



LFB Quarterly Performance report

Quarter 2 2022/23

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LFB
LONDON FIRE BRIGADE

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Introduction

Welcome to the London Fire Brigade's performance report for quarter two 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.

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>

Performance at a glance

HOME FIRE SAFETY VISITS

41,318

up by 7.5% compared to last quarter

ONLINE HOME FIRE SAFETY CHECKS

2,525 (Apr-Sep)

Down by 18% compared to same period last year

BUILDING CONSULTATIONS

4,281 (Apr-Sep)

Up by 19% compared to same period last year

TRAINEE FIREFIGHTER INTAKE

24% ETHNIC MINORITIES
31% WOMEN

Ethnic minorities down by 3%, women down by 17% compared to last quarter

STAFF SICKNESS

7.93%

Up by 2% compared to last quarter

APPLIANCE ARRIVAL TIMES

1st 5:16 (m:ss)

2nd 6:42 (m:ss)

1st up by 1.3%, 2nd up by 0.2% compared to last quarter

RIDDOR INCIDENTS

67

Up by 8% compared to last quarter

FIRES IN THE HOME

5,074

Up by 3.3% compared to last quarter



CO2 REDUCTION

59.1%

Up by 0.3% compared to last year

STATUTORY INFO REQUESTS handled on time

93.09%

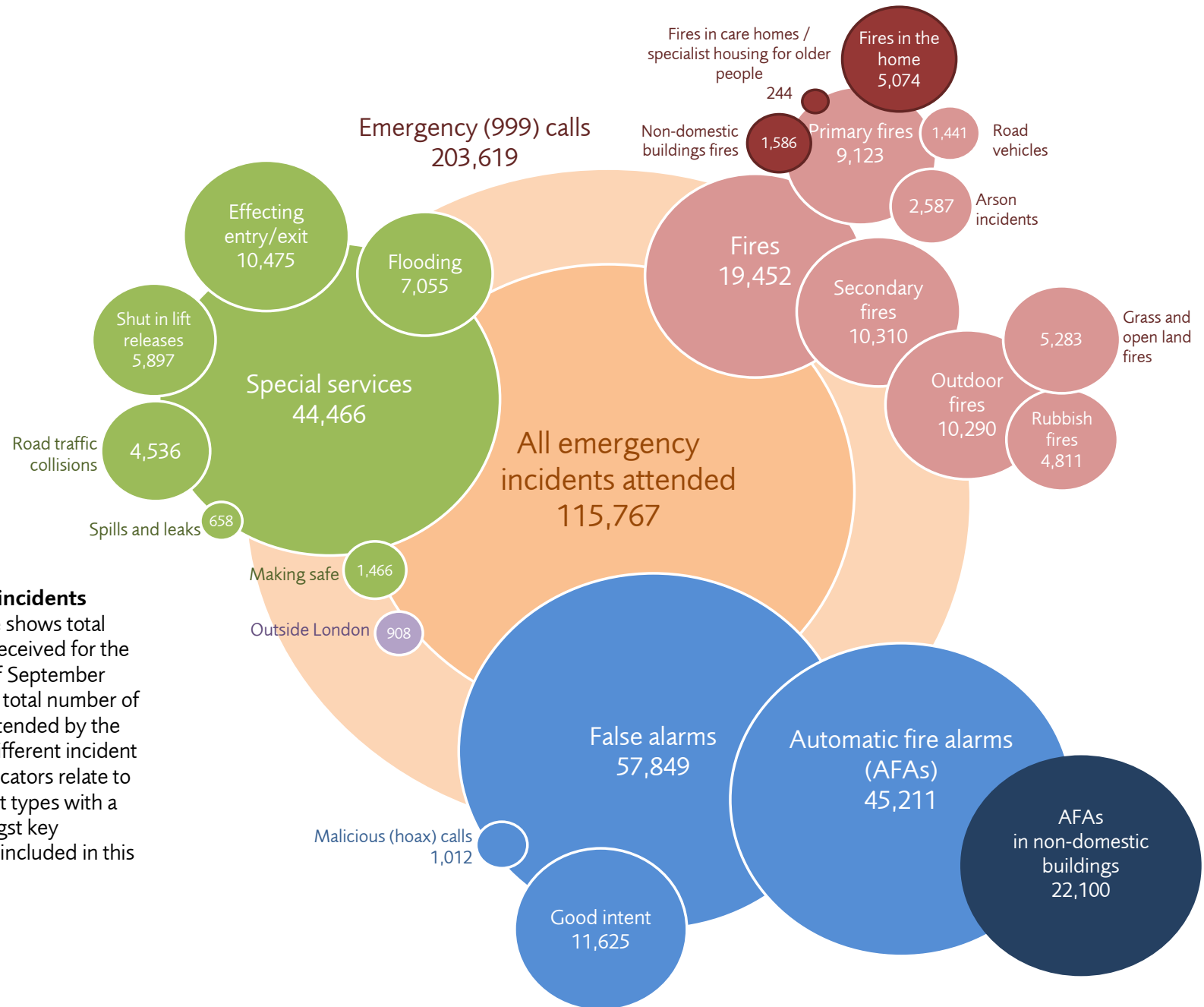
Up by 9% compared to last quarter

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 September 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.

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

This summer saw a prolonged period of hot and dry weather and the Brigade publicised public safety advice throughout. In July, following the declaration of a heat health weather warning from the Met Office, we issued safety advice to Londoners about how to prevent fires by taking extra care. This included advice to not have barbecues in public spaces or on balconies, not to dive into open water and to keep an eye out for vulnerable neighbours.

As the hot and dry weather continued, the Brigade dealt with an increasing number of grass fires and following an amber weather warning from the Met Office. We published new statistics in mid-August which showed how there had been eight times as many grass fires in the first week of August this year compared to 2021. AC Jonathan Smith was interviewed at Control by national and London broadcast media to explain the risks to the public and provide safety advice during the hot weather.

Before the start of the summer holidays and as temperatures started to rise, the Brigade promoted water safety advice and the dangers of cold water shock. This also followed the sad death of a teenage boy who lost his life in Ilford at the start of July. We promoted the advice of the RNLI's 'Float to Live' campaign across our channels.

In July, we responded to His Majesty's Inspectorate of Constabulary and Fire and Rescue Services most recent inspection of the Brigade. We responded to the inspection by being clear that the Brigade still has much more to do to make the changes needed to best serve and protect London, which will be a key part of our Community Risk Management Plan.

Incidents

On 19 July the Brigade declared a major incident as firefighters were tackling several major fires across the capital during the heatwave, as temperatures rose above 40 degrees Celsius. We advised the public to continue to call us in the case of an emergency, particularly if there are fires smouldering, but that resources will be managed according to priority. Due to the actions of firefighters, there were no fatalities. The Mayor of London was welcomed to Plaistow Fire Station by the

Commissioner and Deputy Mayor later that week to hear about the actions of firefighters.

The Brigade dealt with a significant number of grass fire incidents in August and the Mayor joined crews in mid-July to urge the public to take extra measures following the continued dry weather. On the weekend of 13 and 14 August, the Brigade took almost 3,400 calls and attended more than 200 grass fires. The Mayor saw how two large grass fires in Leytonstone near Hollows Ponds resulted in several hectares of grassland being destroyed.

In July, a cat rescued from a house fire has become the first pet in London to benefit from a donation of specially adapted oxygen masks. Not-for-profit organisation Smokey Paws donated equipment designed especially for pets to London Fire Brigade as part of the pilot scheme to help animals that need to be rescued from fires. The masks will be carried on fire engines in Battersea, Paddington, Richmond and Hammersmith and if the trial is a success, the kits will be rolled out to stations across the city.

Campaigns

Following the significant hot weather in July, the London Fire Commissioner publicly called for a ban of disposable barbecues, a key fire risk in hot weather. The Brigade urged retailers to stop the sale of the barbecues during hot weather and a significant number of retailers announced that they would do so within the month after our campaign launched. We promoted the call for action in the media and on our digital channels. We also promoted a petition set up by the father of a son who was severely burned by a disposable barbecue, which subsequently got more than ten thousand signatures.

At the start of July, the Brigade took part in celebrations to mark the 50th anniversary of Pride in London. Around 50 members of staff from the Brigade, and their guests, took part in the parade which was led by a fire engine in rainbow colours. Soho Fire Station opened its doors and hosted a special photo exhibition about 50 years of Pride at the Brigade, which featured contributions from staff who have celebrated pride over the years. Before the open day, the Brigade hosted a Pride Breakfast which was attended by over 100 people who heard from the Mayor of London, Deputy Mayor for Fire and Resilience, the London Fire Commissioner

Publicity and campaign news

and the two chairs of the LGBT+ employee support group and the Head of Learning and Engagement at Queer Britain.

The eight week consultation on Your London Fire Brigade, our six-year plan (2023-29) to keep London safe, closed on 27 July. There was a central strand of work with the borough commanders to support their direct engagement with their local communities. Over 200 events were attended or held by LFB across all London Boroughs over the consultation period. These included fire station open days, events and meetings run by local charities and faith groups, festivals and other community events.

As well as getting important insight from communities to help shape the CRMP, this approach enabled LFB to continue to build relationships and trust as a foundation for future engagement and to increase the confidence of borough commanders to operate in a different way.

This work was supplemented by work of the community engagement team to target the under-represented communities from the Autumn 2021 consultation. This included holding some co-produced focus groups with the following organisations:

- Certitude London: London's leading adult social care provider for people with learning disabilities, autism and mental health needs offering support to 1,800 people in 17 London boroughs.
- Hoarding UK: the only UK-wide charity dedicated to supporting people affected by hoarding behaviours.
- Elop: a holistic lesbian and gay organisation that offers a range of social, emotional and support services to LGBT communities pan-London.

