time.

Mental Health Wellbeing

In progressing the benchmarking activity that was resultant from the Royal Foundation's Emergency Services Mental Health Symposium in November 2022, the Brigade has been able to assure its own mental health wellbeing initiatives are continuing to align with blue light sector best practice. The delivery of the organisationally specific Recognising and Managing Stress Anxiety and Depression course to all people managers in the Brigade began in April 2022. An initiative to promote a "Want to Talk" message aimed at ensuring that staff know where to access immediate support in the event of a mental health crisis, was launched in February 2022, with the back of every toilet door in the LFB estate now having a poster displaying contact information. All arrangements are in place to launch the Wellbeing Dog initiative and a suitable vehicle to transport the dogs has now been procured the initiative will now not commence until summer 2022. Conversations regarding the scope of a research proposal for a study into suicides in the Brigade from a partner agency of the Royal Foundation are underway. In the meantime, the Brigade, as a stakeholder member, has hosted an Asian Fire Service Association

People and Resources – delivering a positive and healthy culture

(AFSA) workshop in May 2022 debating the issue of suicide in the wider UK fire service. The number of LFB Mental Health First Aiders continues to grow, over 100 staff are now trained with a further 150 awaiting training. A training session has been scheduled for end of August. Further sessions will be arranged following a procurement exercise. Work is progressing to establish a peer Trauma Support Volunteer (TSV) network with design and development sessions for the training of the volunteers due to commence in October the start of 2023. The Brigade's new standalone Mental Health Policy is going through a final consultation exercise with trade union colleagues. Publication is scheduled for Autumn 2022, and it will be used to further underpin the Brigade's commitment to supporting the mental health wellbeing of its people.

Employee Engagement and Recognition

The People Survey will launch in autumn 2022, following the independent Culture Review survey led by Nazir Afzal which was launched in early April. A full People Survey will provide the Brigade with a baseline of responses in a consistent format and be linked to performance indicators for the CRMP. Additionally, onboarding surveys are launching in July 2022 to better understand all new recruits' experience of joining and working in the organisation at particular points in their first year. This will provide consistent data from across the organisation and result in reflection and improvements throughout the recruitment and onboarding process.

The People Awards 2022 was held on the 23 May at an event in London's Southbank. The event brought together over 250 operational, FRS and Control staff from every corner of the Brigade, with senior staff and political partners attending and presenting awards. The achievements and stories showcased were nothing short of inspirational, and the learning from finalists' achievements shared through internal publications and an ongoing Yammer campaign. The event was live streamed to the organisation so everyone could join in. Feedback has been extremely positive with quotes including "best day in the Brigade in 18 years". Planning for the People Awards 2023 will start in late summer.

A bespoke LFB and Queen's Platinum Jubilee wearable is being produced to signify that the Brigade recognise both its Control and FRS staff as being an essential part in delivering the fire service in London. Distribution will be in Autumn 2022 and mirror

Home Office rules for the official Queen's Platinum Jubilee Medal, that non front-line staff across the emergency services, armed forces and prison services did not qualify for. Further wearable recognition is being considered for long service for non-operational staff, to help reinforce togetherness for all Brigade professions.

The Safe to Speak scheme pilot began in September 2021. As at March 2022, 24 members of staff (12 FRS and 12 Ops) have used the Safe to Speak Up scheme. 13 topics were identified including Bullying; the Uniformed Promotion process; the FRS Fixed Term process; and Wellbeing. A range of actions were taken as appropriate to each individual case, and which varied from taking immediate action in relation to a report of bullying, to sharing the experiences of the individual about a particular process with the relevant person to ensure lessons are learnt.

We have collated qualitative feedback from staff who have accessed the scheme, who have broadly felt it to be a positive initiative, providing a way of discussing issues without fear of repercussion or judgement. Some staff have fed back a concern about whether action will really be taken as a result, or a misunderstanding about what the scheme is for.

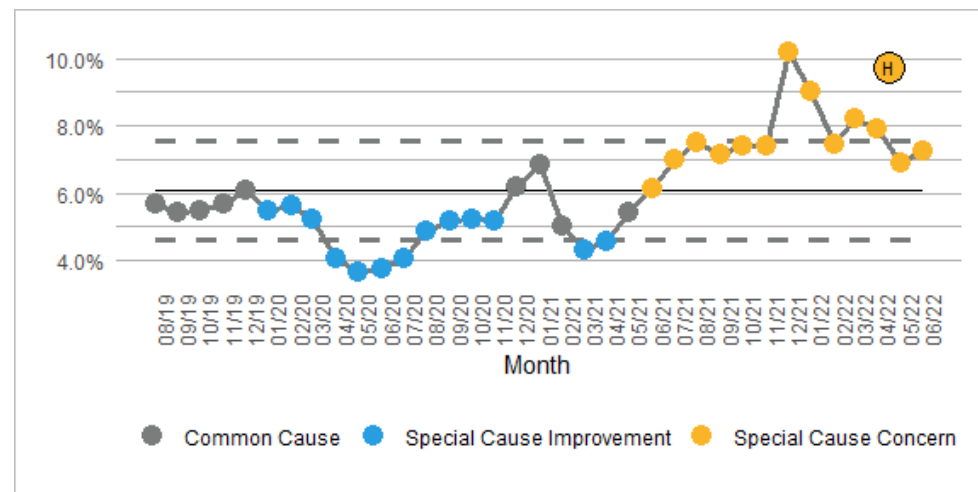
The next steps are to provide an update regarding the Safe to Speak Up scheme to the Trade Unions, Equalities Support Group representatives before initiating a 're-launch' of the scheme. Learning will be incorporated from the pilot, including wide communications in a variety of formats about the scheme, its purpose, and providing examples of the types of issues that have been raised and the actions that have been taken. This should help further build the scheme's credibility amongst staff.

People and Resources – delivering a positive and healthy culture

Performance Indicators – People

Indicator	Jun-2021	Sep-2021	Dec-2021	Mar-2022	Jun-2022	Target	Annual change	Qrly change
NEW : Av. no. working day lost to sickness, all staff - 12 month rolling	5.23%	5.86%	6.56%	7.26%	7.77%	5.75%	+48.6%	+7.0%
NEW : % working days lost to stress, anxiety & depression - monthly	1.39%	1.38%	1.71%	1.57%	1.55%	N/A	+11.4%	-1.2%
CO6A : Av. no. working day lost to sickness, Operational - 12 month rolling	5.72%	6.47%	7.32%	8.20%	8.79%	3.65%	+53.6%	+7.2%
CO6B : Av. no. working day lost to sickness, FRS - 12 month rolling	3.06%	3.34%	3.61%	3.71%	3.97%	2.48%	+29.8%	+7.0%
CO6C : Av. no. working day lost to sickness, Control - 12 month rolling	6.70%	6.68%	6.52%	6.73%	7.25%	4.70%	+8.3%	+7.8%
CO7A : Trainee firefighter intake, % BAME - 12 month rolling	36.1%	35.6%	32.0%	46.9%	25.0%	40%	-30.7%	-46.7%
CO7B : Trainee firefighter intake, % Women - 12 month rolling	21.9%	20.8%	30.0%	37.5%	37.5%	35%	+72%	0%
CO8 : Gender diversity (men) of Control staff - as at	22.4%	23.6%	23.9%	23.2%	24.3%	35%	+8.6%	+5%
CO9 : Black, Asian and Minority Ethnic FRS staff top earners - as at	13.1%	14.9%	15.0%	15.4%	15.3%	16%	+16.6%	-0.8%
CO10A : Pay ratio between highest & median salary - annual	4.40	4.99	4.99	4.99	4.99	6.0	+13.4%	N/A
CO10B : Gender pay gap - all staff (median) - annual	-2.69%	-4.36%	-4.36%	-4.36%	-4.36%	+/-3%	+62.1%	N/A
CO11 : RTCs involving Brigade vehicles - 12 month rolling	412	388	408	421	427	390	+3.6%	+1.4%
CO12 : Injuries from operational incidents - 12 month rolling	114	103	105	107	122	100	+7.0%	+14.0%
CO13 : RIDDOR - 12 month rolling	57	59	57	56	62	62	+8.8%	+10.7%

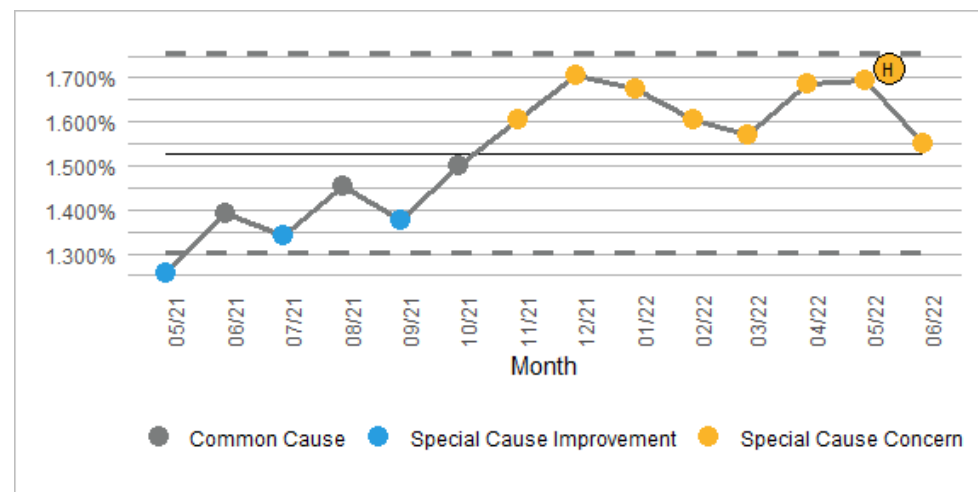
NEW : % working day lost to sickness, all staff - monthly



12 month rolling target 5.75% | Jun 2022: 7.77%

X

NEW : % working days lost to stress, anxiety & depression - monthly

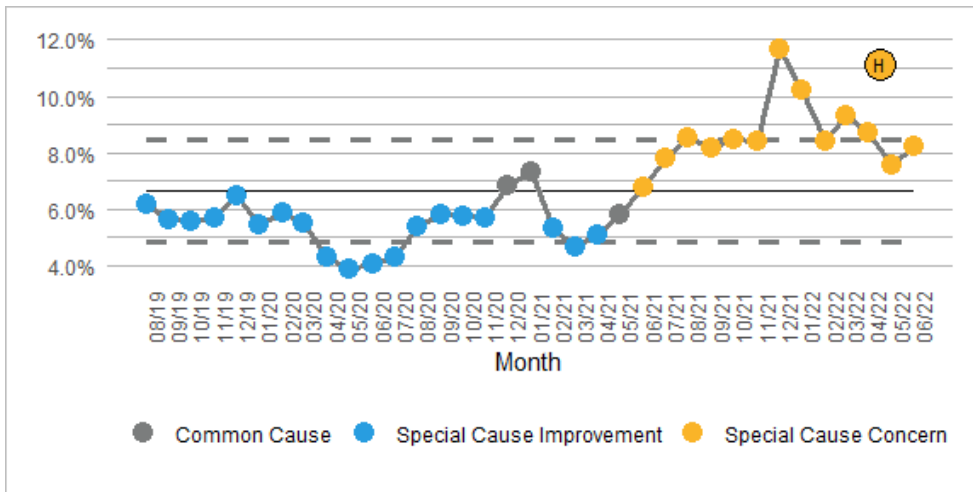


Monthly | Jun 2022: 1.55%

N/A

People and Resources – delivering a positive and healthy culture

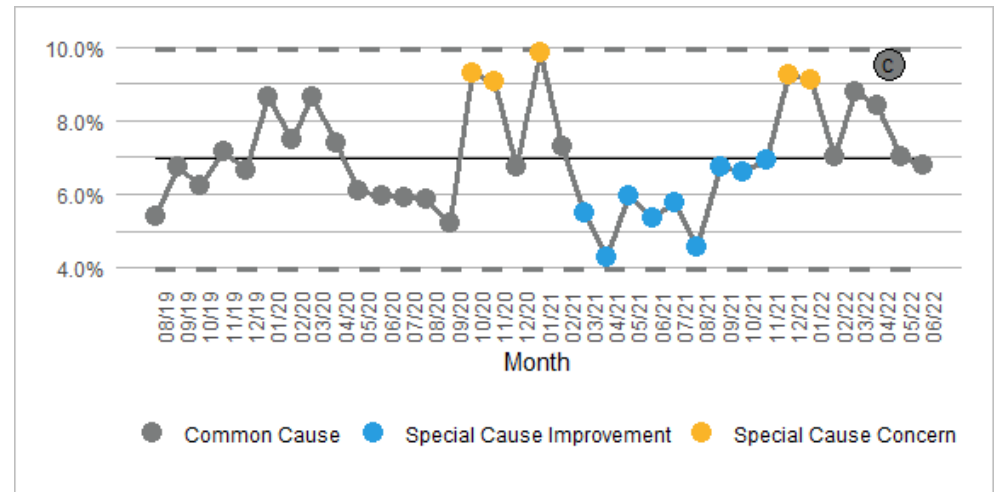
CO6A : % working days lost to sickness, operational staff - monthly



12 month rolling target 3.65% | Jun 2022: 8.79%

X

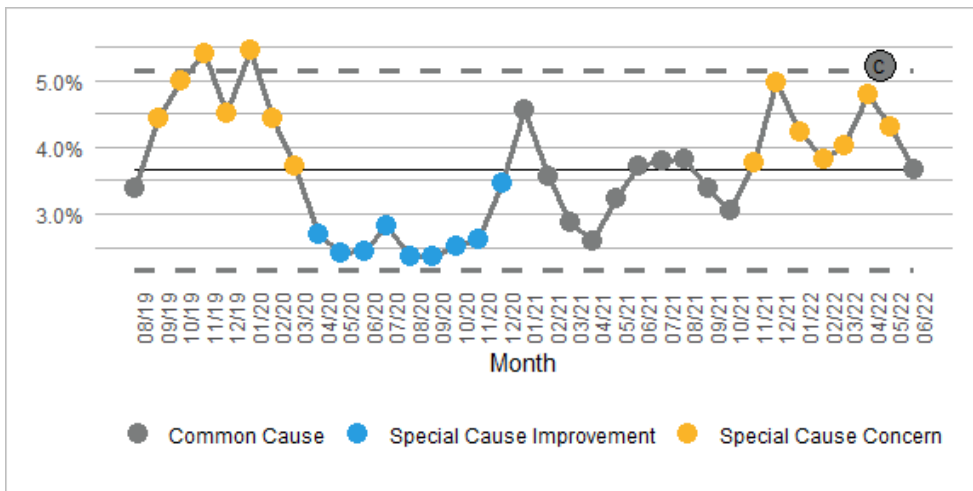
CO6C : % working days lost to sickness, control staff - monthly



12 month rolling target 4.70% | Jun 2022: 7.25%

X

CO6B : % working days lost to sickness, FRS staff - monthly



12 month rolling target 2.48% | Jun 2022: 3.97%

X

Operational employee sickness absence has increased from 5.36% to 8.21% during the past twelve months. FRS sickness experienced an increase from 2.89% to 3.71% which is also up from 3.61% last quarter. Control sickness continues to see a steady decrease. All staff groups sickness absence remains above target. It has been proposed that the sickness targets are reviewed as the current targets are lower than that of the sickness rate averages seen in National FRS Sickness Data.