We continued to promote the ongoing consultation with traditional and social media and a week before the closure, the Commissioner urged Londoners not to miss out on the opportunity for them to have their say on the Brigade's proposals for the next seven years.

At the start of September, the Brigade continued to promote its ongoing transformation as we invited the Mayor to welcome two new fire boats to the Thames. The boats replace existing fire boats and have the latest technology to

better allow the Brigade to respond to incidents on or near the Thames. This was followed by a display of some of the Brigade's latest equipment, including our new 64m and 32m turntable ladders, which together form a £40m investment in the brigade to better respond to incidents in London.

The Brigade took part in the London Design Festival, holding an exhibition at Shoreditch Fire station for the week which included poster designs with our new typeface and a collection of firefighting objects curated in collaboration with firefighters at the station. It closed with a special open day featuring a vintage & contemporary fire engine display charting the history of our vehicle and uniform design which attracted hundreds of visitors.

A major communications focus in September was supporting the Brigade's participation preparations for the funeral of Queen Elizabeth II. This included securing coverage of our firefighters' queue support effort and our overall input to the logistics and respectful and celebratory posts including those using historical images from our museum archive.

Community Engagement

The Brigade continues to build its community engagement capacity and work with 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, in this Quarter the Community Engagement team launched the new Community Forum.

Following engagement and feedback with communities during 2021, including with a specially formed steering Committee of community members, the Forum has been designed to be representative, meaningful, and inclusive.

The Community Forum purpose is to operate as a sounding board for the LFB. Representing the views and opinions of Londoners including underrepresented and seldom heard communities, and those with lived experience of using LFB services.

The Community Forum will act as a critical friend and support a culture of co-production, meaningful community engagement and represent the community's views key areas of influence within the LFB.

Publicity and campaign news

In this Quarter, the team have delivered community engagement response in the aftermath incidents including the heatwave fires at Wennington, the gas explosion at Thornton Heath and a high-rise fire in Shepherd's Bush. The community engagement team delivered activity at event including Pride, Black Pride and the Trellick Tower anniversary day.

LFB Museum

LFB Museum created and launched a new virtual exhibition as part of the Lambeth Heritage Festival, covering the history of Lambeth River Station and included input from the Massey Shaw Education Trust.

Themes covered on the museum's Twitter account to engage using historical images and objects, included:

- July explored elements of wellbeing captured in the Brigades past including the work of the London Fire Service Benevolent Fund.
- August highlighted large and small objects in the museum's collection. Using images never-before-seen by the public.
- September reviewed the Brigade's impact and work during both World Wars.

The museum, the LFB Information Management Team and crews at Harrow Fire Station had been supporting a temporary exhibition created by Headstone Manor Museum. This was launched in July. Images from the LFB image archive and research were included in the displays.

In September, the team made recordings of the stories of three former workshop apprentices, who worked during the 1960s to restore a vehicle held in the museum's collection. This built useful relationships and will enrich the object record, future interpretation in the new museum displays and help deliver future digital content.

Grenfell Tower Fire

The Grenfell Tower Public Inquiry concluded its evidential hearings in July 2022 with the Module 8 hearings, which aimed to fulfil the functions of an Inquest. The hearings were a poignant reminder of the 72 people who tragically lost their lives.

Core Participants to the Inquiry, including the LFC, 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.

The Metropolitan Police Service (MPS) investigations are on-going. The team continue to liaise with the MPS and staff about requests for interviews in relation to Operation Northleigh.

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. There is also a Restorative Justice element, being led by Mr Paul van Zyl. In addition, the LFC with other Defendants is involved in a second ADR process which involves the firefighter and control room officer claimants.

Financial Performance

Revenue

1. The forecast revenue outturn position at the end of September 2022 is for an overspend of £4,841k, which is 1.0% of the net revenue budget.
2. The forecast overspend is an increase of £696k since last reported at the end of June (LFC-0731) and made up of a combination of the following movements:
 - £9,685k increase in the forecast overspend on operational staff due to impact of additional 2% pay award (£4,200k) that is offset by reserve and operational overtime (£3,219k), the impact of additional Bank Holiday and PAO due to Operation London Bridge (£670k), saving expected from the employers national insurance (£865k) following the government changes arising from the mini-budget, and reduction in average vacancies of 27, now a forecast average vacancy margin of 269 compared to budgeted of 296.
 - £1,322k increase in the forecast overspend on FRS staff mainly due to impact of expected additional 2% pay award that is offset by reserve including saving expected from the employer's national insurance (£218k) following the government changes arising from the mini-budget.
 - £703k mainly due to additional spend on compensation for two recently received high value mesothelioma (asbestos) cases.
 - £573k on cleaning that is offset by the Covid reserve

This is offset by:

- an additional application of reserve offsetting spends above £7,418k, including pay award (£5,200k), (£1,600k) in year saving reserve release and Covid reserve release;
 - in year saving relating to a revenue transfer to capital that will no longer be required £2,559k;
 - As part of the ongoing review of approved growth for 2022/23, the learning and professional development budgets have been reviewed and £856k has been offered as in-year saving.
 - property rates £470k due to reduced liability following rating appeals;
 - £326k on injury pensions with a reduction in overall injury pensioner numbers;
3. This overspend position would result in a draw against the general reserve if not reduced by the end of the financial year, which would reduce it below minimum

forecast levels. This would then necessitate that funding is identified to return the reserve to required levels.

Operation London Bridge

4. Following the state funeral of Her Majesty, Queen Elizabeth II's on Monday, 19 September and our work supporting London and planning, an additional cost on Operational staff including pre-arranged overtime and overtime public holiday £670k and other costs including subsistence, training, and premises of £330k making a total of £1,000k that has been quantified in this report.
5. The forecast overspend of £4,841k could have been considerably more but mitigating measures arising from work done to date to address the overspend includes:
 - in year saving relating to a revenue transfer to capital that will no longer be required £2,559k;
 - use of the Budget Flexibility reserve (BFR) applied to meet inflationary costs £2,000k;
 - £2,000k applied release of earmarked reserves no longer required, to help address the overspend position;
 - £1,600k in year saving reserve release to support our core budget for 2022/23;
 - £1,083k relates to saving expected from national insurance following the government changes arising from the mini budget quantified in the staff forecast;
 - As part of the ongoing review of approved growth for 2022/23, the learning and professional development budgets have been reviewed and £865k offered as an in year saving.

Capital Summary

6. The original budget for the 2022/23 capital programme was £44,996k, as per the Capital Strategy approved as part of the 2022/23 Budget report (LFC-0679). The budget was increased to £47,476k following the capital outturn position for 2021/22 reported as part of the Outturn Financial Position report (LFC-0713). The movement in the forecast variance since last reported at the end of Qtr.1 (LFC – 0731) is £18,284k being profiled to 2023/24.
7. This report recommends that LFC approves the revised capital for 2022/23 including the transfer of £18,284k profiled to 2023/24

Financial Performance

London Fire Commissioner Revenue Summary								
LFC Revenue (£000s)	Year to date Budget	Year to date Spend	Year to date Variance	Budget	Forecast Outturn 30 September 2022	Forecast Outturn Variance (under)/Over	Forecast Outturn Variance at 30 June 2022	Movement between variance figures
Operational staff	136,812	144,391	7,579	273,057	293,878	20,821	11,164	9,657
Other staff	34,640	34,078	(562)	69,216	69,329	113	(1,190)	1,303
Employee related	23,042	22,948	(94)	27,090	27,439	349	(242)	591
Pensions - Injury and Ill Health	11,415	10,960	(455)	21,772	21,446	(326)	0	(326)
Premises	21,807	26,388	4,581	46,304	44,694	(1,610)	496	(2,105)
Transport	14,900	15,427	527	17,335	17,493	158	446	(288)
Supplies and services	21,282	23,355	2,073	31,697	33,024	1,326	287	1,039
Third party	1,054	780	(274)	1,413	1,670	257	(131)	388
Capital financing	411	193	(219)	9,624	9,624	0	0	0
Contingency	4,480	0	(4,480)	11,477	8,352	(3,125)	(2,244)	(882)
Income	(39,018)	(58,305)	(19,287)	(45,880)	(46,728)	(849)	699	(1,548)
Net revenue expenditure	230,824	220,214	(10,610)	463,106	480,221	17,115	9,285	7,829
Use of reserves	(180)	0	180	(1,985)	(13,800)	(11,815)	(4,397)	(7,418)
Financing Requirement	230,644	220,214	(10,430)	461,121	466,420	5,299	4,888	411
Financed by:								
Specific grants	(18,605)	(20,879)	(2,274)	(39,321)	(39,779)	(458)	(743)	285
GLA funding	(210,900)	(72,666)	0	(421,800)	(421,800)	0	0	0
Net Financial Position	1,139	126,669	(12,704)	(0)	4,841	4,841	4,145	696