The Managing Attendance Policy has completed its review and formal consultation with the Representative bodies. The revised policy, to be named Supporting your Health and Wellbeing policy, will be reported to People Board in May 2022 and following acceptance will be progressed to Commissioners Board and Fire Resilience Board. This policy looks to place greater focus on Health and Wellbeing support to reduce likelihood of absence from the onset of any health condition.

Wellbeing specific questions have also been included in the published culture review survey and upcoming employee survey to support identifying the sources of employee workplace stress. Recognising and Managing Stress, Anxiety and Depression training package has commenced delivery after a successful pilot and

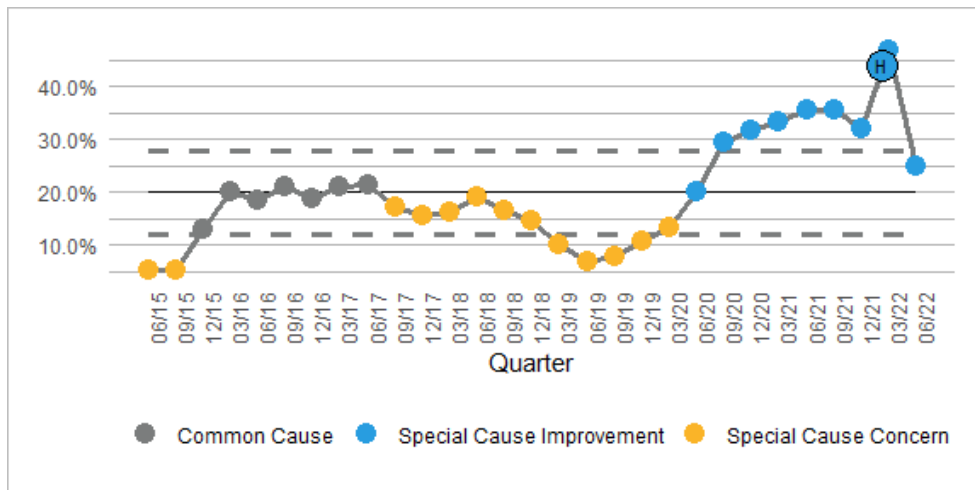
People and Resources – delivering a positive and healthy culture

all staff, with people management responsibility, will be required to complete the mandatory course. A people partner model will also support greater diagnostics of work-related concerns. Mental health support to staff has been strengthened with the growth of the Mental Health First Aider scheme. In addition to the 100 MHFAs already trained we have recommenced the scheduled training of 120 additional MHFAs, another step towards our aim of having a MHFA in every watch / team across the Brigade.

Work has progressed with the NHS Centre for Anxiety Stress and Trauma to finalise the training for peer trauma support volunteers who will complement the trauma prevention work currently done by LFB's Counselling and Trauma Services to provide support to all operational staff involved following critical or major incidents.

118 staff were treated by LFB's Counselling and Trauma Service in this first quarter for a range of presenting issues, most notably life stress, and anxiety.

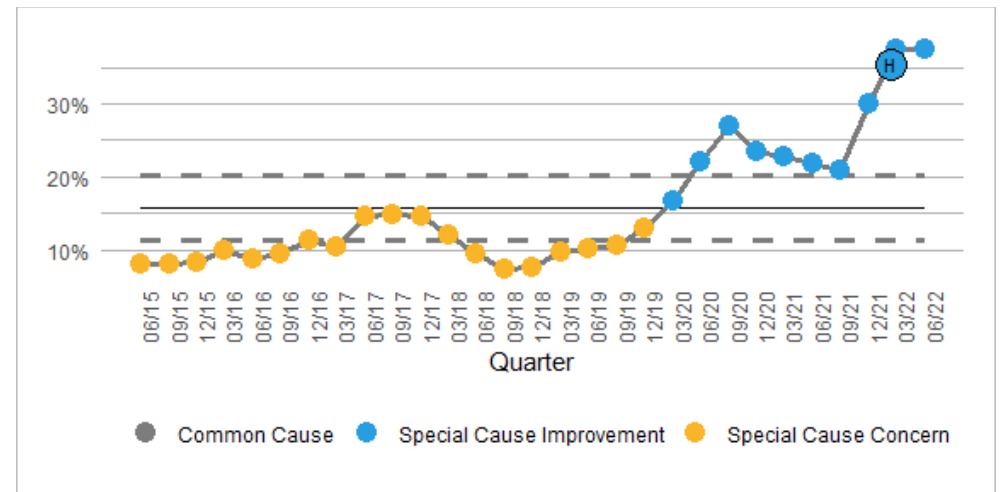
CO7A : Trainee firefighter intake - % Black, Asian and Minority Ethnic – 12 month rolling



12 month rolling target 40% | Jun 2022: 25%



CO7B : Trainee firefighter intake - % women - 12 month rolling



12 month rolling target 35% | Jun 2022: 37.5%

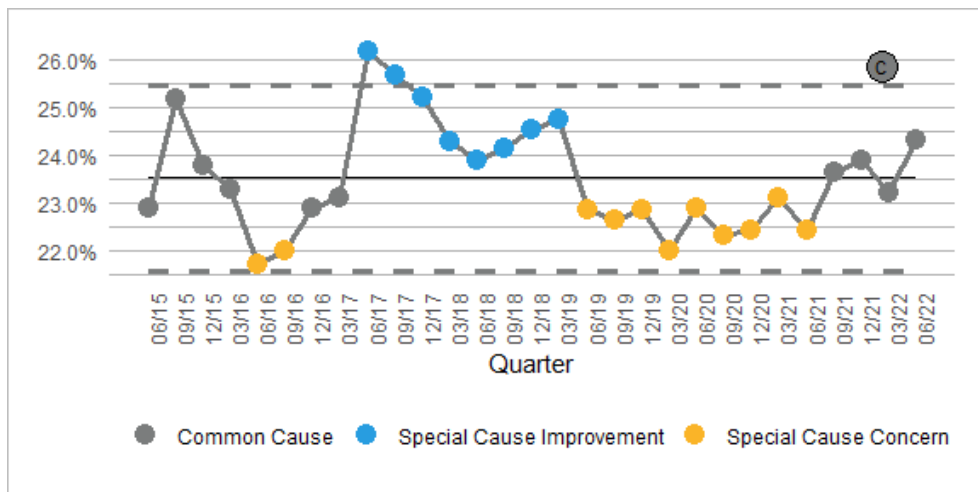


The intake of trainee BAME firefighters in quarter one is 25%, this is a drop compared to the previous quarter against the new stretch targets. The Brigade have recommenced outreach attraction activity following Covid-19 and the recruitment pause, which impacted building a talent pool from under-represented groups. There is a programme of activity planned to engage with this group in the community to attract greater diversity into the Brigade.

The new intake of female firefighters remains above target. This growth is reflective of the significant engagement work carried out to attract women before the recruitment freeze in 2021 and the digital marketing campaigns to specifically attract this group. Where additional fitness support was required with this group, positive action was used to help support them to prepare for the physical assessments, and this has had a beneficial impact.

People and Resources – delivering a positive and healthy culture

CO8 : Gender diversity (men) of Control staff – 12 month rolling

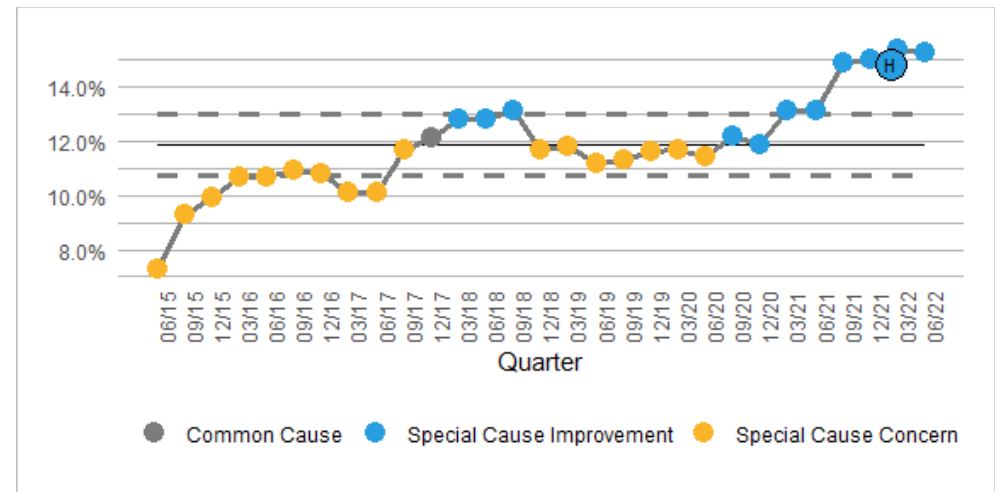


12 month rolling target 24.3% | Jun 2022: 35%



There has been a small increase in the gender diversity (men) in Control over the past three years.

CO9 : Ethnic diversity (Black, Asian and Minority Ethnic) of FRS staff top earners - 12 month rolling



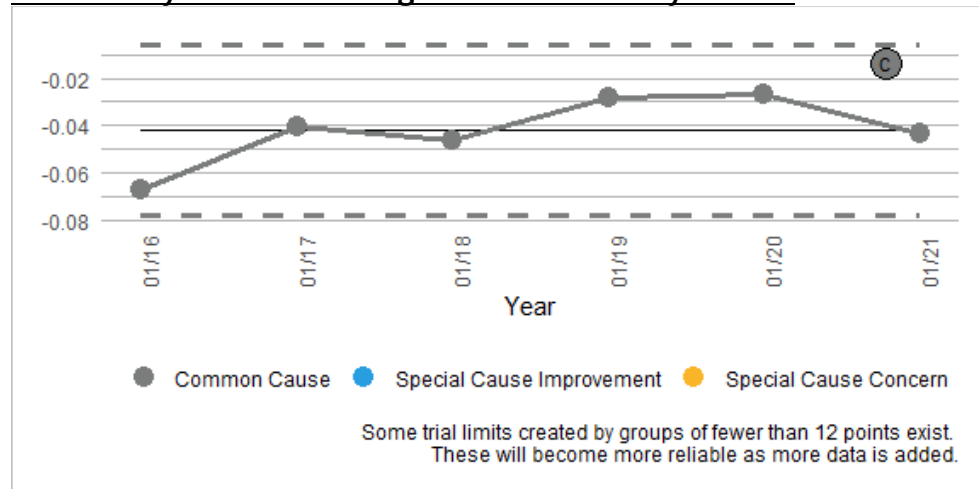
12 month rolling target 16% | Jun 2022: 15.3%



The percentage of FRS Black, Asian and Minority Ethnic Top Earners stands at 15.3%, which is a significant increase of 2.2 percentage points since June 2021, and close to our target of 16%. Work with our community engagement team and targeted media advertising, should also improve progress.

People and Resources – delivering a positive and healthy culture

CO10A : Pay ratio between highest & median salary - annual

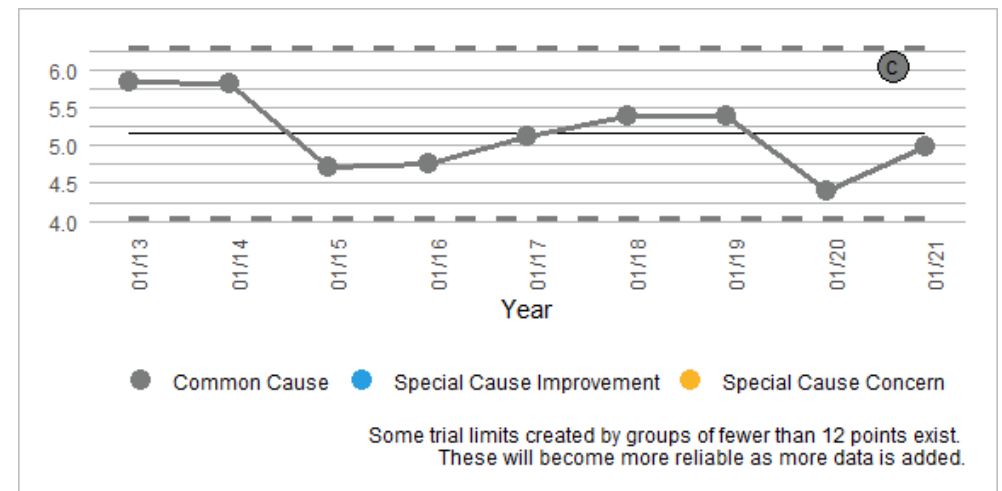


Annual target 6.0% | 2020/21: 4.99



The pay multiple data for the preceding year is included in the LFC's annual pay policy statement which there is a statutory obligation to publish; we are about to publish the 2021/22 pay policy statement now that we have the 2020/21 pay multiple data. As indicated, there is a long-standing commitment to keep this pay multiple within 6.0 which we have achieved again in 2020/21.

CO10B : Gender pay gap %, all staff - annual



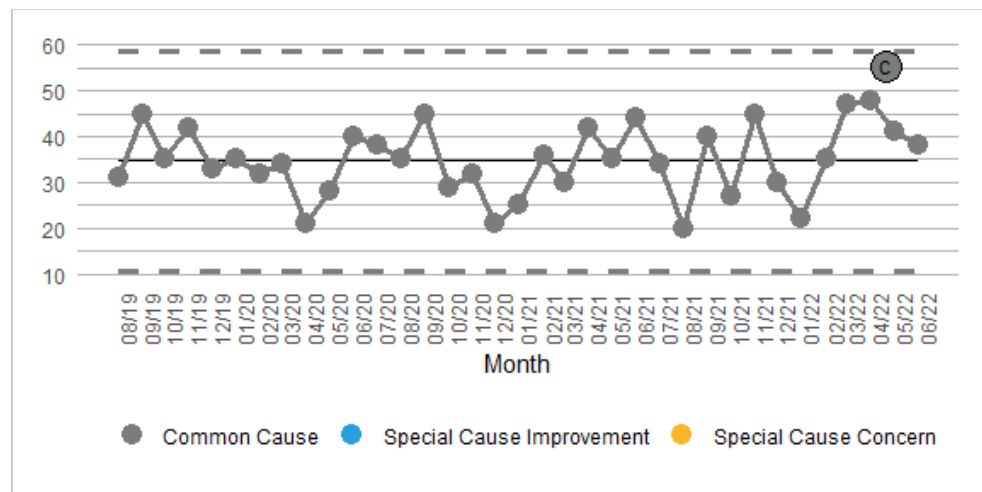
Annual target +/-3% | 2020/21: -4.36%



The Gender Pay Gap report for 2020/21 has been published, the data shows a continued pay gap in favour of women due to the mean hourly pay being lowest in the operational group which is predominantly male, and men therefore represent the bulk of the lower-ranked workforce. In addition, the percentage of women who were FRS C or above increased causing a shift in the median hourly rate for women.