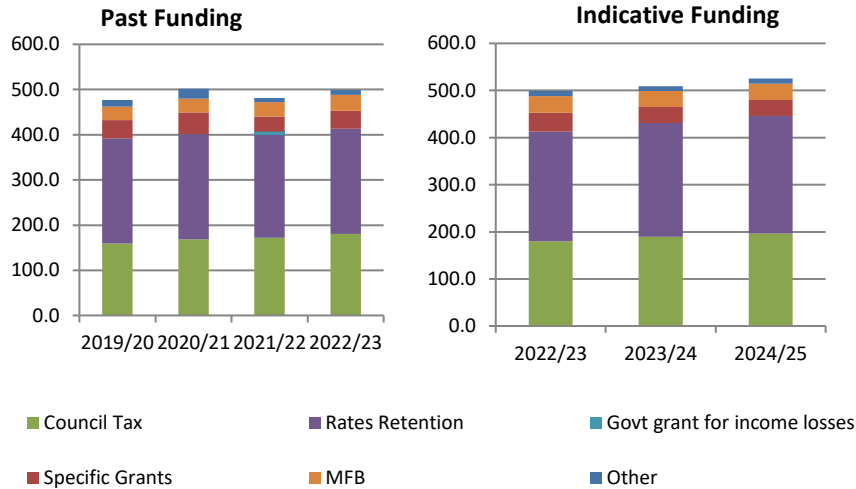
Financial Performance

London Fire Commissioner Capital Summary								
LFC Revenue (£000s)	Revised 2022/23 Capital Budget	Proposed Budget transfer to 2023/24 based on Qtr.1	Revised Budget Q2	Forecast Outturn 30 September 2022	Forecast Outturn Variance (under)/ Over	Forecast Outturn Variance at 30 June 2022	Movement between variance figures	Comments
ICT	9,339	(4,692)	4,647	4,647	0	(4,692)	4,692	£4,692k is proposed to be reprofiled to 2023/24 due to project delays including procurement delays in the Control and Mobilisation Systems (CAMS) project (£3,249k) and on the Operational Risk Database (£1,100k).
Property	18,878	(9,214)	9,664	9,664	0	(9,214)	9,214	£9,214k is proposed to be reprofiled to 2023/24 due to (£5,300k) reprofiling in the Minor Improvement project including 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 Wellingington Fire Stations as these projects will be split over 2 years.
Communications	1,160	(1,160)	0	0	0	(1,160)	1,160	£1,160k is proposed to be reprofiled to 2023/24 due to reprofiling of the Museum project due to the delay in the disposal of the 8 Albert Embankment premises.
Fleet and Equipment	9,899	(3,218)	6,681	6,681	0	(3,218)	3,218	The movement of £3,218k is due to project reprofiling because of delays on Officers Pool cars due to global chassis supplier delays, Operational Support Unit project, Cutting Van slippage etc. all due to suppliers' delays.
Operational Policy	8,200	0	8,200	8,200	0	0	0	The forecast spends of £8,200k for Respiratory Protective Equipment and Radio Equipment remains on budget for 2022/23. Contracts are being drawn, however, there is a 3-5months delivery schedule which will be closely monitored if there were to be delays due to the current global supply chain issues.
Total Capital Expenditure	47,476	(18,284)	29,192	29,192	0	(18,284)	18,284	Movement between variance is mainly due to reprofiled budget to 2023/24

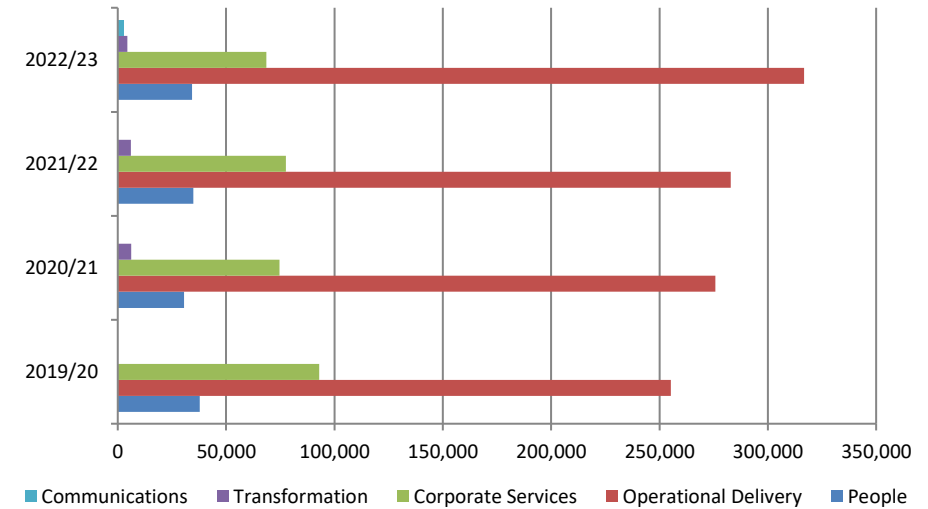
Financial Performance

Financial trends

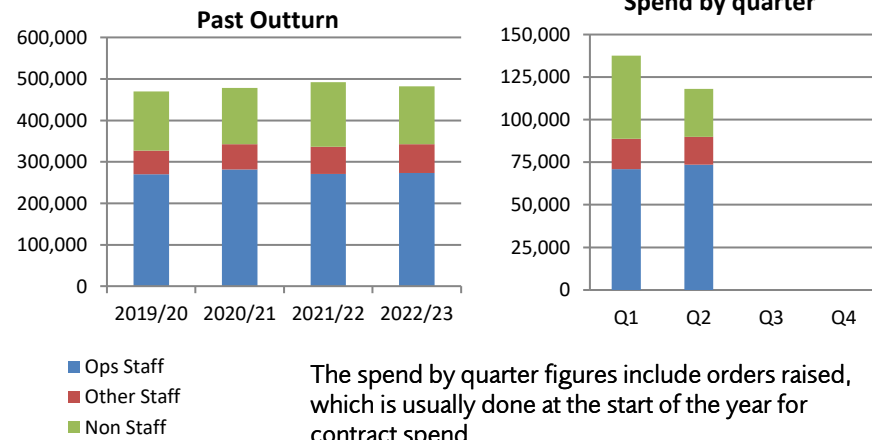
Total Funding for LFC (£m)



Directorate Spend by Year (£k)

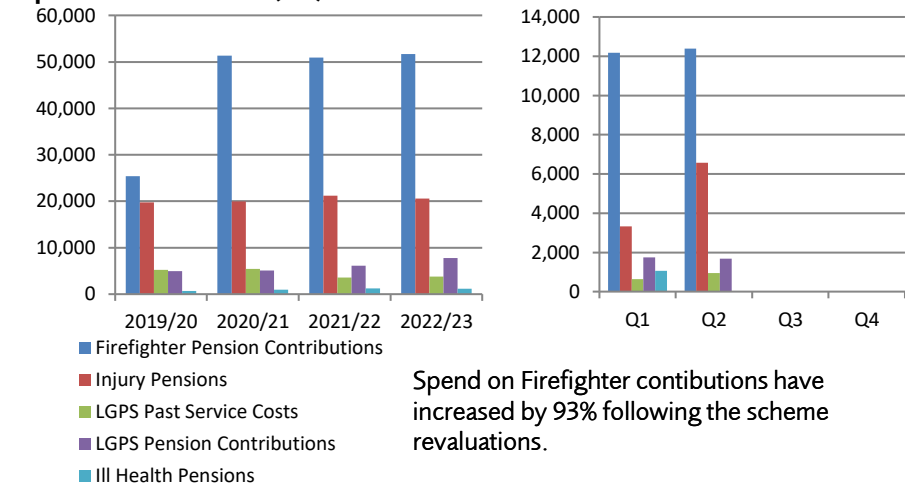


Total Costs (£k)



The spend by quarter figures include orders raised, which is usually done at the start of the year for contract spend.

Spend on Pensions (£k)



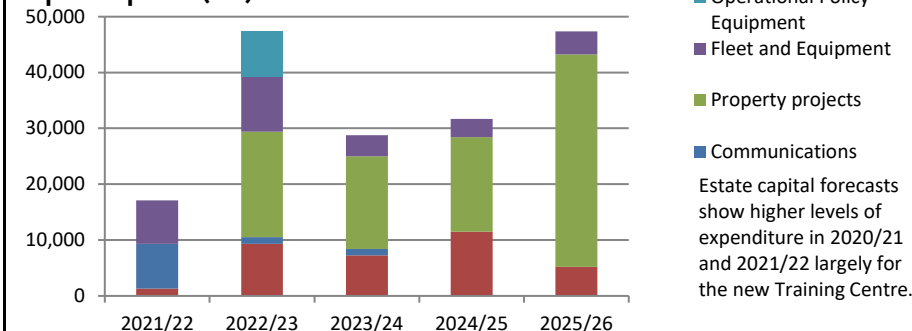
Spend on Firefighter contributions have increased by 93% following the scheme revaluations.

Financial Performance

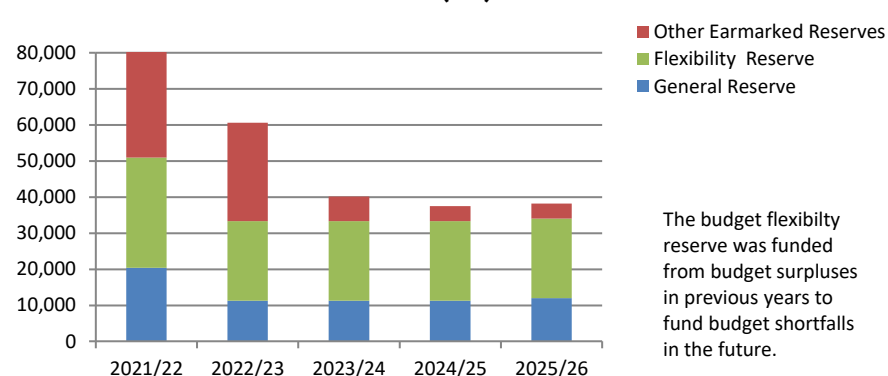
Capital, borrowing and reserves

Capital, borrowing and reserve

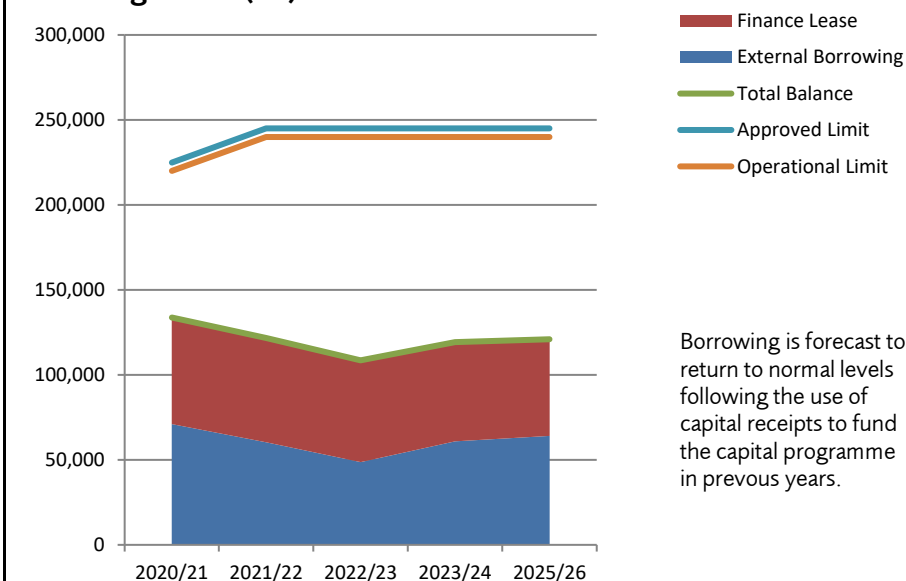
Capital Spend (£k)