People and Resources – delivering a positive and healthy culture

CO11 : RTCs involving Brigade vehicles - monthly

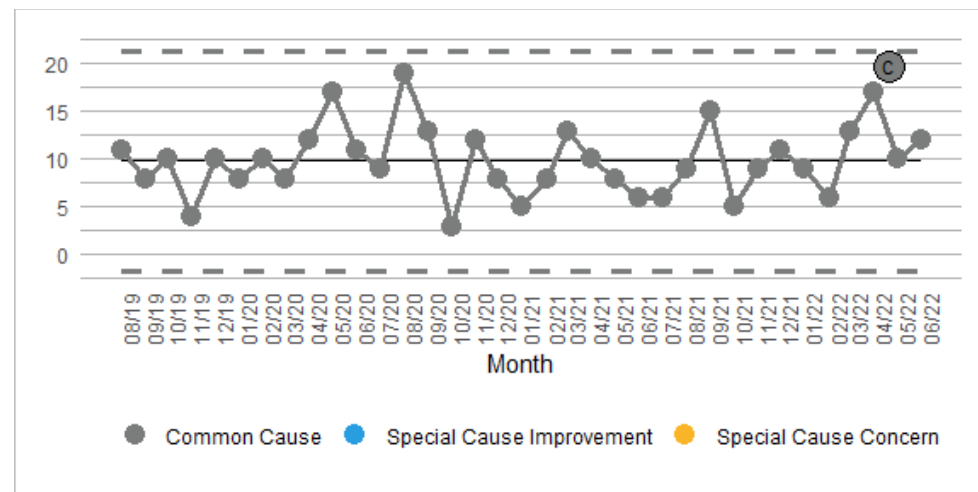


12 month rolling target 390 | Jun 2022: 427

X

The target for Road Traffic Collisions (RTCs) involving Brigade is not being met (427 versus a target of 390). Road traffic collisions have increased by 1.4% when compared to the 2021/22 year (421). The Emergency Response Driver refresher training programme is now established, with all appliance drivers completing the Emergency Response Driving Revalidation (Appliance) course. This training includes a reassessment of driver skills. Staff have also recently been provided with information and instruction in preventing accidental damage to the fire appliance when attending incidents. The use of CCTV on fire appliances to better inform road traffic collision investigations has now been enabled on all fire appliances, which should improve the quality of investigations and better targeting of initiatives to reduce road traffic collisions. Positive driving behaviours are being promoted through Operational News articles.

CO12 : Injuries from operational incidents - monthly



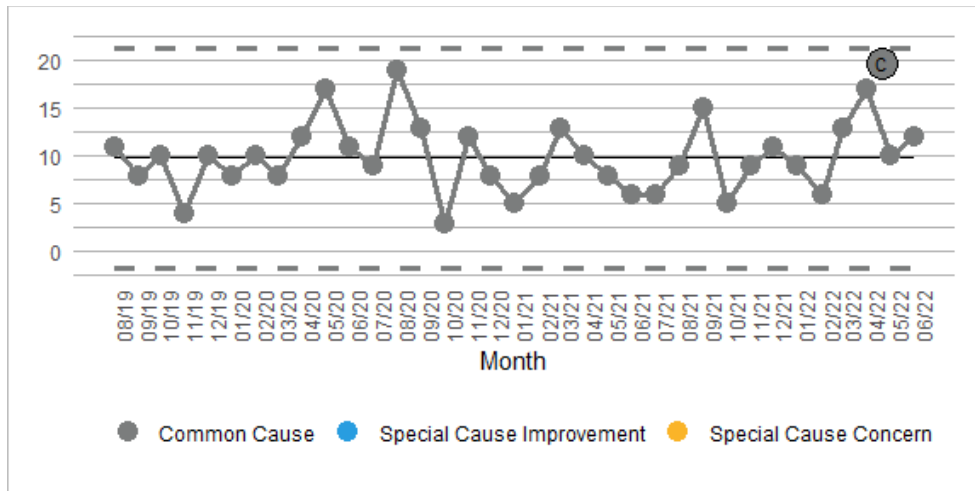
12 month rolling target 100 | Jun 2022: 122

X

The target for injuries from operational incidents is not being met (122 versus a target of 100). Injuries from operational incidents have increased by 14% when compared to the 2021/22 year (107). Officers have introduced operational (analytical) risk assessment, to make improvements to incident ground safety by focussing further attention on the review of hazards, risks and control measures on the incident ground. This policy change has started to be implemented on the incident ground. Officers are also working to improve data analysis by integrating injury investigation data with incident monitoring data to better identify actions to target further reductions in operational injuries.

People and Resources – delivering a positive and healthy culture

CO13 : RIDDOR - monthly



12 month rolling target 62 | Jun 2022: 62

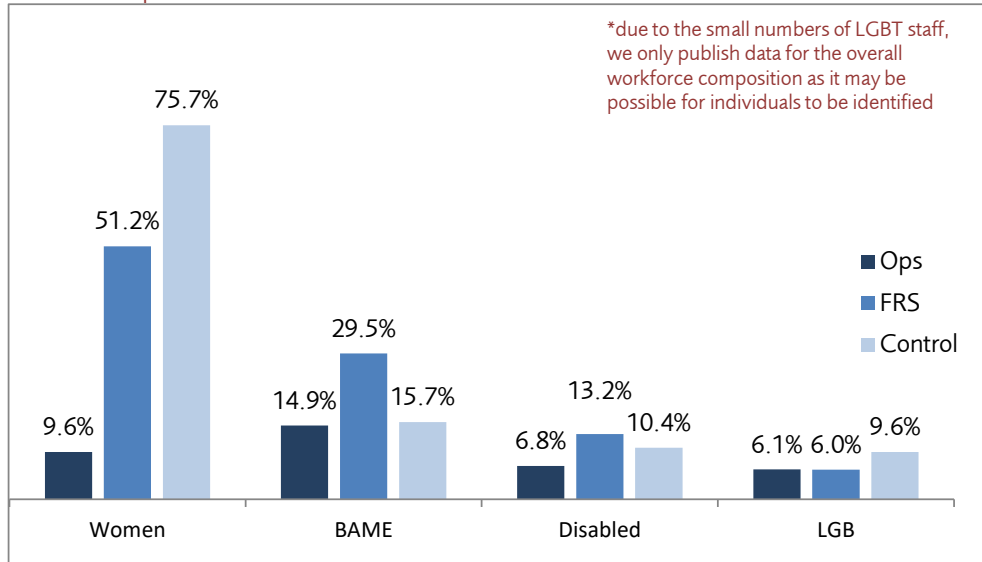


The target for injuries reportable to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) is being met (62 versus a target of 62). The number of RIDDORs has increased by 10% when compared with the 2021/22 year (56). Long term performance has seen significant improvements with a 24% reduction in RIDDOR injuries when compared with the 2017/18 financial year (82).

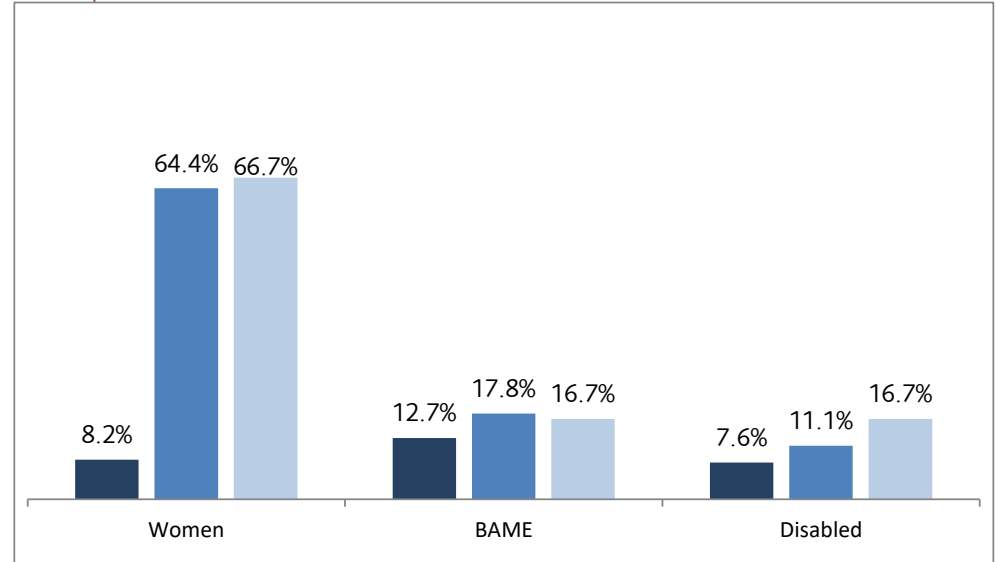
People and Resources – delivering a positive and healthy culture