Reserve Balance in Future Years (£k)



Borrowing Levels (£k)



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
Capital Expenditure Reserve	7,045			
Compensation	500	500	500	500
Emergency Services Mobile Com	888	888	888	888
Fire Safety and Youth Engagemer	4,160	2,103	-	-
Grenfell Infrastructure Reserve	327	-	-	-
Hydrants	120	-	-	-
ICT Development Reserve	1,117	591	591	591
In Year Savings Reserve	2,000			
LFB Museum Project	179	59	-	-
London Resilience	771			
Community Risk Management Pla	991	491	47	47
Pension Earmarked Reserve	420	420	420	420
Sustainability	179	179	179	179
Transformation Delivery Plan	1,598	598	598	598
Vehicle & Equipment Reserve	2,215	918	918	918
Leadership reserve	220	70	20	20
Earmarked reserves total	22,730	6,795	4,139	4,139

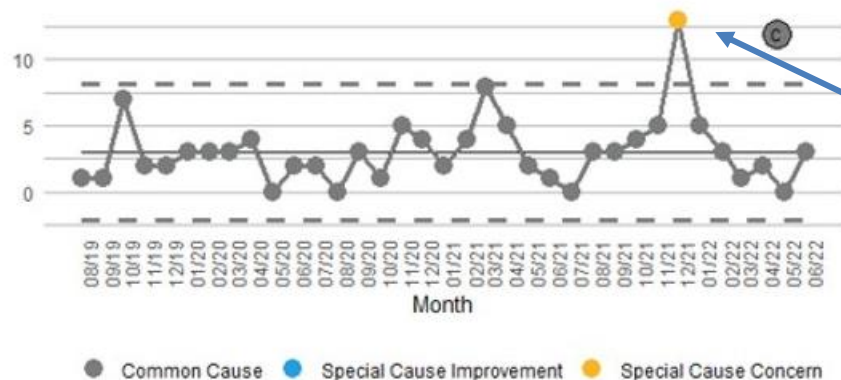
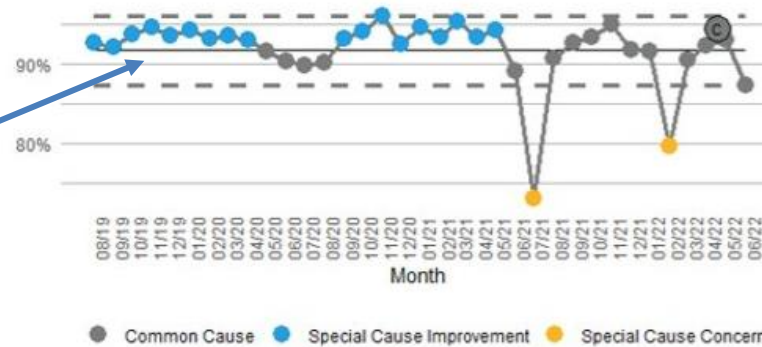
Key and SPC Chart Example

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

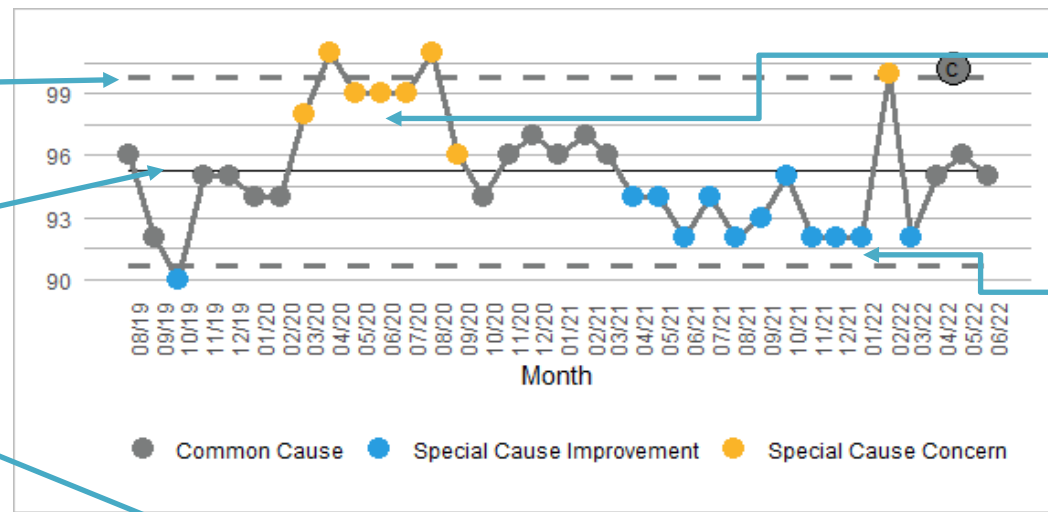
Indicators	Projects	Risks
 Performance on target	Time/cost targets will be achieved and all quality criteria satisfied	Minor risks (green 1-3 rating): These risks would impact on a department or team in a department or local piece of work and/or the risk is unlikely to materialise.
 N/A	N/A	Moderate 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 

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 focusses 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, educating the public 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. A new HFSV strategy has been agreed which will see a more targeted approach to high risk individuals using new datasets for 2022/23.

Despite our prevention activity we sadly continue to see fatal fires across London every year. Each 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 has been produced which shared the outcomes of the year's Fatal Fire Reviews with borough and station staff as well as Fire Safety Regulation staff.

We sadly see fire death victims that were 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.

We continue to work with our blue light partners under the "London Safety Centre" to provide a consistent, efficient collaborative approach to prevention activities across the capital. This has also included the trial of a 'drop-in' retail unit at Westfield Stratford in September.

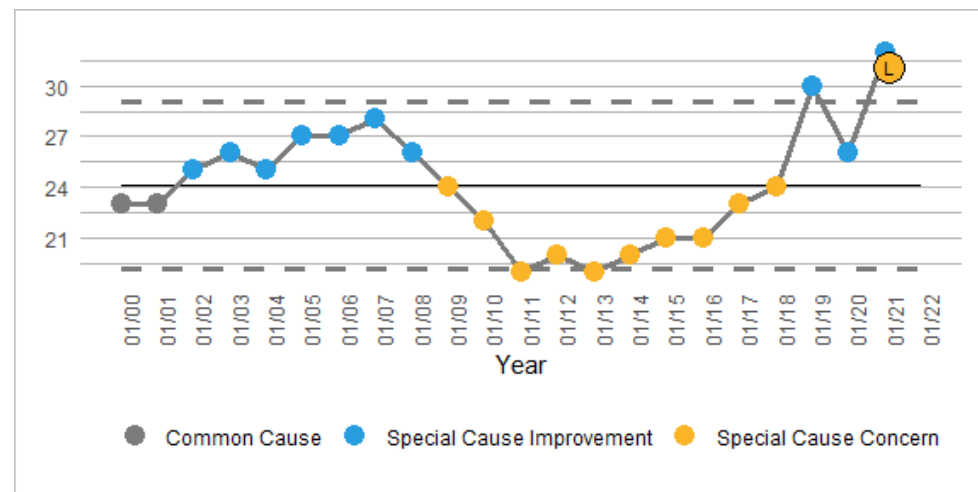
Extensive work is underway to formulate a standard approach across the organisation to evaluate our prevention activities in a meaningful way, which will incorporate HFSVs, all of the Youth Services as well as Road and Water safety activities, with a view to broaden the scope of our evaluations into other aspects of the service.