Workforce Composition

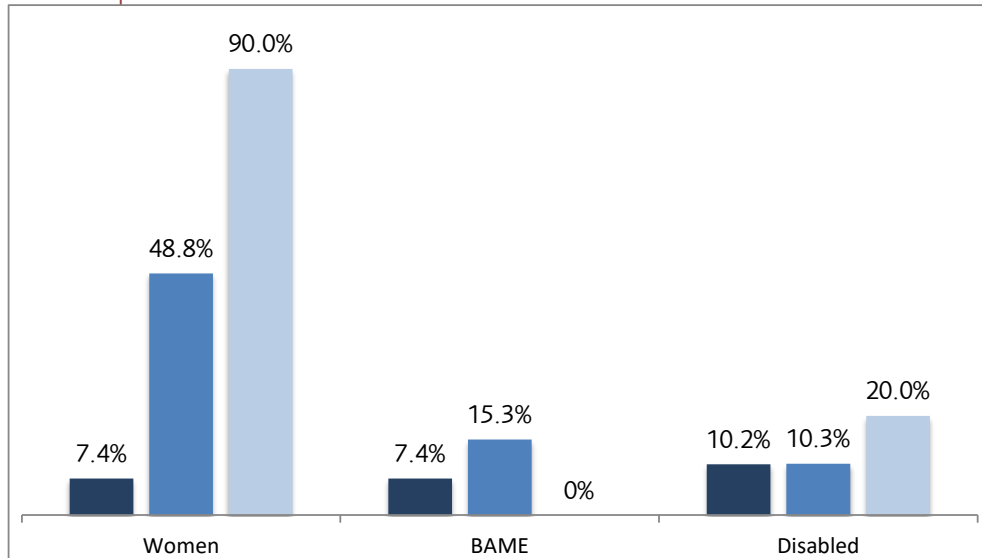
Workforce composition*



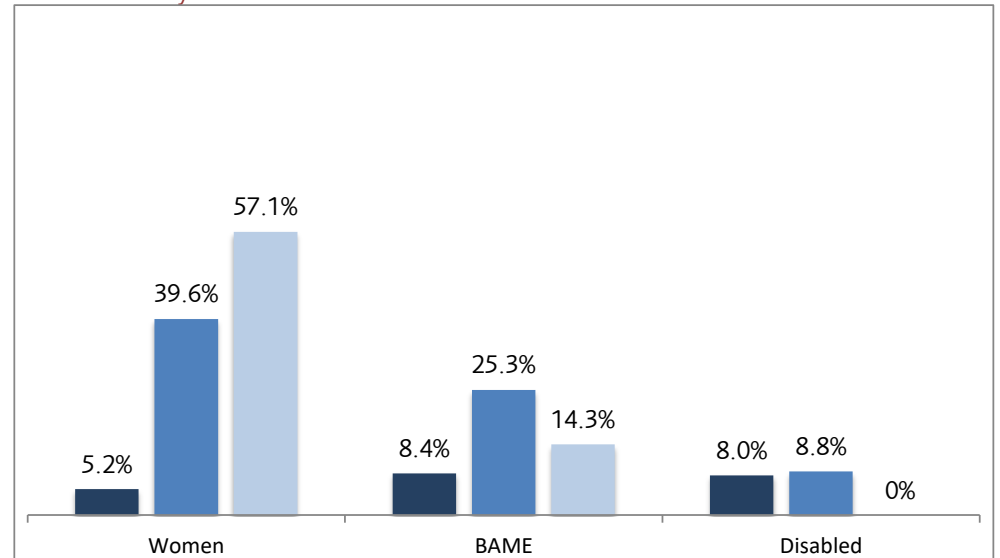
Workforce promotions



Workforce top earners



Workforce voluntary leavers



People and Resources – delivering a positive and healthy culture

Sustainable Development Strategy

The Brigade's Sustainable Development Strategy covering 2016-22 brings together the identification of emerging issues with existing strategies and activities across the Brigade that support the wider sustainability agenda, under one strategic approach. Following approval of the extension of the Strategy to 2022/23 it incorporates actions set out under the Responsible Procurement Implementation Plan, the Ultra Low Emission Fleet Plan, the Carbon Reduction Strategy, and the Single Environment Plan.

The strategy had 47 actions; one remaining outstanding action was as follows:

The action to incorporate Responsible Procurement into the LFC's Contracts Management Database is with the Enterprise application delivery team. Due to the restructure of the Procurement Department a more comprehensive review of the contracts database is now taking place. The plan to include the contract actions within this and as a result the responsible procurement actions. This will not be completed until quarter two 2022/23. Due to recent resourcing pressures in the procurement department the database updates have not been a priority. Procurement have now appointed a Head of Procurement Assurance who will lead of the future development of this database. This will be a priority for 2022.

Internal audit plan

Work against the 2021/22 audit plan continues:

- 29 final reports have been issued; seven risk and assurance, five advisory and 17 follow ups.
- Two draft reports are currently with management and are in the process of being finalised; one risk and assurance and one advisory.
- One risk and assurance review is at the end of fieldwork, and we are in the process of drafting the report.
- Two risk and assurance reviews are at fieldwork state.

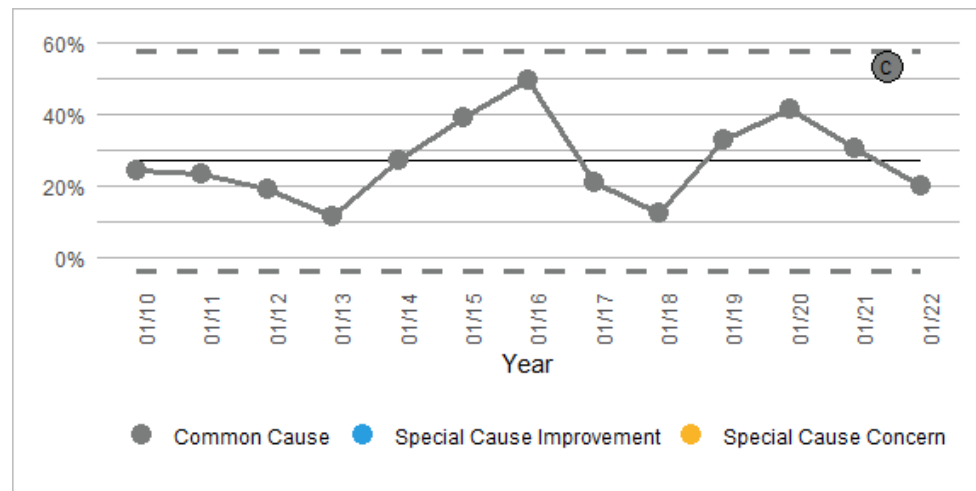
Work against the 2022/23 audit plan has commenced:

- One follow report has been issues as a final.
- Three reviews are at fieldwork stage: two risk and assurance and one follow up.

Performance Indicators – Resources

Indicator	Jun-2021	Sep-2021	Dec-2021	Mar-2022	Jun-2022	Target	Annual change	Qrly change
CO14 : Spend with SMEs	30.7%	30.7%	30.7%	30.7%	20%	33%	-34.9%	N/A
CO15 : CO2 reduction from 1990 levels (%)	58.9%	58.9%	58.9%	58.9%	59.1%	60%	+0.3%	N/A
CO16 : Statutory info requests handled on time (%)	35.72%	43.52%	58.66%	70.89%	85.30%	95%	+139%	+20.3%

CO14 : Spend with SMEs



Annual target 33% | 2020/21: 20%

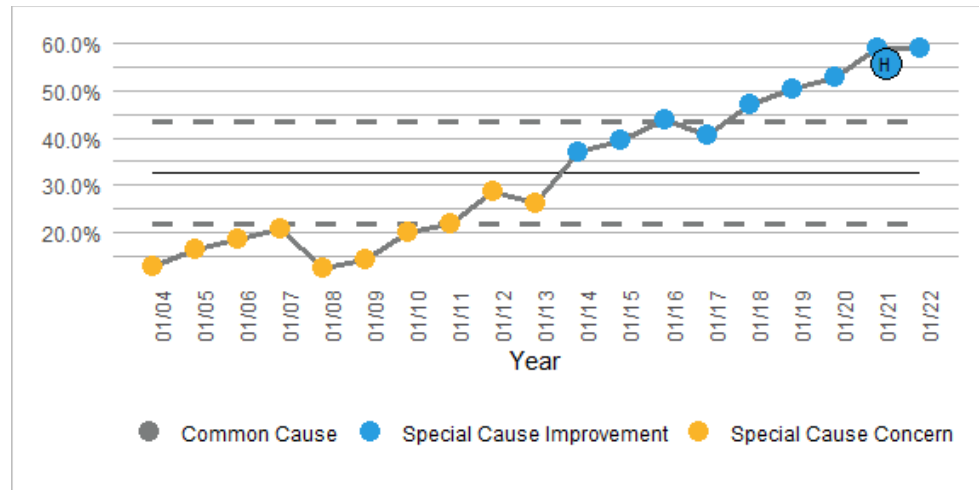
X

SME spend dropped during 2021/22, key supplier spend with SMEs has reduced considerably, in part due to a lack of data submission and reduced capital spend with Babcock Critical Services where a significant proportion is then spent with tier 2 SME suppliers. Additionally, Bristol Uniforms have been taken over by a large

People and Resources – delivering a positive and healthy culture

business, so spend with them is no longer included in SME reporting metrics. This data provisional and will be amended once all data has been analysed.

CO15 : CO₂ reduction from 1990 levels (%)

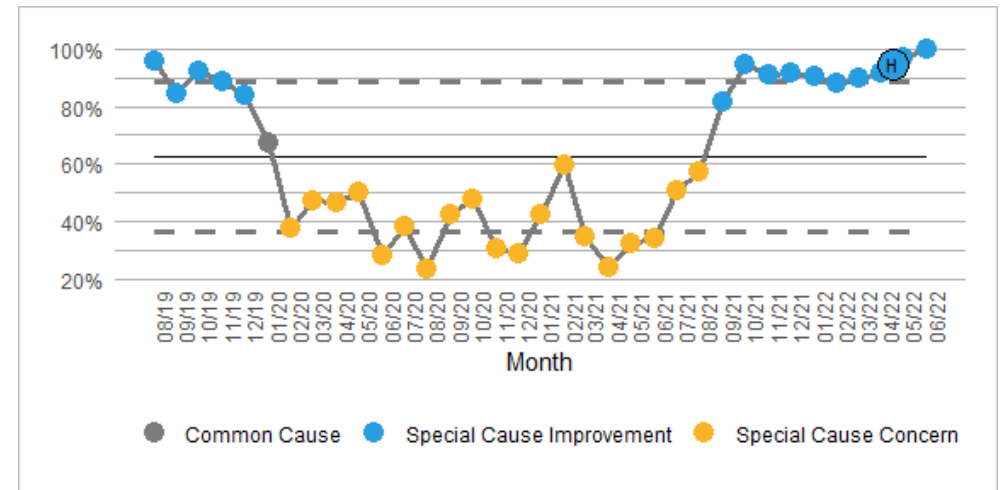


Annual target 60% | 2020/21: 59.1%

X

CO₂ emissions have reduced slightly since 2020/21. The temporary suspension of HFSVs and training activity, which may in part be a result of Covid-19 and reduced movement of substantially reduce the mileage and fuel consumption of frontline vehicles. Additional reductions are attributed to buildings, with carbon reduction works on buildings undertaken during 2021/22. This data provisional and will be amended once all data has been analysed.

CO16 : Statutory info requests handled on time (%) - monthly



12 month rolling target: 95% | Jun 2022: 85.30%

X

This indicator measures how well the Brigade is meeting the statutory deadlines for responding to information requests under the Freedom of Information Act (20 working days) and data protection law (one calendar month).

Performance for the year, at end of quarter one, at just over 85.3%, has again improved (by 15 percentage points) compared to the previous quarter. As the chart shows, performance has been at or exceeding the target, since October 2021. the rolling 12-month performance remains impacted by overdue requests earlier during the reporting year. At end of June 2022, most requestors were getting responses within statutory timescales; a few complex requests may take longer than the statutory time, and this is reflected in the target (95%).

As previously reported, the response to requests was due to a number of extensive and time-consuming data protection cases during the reporting year involving large numbers of documents, plus disruption from home working during Covid lockdowns. Additional impacts from General Data

People and Resources – delivering a positive and healthy culture

Protection Regulation (GDPR) related work (e.g., data protection impact assessments, producing contract schedules, and investigating/recording data breaches) is also recognised as having an impact on the team.

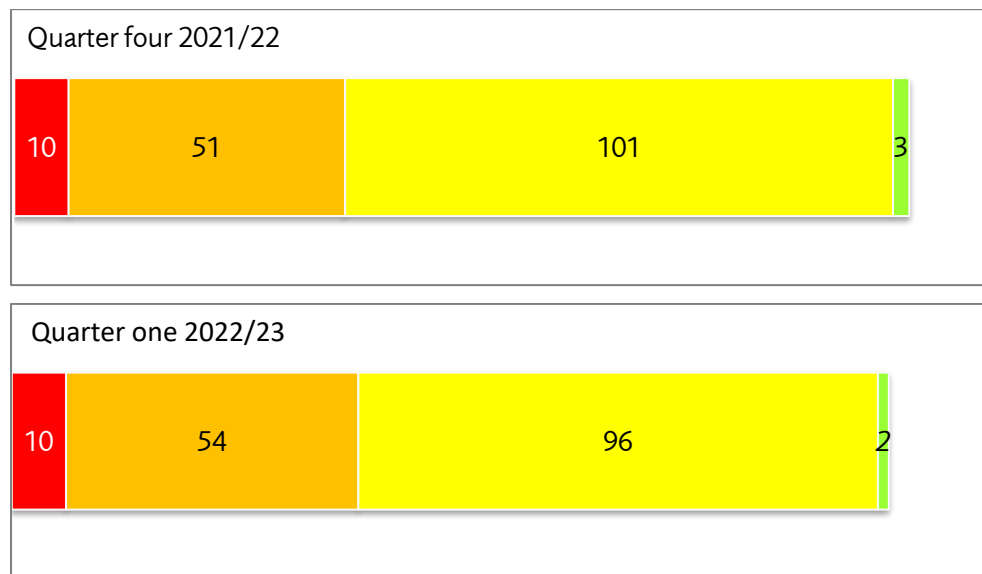
Two additional staff members have been in place to deal with the workload during 2021/22 and to ensure that requests are dealt with in time.

Additional permanent resources for the team were agreed as part of the budget for 2022/23 and recruitment action has started.

Our Risk Perspective

Risk management

Total LFB risks



- Green - score 1 - 3
- Yellow - score 4 - 9
- Amber - score 10 - 16
- Red - score 20 - 25

Since quarter four there has been no change in the overall number of red risks, there has been an increase of 3 amber risks, a decrease of 5 yellow risks and a decrease of 1 green risk.

Overview

The Brigade's risk management strategy was last updated in May 2021 as part of the Brigade's transformation work. A five-by-five matrix is in use for risk assessment, and any risk scoring '20' or over is now considered a corporate (red) risk requiring regular monitoring by the Commissioner's Board and oversight by the LFC.