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

Performance Indicators – Prevention

Indicator	Sep-2021	Dec-2021	Mar-2022	Jun-2022	Sep-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>	233	227	237	244	244	400	+4.7%	0%
H4 : Fires in care homes - <i>rate per 100 care homes</i>	8.46	8.24	8.61	8.86	8.86	N/A	+4.7%	0%
H5 : All fire deaths - <i>10 year average</i>	45	46	46	46	46	50	+1.6%	0%
CX3A : All fire deaths - <i>12 month rolling</i>	38	50	45	43	43	N/A	+13.2%	0%
H6 : Accidental fire deaths in the home - <i>10 year average</i>	34	36	36	35	35	35	+1.2%	0%
Accidental fire deaths in the home - <i>12 month rolling</i>	27	38	36	31	33	N/A	+22.2%	+6.5%
H7 : Injury from fire - <i>5 year average</i>	825	819	814	779	768	1000	-6.9%	-1.5%
Injury from fire - <i>12 month rolling</i>	709	715	731	666	705	N/A	-0.6%	+5.9%
H8 : Home Fire Safety Visits - <i>12 month rolling</i>	24,718	30,233	35,201	38,437	41,318	76,000	+67.2%	+7.5%
NEW : % of P1 people HFSVs as proportion of overall target - <i>monthly</i>	24.27%	18.87%	22.48%	23.18%	30.49%	75%	+25.6%	+31.5%
NEW : Number of online HFSV triages – <i>year end cumulative</i>	3,086	5,420	7,474	1,205	2,525	15,000	-18.2%	N/A
H9 : Educating young people - <i>12 month rolling</i>	48,925	50,077	45,027	62,698	69,742	100,000	+42.5%	+11.2%
CO1 : Time by station staff on Community Safety - <i>12 month rolling</i>	6.12%	6.71%	7.43%	8.23%	8.77%	10%	+43.4%	+6.5%

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



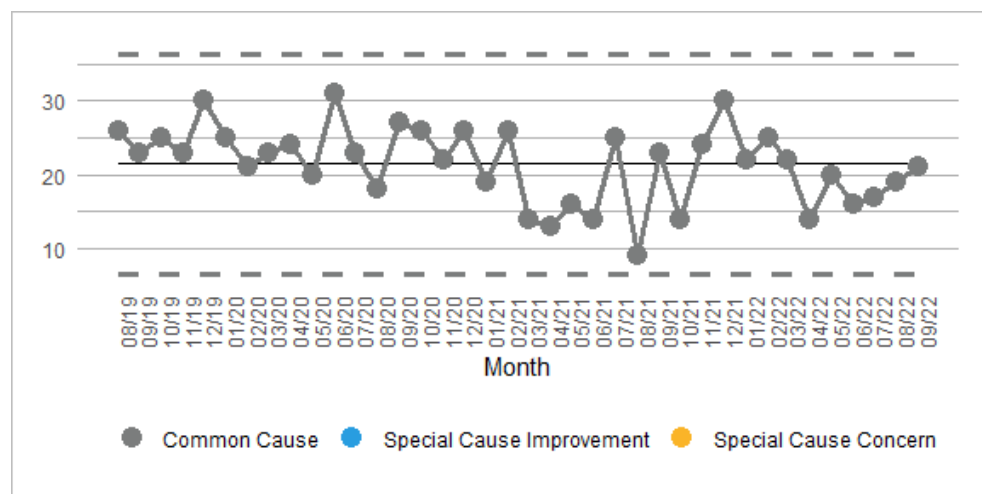
Annual target 25 | 2020/21: 32



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.

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

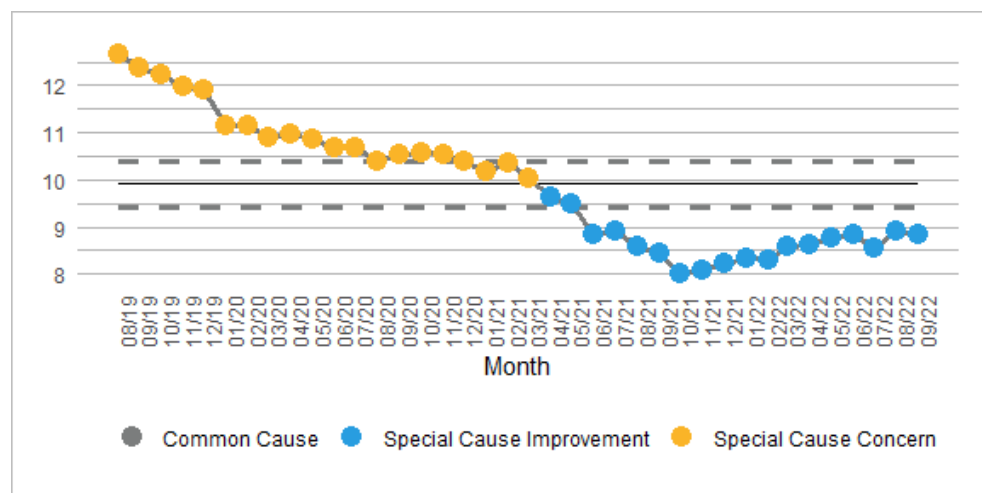
H4 : Fires in care homes / specialist housing for older people - monthly



12 month rolling target: 400 | Sep 2022: 244



Fires in care homes - rate per 100 care homes*



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

Fires in care homes have continued to remain well below our target, with the rate per 100 care homes remaining steady over the last two quarters. 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.

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.

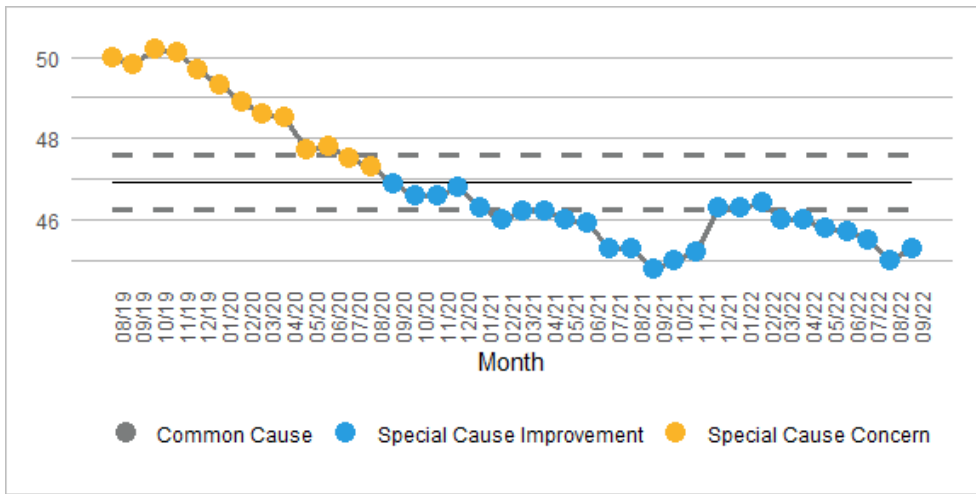
The auditing and inspection of care homes has remained a challenge with low numbers of Fire Safety Inspecting Officers qualified to carry out these inspections. The number of Fire Safety staff qualified for audit of higher risk premises was at 52% in June 2021, it is now 22 percent in September 2022. The desktop audit figure has decreased from quarter one in 2022/23 to quarter two in 2022/23. There has been a targeted push to have more physical audits carried out.

Comparison for care homes desktop audits (FS14)		
	Q1 2022/23	Q2 2022/23
Total	126	5

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.

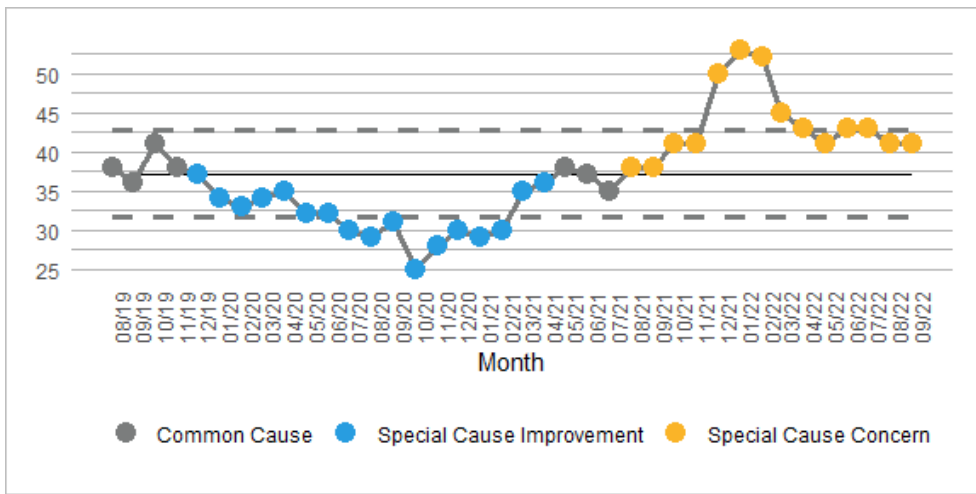
Prevention and Protection – where fires are happening and who we're targeting

H5 : All fire deaths - 10 year average

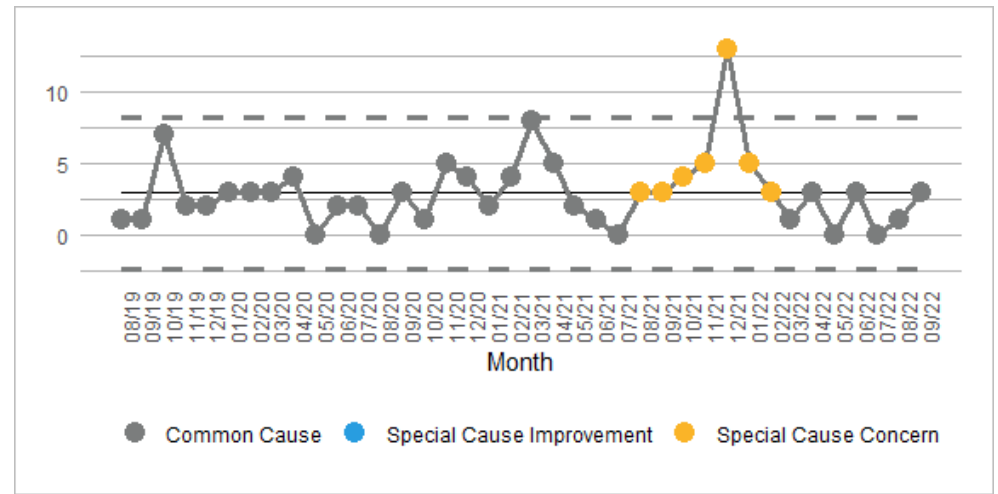


10 year average target 50 | Sep 2022: 46 ✓

CX3A : All fire deaths – 12 month rolling



All fire deaths – monthly

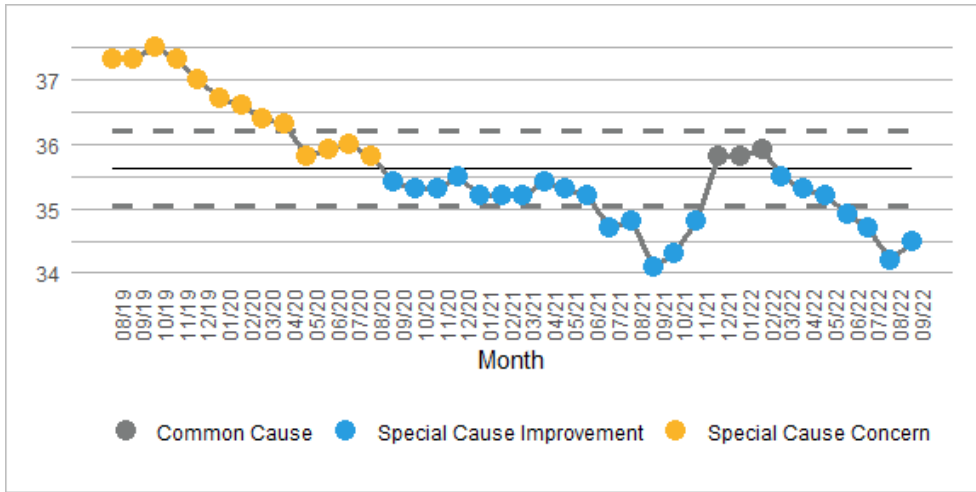


The all fire deaths (10 year average) is reporting as on target at an average of 46.

Since October 2021 there have been 45 deaths at a fire. The coroner has found that two 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 September 2022. Of these, 33 fire fatalities occurred during accidental dwelling fires, nine incidents are still under investigation.

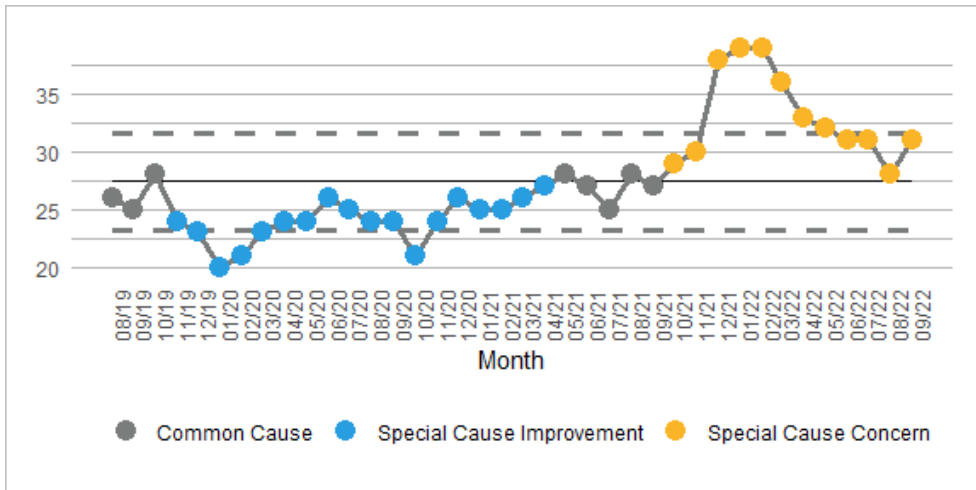
Prevention and Protection – where fires are happening and who we're targeting

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

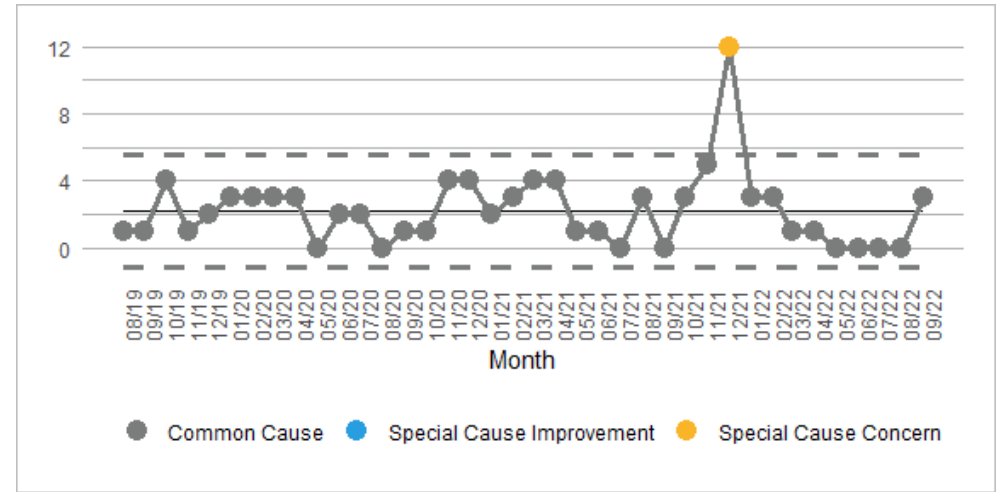


10 year rolling average target 35 | Sep 2022: 35 ✓

Accidental fire deaths in the home – 12 month rolling



Accidental fire deaths in the home – monthly



The accidental fire deaths in the home (10 year average) is reporting on target at 35. The Brigade has a well-established 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.

Since October 2021, 21 incidents have been subject to a fatal fire review with three taking place in quarter two. Of the 21 incidents, ten letters setting out concerns that could be considered as part of a 'Prevention of Future Deaths' (PFD) Regulation 28 letter, have been sent to the coroner.

There are common themes to letters sent to the coroner 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. However, due to the evidence now accumulated, a Position statement is being drafted.

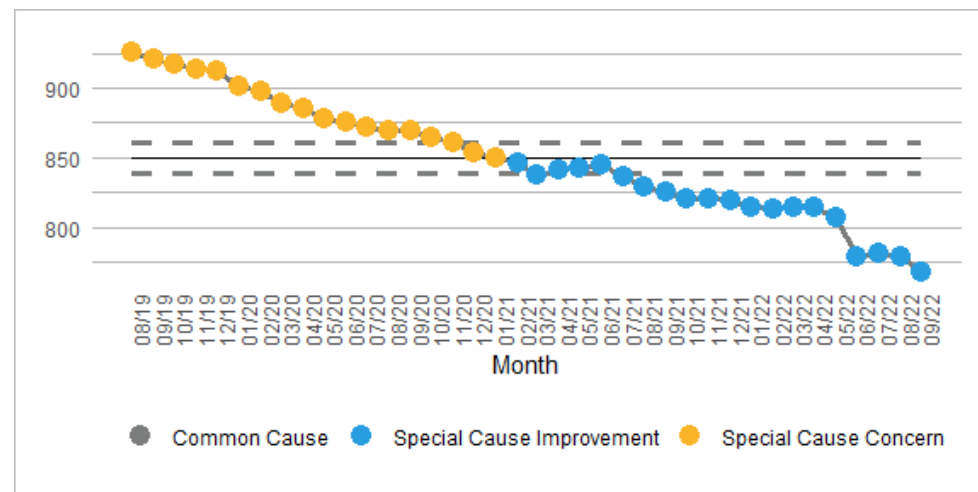
Prevention and Protection – where fires are happening and who we're targeting

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 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 (21 of 33) 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 had 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 and the backlog of HFSVs has now been cleared.

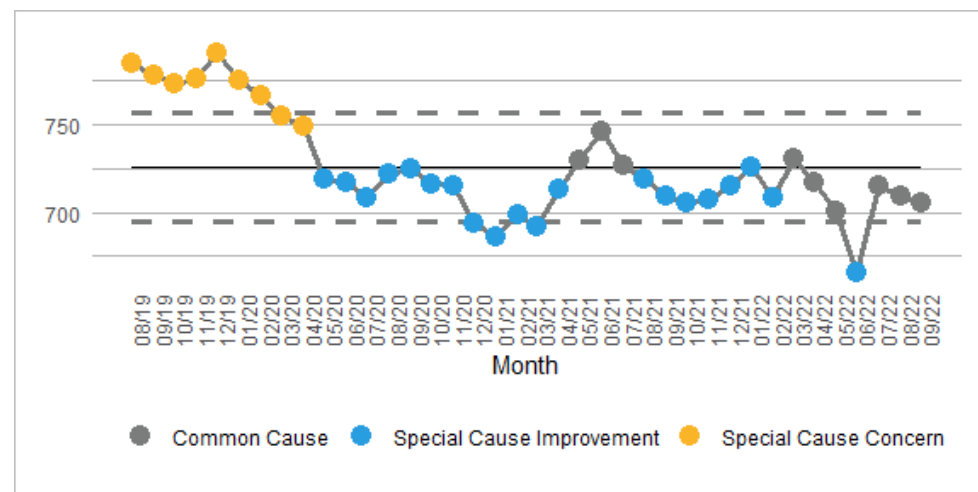
H7 : Injury from fire - 5 rolling year average



5 year rolling average target 1000 | Sep 2022: 768



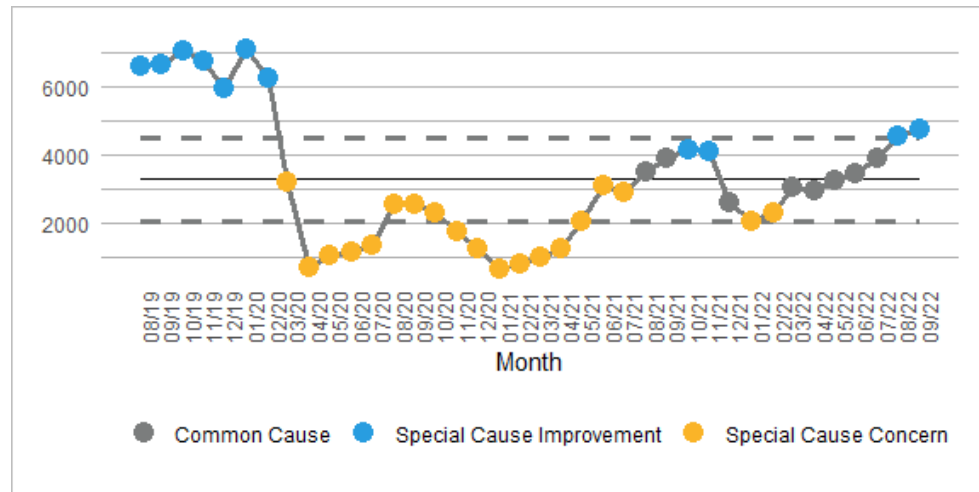
Injury from fire – 12 month rolling



The number Injuries from fire (5 year average) continues to report on target and has shown steady improvement having fallen by 7% over the last year.