Changes to corporate red risks

In terms of changes to corporate red level risks while there remain 10 risks overall, regular board level risk reviews since the last performance report have led to a refinement of the original TF1 (delivery of TDP and transformation capabilities) risk reducing its score to an amber risk, and the creation of a new TF4 red risk about not creating enough capacity for sustained transformation. CM7 (communication capacity) is also under review with a view to further refinement.

Further detail - New – TF4 – Capacity to sustain transformation (Director for Transformation)

A new risk has been raised regarding the challenge the Brigade faces in terms of sustaining transformation if the Brigade does not create capacity by prioritising work aligned to its delivery plan. There is potential conflict in the balancing and management of business-as-usual activity, delivery plan (transformation) actions and other pre-existing change work. This will reduce the ability of the Brigade to meet its targets unless all staff are clear on and focussed on the agreed delivery plan.

Securing business continuity

Business Continuity Management (BCM) is a holistic management system that relies on both the information captured through the departmental Business Impact Analysis (BIA) programme to identify potential threats to business operations, and the development of a single framework through which organisational resilience and response arrangements can be built. The BCM programme has enabled us to successfully identify critical organisational activities and develop business continuity plans. Underpinning the BCM work that is undertaken across the Brigade are the International Standard for Business Continuity Management (ISO 22301) and the statutory requirements imposed on us as a Category 1 responder by the Civil Contingencies Act 2004, which requires all Cat1 responders to put BCM arrangements in place and to test those arrangements through staged exercises. The focus for the Brigade over the last quarter has been our response to the coronavirus (Covid-19) pandemic, this is explained in detail on page 13.

Business Continuity Planning

The departmental Business Continuity Plans (BCP) outline the responsibilities and critical activities owned by each department. We continue to work with

Our Risk Perspective

departments to ensure plans are up to date and review information such as fall-back locations and evacuation plans with Department heads and business continuity deputies. The Strategic Response Arrangements (**SRA**) (Brigade Policy PN699) outlines the core structures and key processes that the Brigade can activate during a major incident or business disruption. A review of the SRA is underway because of the coronavirus; this will provide a framework to update the policy and incorporate the learning gained from exercising the arrangements and live activation of the policy.

Business Continuity Week (BCW) and Resilience

During Business Continuity Week in May the LFBs Business Continuity Team participated in the NFCC weeklong exercise (Exercise Birdcall) with twice daily sets of injects tracking the evolving impacts and recovery caused by a large electrical outage. Learning from this exercise has been captured by the national Business Continuity group and was discussed at the conference attended in Lincoln in June.

In quarter one a number of workshops were coordinated by London Resilience Forum (LRG) to assist partners develop their Business Continuity/contingency arrangements and capture feedback local frameworks such as the London Fuel Disruption Protocol and strategic Flood Response Framework. Staff from across the operational, Resilience and Business continuity functions have attended these workshops and a review of internal plans has followed.

Portfolio Summary - Projects and Initiatives in the Delivery Plan 2022/23

Programme	Project	RAG	Initiative	Programme	Project	RAG	Initiative		
P1: Work to provide services that meet your needs	One Risk	Yellow	n/a	P5: Enable our people to be the best they can be, to serve you better	Organisation Learning Models	Grey	Organisational Learning Model (Phase 1) Service-Centred Training Plans		
P2: Make it easy for you to access our services	Digital Self-Service Channels	Grey	Digital Self-Service Solutions (Pilot)		Staff Safety	Grey	Fire Contaminants (Phase 2)		
P3: Adapt our services as your needs change	Adapting to Changing Demand	Grey	Alternative Fuels		Occupational Health Service Retender	Red	n/a		
		Grey	Positive Pressure Ventilation		Staff Wellbeing & Experience	Grey	Reasonable Adjustment Passport		
		Grey	Ultra High Pressure Lance & Misting Lances		Leadership Development	Grey	Gillian Turner Programme Middle Leadership Programme		
	Grey	Water Supply (Dr Stoianov Report)	Grey			Top Management Group Development			
	Modern Firefighting Technology & Tactics	Grey	Grey		Firefighting Training Strategy & Urban Firefighting Course	Grey	Grey	Establishing the High Performing Team	
			Grey		Bodyworn Video Phase 2	Grey	Grey	Fire Stations Behaviours Delivery	
			Grey		Drones Phase 2	Grey	Grey	Discovery Review Productivity Initiatives People Organisation Strategy	
			Green		Marauding Terrorist Attack	Grey	Grey	Enhancing Enabling Services	
	P4: Design services around your needs & concerns	Command Unit Replacement	Green	n/a	P6: Work together to provide the best possible services to meet your needs	Modern Workplace Programme	Green	n/a	
			Green	n/a		HR & Payroll System	Yellow	n/a	
Red			n/a	Finance & Purchasing System		Red	n/a		
Green			n/a	Inventory Management		Grey	n/a		
P5: Enable our people to be the best they can be, to serve you better	RPE & Radio Replacement	Red	n/a	P7: Driven by evidence so that we give you the value you expect	Measuring Value & Outcomes	Grey	Value-led KPI Definition Value-led KPI Measurement & Analytics		
		Green	n/a		Adopting National Operational Guidance	Grey	Value-led KPI Measurement & Analytics		
	Replacement Mobilising System	Green	n/a	P8: Work with other organisations to secure a safer future for everyone		Zero Emission Pumping Appliance	Green	n/a	
		Grey	Awareness Campaign of Catalogue		Grey	Grey	Net Zero Strategy ULEF Programme		
	Improving Awareness	Grey	Grey	Culture Review	Meeting Net Zero Targets	Grey	Grey		
			Grey	FF(D) Support		Grey	Grey	Developing CRMP	
	Togetherness Strategy	Grey	Grey	Accountability & Assurance of Inclusion	P9: Enable organisation change	Change Adoption Mechanisms	Grey	Cohesive Change Strategy Change Adoption Strategy Staff & Community Feedback Mechanisms	
			Grey	Inclusive Leadership			Grey	Grey	Embedding a Change Culture
			Green	Procurement for a Diverse Workforce			Grey	Grey	Portfolio Management
			Green	Privacy for all			Grey	Grey	Portfolio Management
Operational Contingency Arrangements Implementation	Green	Green	I&D – Capacity Building	Grey	Grey	Value-led Investment Assessment Value-led Project Management Value Realisation Approaches			
		Green	n/a	Grey	Grey	Value Realisation Approaches			
Strategic Workforce Planning	Grey	Grey	Workforce Planning (Phase 2)						
		Grey	Capacity Model						
		Grey	Integrated Workforce Plans						
		Grey	Fire Safety Training						
		Grey	Flexible Resourcing Models						
		Grey	Professional Skills Management						

■ Red
 ■ Yellow
 ■ Green
 ■ Not yet started

Useful links

The London Fire Commissioner is a corporation sole and the fire and rescue authority for London. It is a functional body of the Greater London Authority. All formal decisions about London Fire Brigade are approved by London Fire Commissioner, though some decisions may need to be consulted on with the Deputy Mayor for Fire and Resilience or the Mayor of London.

These decisions are published on the London Fire website at:

<https://www.london-fire.gov.uk/about-us/our-decisions/>.

Our London Safety Plan, setting out our priorities and how we'll help make London the safest global city can be found here:

<https://www.london-fire.gov.uk/news/2017-news/london-safety-plan/>

Our Transformation Delivery Plan sets out the Brigade's short, medium, and long-term priorities for change.

<https://www.london-fire.gov.uk/about-us/transformation-delivery-plan/>

Our Togetherness Strategy:

https://www.london-fire.gov.uk/media/4598/togetherness-strategy-summary_web_singlepages.pdf

Our publication scheme in terms of routine information we publish can be found here:

<https://www.london-fire.gov.uk/about-us/transparency/>

We also publish a number of data sets on the London Datastore here:

<https://data.london.gov.uk/publisher/lfb>

Further information about LFB and what we do can be found on our website here:

<https://www.london-fire.gov.uk/about-us/>