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

H8 : Home Fire Safety Visits - monthly



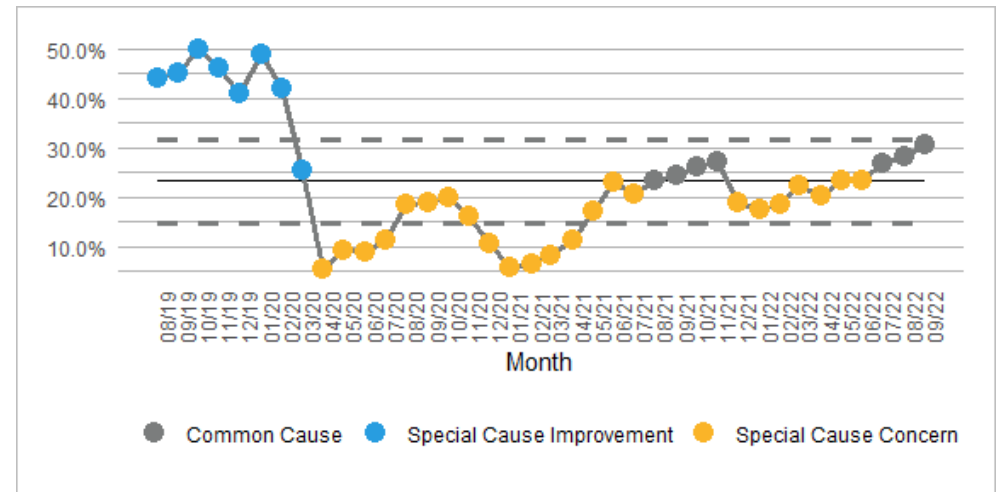
12 month rolling target 76,000 | Sep 2022: 41,318 X

There is a continued challenge to meet the targets assigned to HFSV's including:

- The Number of Pumping Appliances unavailable each day due to the current Average Vacancy Margin (AVM) and the subsequent increased operational commitment.
- The increase in the numbers of visits required to fulfil our requirements regarding Operational Risk Database (ORD) entries.
- The Community engagement work to support the CRMP consultation.

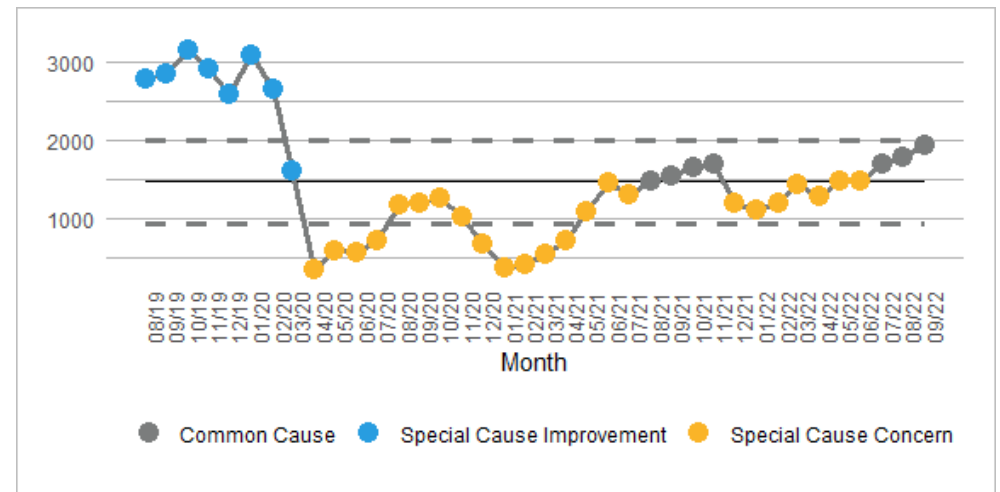
There is a commitment to increase HFSV numbers. This is being led by local initiatives such as Croydon Borough working with MIND and other local partners by proactively seeking out high risk individuals collaboratively with the Charity. This is ongoing and immediate action. The Borough Risk Management Plans will be critical in defining the approach each Borough will take in seeking and supporting those most vulnerable.

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



Monthly target 75% | Sep 2022: 30.49% X

No. of P1 people HFSVs - monthly



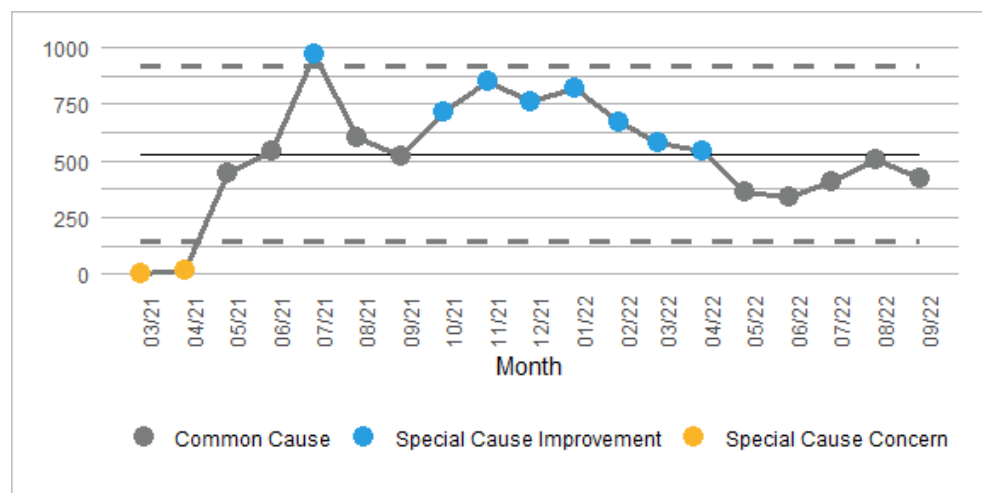
Sep 2022: 1931 N/A

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

The new approach to HFSVs and the creation of the Borough Risk Management Plans will be both key to defining those most at risk and targeting engagement and activity to meeting their needs. Now is also the time to define performance indicators that drive improvement in an intelligent way.

Local partner initiatives will not pause whilst these plans are being built and the plans will create local agency and accountability in the area.

NEW : Number of online HFSV triages – monthly

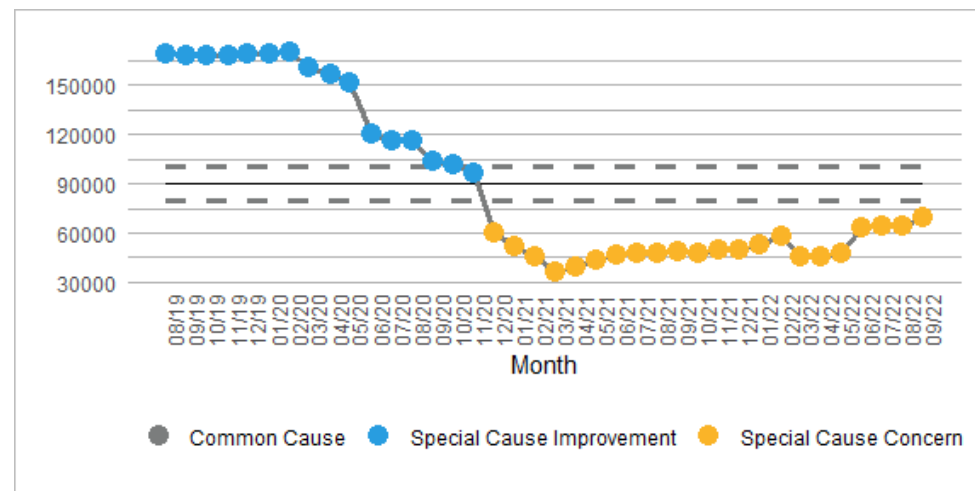


Year end cumulative target 15,000 | Apr-Sep 2022: 2,603 X

Prevention and Protection are working closely with the communications department on a joint communications plan to increase the numbers and the reach of the Home Fire Safety Checker. Targeted advertisement is taking place within e-newsletters and magazines, physical literature owned by the Brigade (such as hot strike flyers etc) will incorporate a QR code into them to allow operational crews the ability to promote the checker during prevention activities and work is commencing with the fundraising manager to scope out a partnership with hardware stores such as B&Q to provide discounted alarms on completion of the checker. Recent London and national media work has also promoted the online checker.

If the HFSV strategy is approved, we will see an increase in the next financial year, as 'low risk' HFSVs will be directed towards the checker or telephone visits.

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



12 month rolling target 100,000 | Sep 2022: 69,743 X

12 month rolling data	Dec 21	Mar 22	Jun 22	Sep 22
Children reached school visits	35,222	42,199	45,072	46,830
FIS	82	95	98	105
Fire Cadets (annual data)	442	469	469	469
Safe Drive, Stay Alive	0	0	0	0
Junior citizens	14,331	2,265	17,060	22,339
Overall	50,077	45,028	62,699	69,743

From April 2020, 3 provisions which provided data under 'Educating Young People' ceased delivery following the outcome of the internal Youth Review (LiFE and Crossfire) and the onset of Covid-19 (Safe Drive, Stay Alive). This saw our overall provision reduced by nearly half.

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

Over the last 5 months, we have shown an upward trajectory, with the reintroduction of Junior Citizens, predominantly in person education delivery and Fire Cadets units transitioning back to borough-based delivery.

It is anticipated that this trajectory will continue upwards, with the addition of the expansion of the Fire Cadets programme into further boroughs, with all units planned to be operational by January 2023.

Since April 2022, 15,180 young people have been engaged with under the Safety First provision into secondary schools, which at present do not count toward the indicator.

Youth Services is exploring the reintroduction of Early Intervention provision and is embarking on supporting youth project provision within boroughs.

Youth Services

The Brigade has a long-standing history of delivering child and youth engagement, intervention, and education schemes 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.

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 Junior Citizens. Following a review of all youth activities, a new structure for youth work has now been introduced in line with the 2022/23 academic year. This coincides with a full-scale review and evaluation of the Youth Services offer, to ensure that the youth schemes meet the needs of young people across London.

Firesetters Intervention Scheme (FIS)

In quarter two, the Firesetters Intervention Scheme (FIS) received 30 referrals and currently have 72 open cases across London. 127 intervention sessions, including

multi agency meetings, were completed by caseworkers with 24 cases processed for closure during this quarter. As a routine part of the service, a Home Fire Safety Visit (HFSV) is offered with 19 accepted as high priority upon referral to the scheme.

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 ensure consideration of a referral to FIS.

Education Team

The Education Team continues to explore ways of working outside of their standard delivery to schools to broaden both the scope of the Education Officers and the Education Team's objectives. When responding to fire incidents where it has impacted on communities/residents, collaboration with other departments to provide bespoke activity days to alleviate concerns from those affected.

During quarter two, the Education Team continued to promote the return to face-to-face visits, as well as virtual visits via Teams, and have seen a 60 percent increase in schools requesting face to face visits; engaged with 80 schools (22 virtual visits and 58 face-to-face visits), delivered 250 sessions to approximately 7500 children participating in the Prevention, Detection and Escape workshops. The Education Team's offer to Primary Schools continues to be a blended approach of face-to-face or virtual visits, to enable delivery to be tailored to each school's needs.

A review of the pilot project delivering to Year 5 students, covering Burns and Road Safety, is now underway to establish these subjects as part of the core delivery of schools' education. A third subject area covering Water Safety is due to be piloted in quarter 3.

Safety First

Safety First is a joint initiative delivered by the blue light collaboration of emergency services; London Fire Brigade (LFB), Metropolitan Police and London Ambulance Service (LAS). Educational workshops are delivered to Year 8 classes with a target to deliver to 60 school visits annually, targeting schools in priority boroughs identified by the Metropolitan Police. Throughout the delivery, a selection of prevention workshops is offered, and schools must pick at least one from each agency:

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

- LFB: Arson, Road Safety and Water Safety
- Police: Sexting, Child Exploitation, Serious Youth Violence and County Lines
- LAS: Choose Well, Knife Crime, Drugs & Alcohol and Mental Health & Wellbeing

The objective is to educate young people in the consequences of risky behaviours, and to reduce anti-social behaviour, making communities safer for all.

Safety First school visits are offered as physical in person visits with virtual visits still available for resilience. During quarter two, seven schools received face-to-face visits, reaching 1066 young people.

In the remaining 6 months of the original Safety First MOPAC funding period, we are continuing to focus on the most vulnerable children. Safety First visits to Pupil Referral Units will increase however due to the lower number of children in each class, lower numbers of children seen are to be expected.

Fire Cadets

Quarter two saw the completion of the academic year for all 201 young people. Pass out ceremonies were hosted at 19 Covid secure stations to celebrate the young people's achievements. NFCC Fire Cadets Award 1 qualifications and Jack Petchey achievement awards were also presented. Engagement continued throughout the summer holidays, with young people and volunteers supporting a range of LFB and national events, alongside conducting a range of social action projects.

Engagement at Officer Cadet level remains high, and assessments were held towards the end of quarter two. These are aligned to Junior Officer processes, with candidates undertaking an operational skills assessment, presentation, and interview. 16 current Officer Cadets were selected to attend the Fire Service College to undertake a real fire training weekend in recognition of their outstanding achievements.

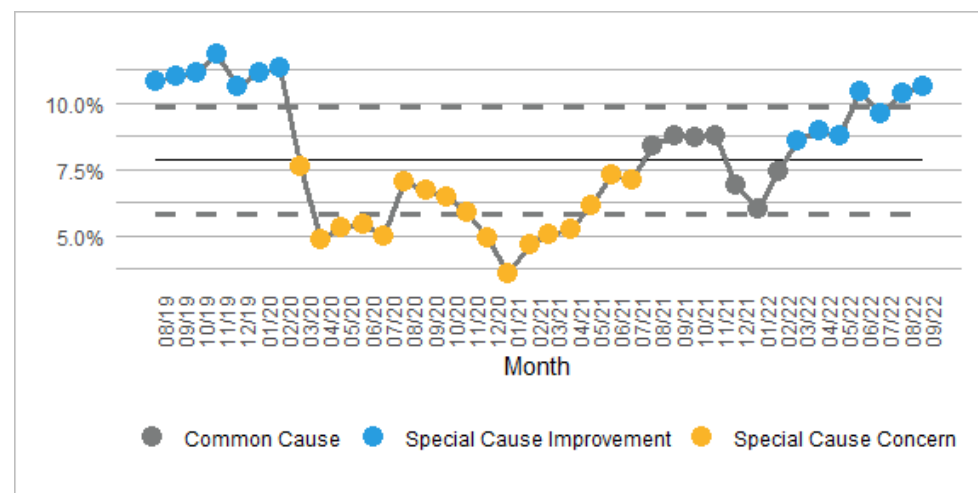
Recruitment took place throughout quarter two for the first tranche of 15 cadet units opening in October with borough and community engagement focusing on schools and local authorities, alongside social media campaigns and leafleting. Units are on

track to open with full cohorts, providing an initial number of approximately 240 first year Fire Cadets.

In quarter two, recruitment and community engagement activities continued in preparation for a further 12 Fire Cadets units, to open in January 2023. It is anticipated approximately 190 young people are on track to be recruited by January.

The popularity of our volunteering opportunities continues with 179 volunteers returning to units to undergo refresher training, and planning for the upcoming.

CO1 : Time by station staff on community safety - monthly



12 month rolling target 10% | Sep 2022: 8.77% X

This indicator measures the percentage of available time utilised on community safety activity by fire station staff. Performance progress against the indicator continues to show a positive increase following the dip in activity caused by the operational pressures during the heatwave. The borough of Kingston is an example of this upward trend where due to the community engagement work with key stakeholders they have consistently been over the target since May this year. The River Community, Korean and Muslim Community have all seen increased engagement through the CRMP consultation. This included contacting Korean Leaders and inviting Churches and other Community Leaders to family open days at

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

the borough Fire stations. This has led to the local stations being involved in the harvest festival celebrations and invitations for our staff to the Kingston Kimjang Festival. Positive long-term relationships are now being forged. This is alongside regular community commitments such as working with Kingston College Public Services Course and Local Care Homes.

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. 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 certifying 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 and the Public Health Act 1961.

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 regarding heritage buildings. Such work is key to enabling us to be at the forefront of developments, technological advances and change in the built environment.

Operation London Bridge: Protection's role in ensuring fire safety

In collaboration with the combined LFB efforts, teams across the department temporarily repurposed routine work which included Building and Licensing consultations, along with (non high-risk or urgent) pre-planned programmed inspection work to focus on the area in and around the event footprint.

More than 650 fire safety inspections were completed over a 7-day period, targeting small hotels, licensed premises, houses in multiple occupation, cafes, bars, restaurants, and shops. Within the footprint, officers also inspected and provided

advice at a range of premises including temporary structures, the media village, Westminster Abbey, and accommodation for circa 2,500 additional police and military that were in London.

Transport Fire Safety inspectors carried out inspections at 100 transport hubs covering rail, road and river, as well as circa 170 concessions (e.g., shops/kiosks) based on these sites. The Transport team also worked with TfL and transport partners to help support or resolve event-specific issues relating to the exceptionally high level of footfall, such as volumes of people resting at transport hubs overnight.

Specialist Fire Engineers also worked closely with Operational Resilience colleagues to help review fire risk assessments and evacuation strategies at key venues (for VIPs). Additionally, staff from various fire safety disciplines provided a 24/7 emergency response to any alleged fire risk, major fire safety concern or fires.

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 and came into force on 16 May 2022.

The Government has made a risk-based prioritisation tool for fire risk assessments available to responsible persons who hold portfolios of residential properties and 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 and direct meetings with the Home Office including what is termed 'the Early Adopters Group' which will be looking at the impact of the Fire Safety Act. It remains the case that full guidance that is unlikely to be available until later in the 2022/23 reporting cycle.

The Fire Safety (England) Regulations 2022 were made on 18 May 2022 and are due to come into force on 23 January 2023. The regulations implement Grenfell Tower Inquiry (GTI) phase one recommendations and provide improvement to the RRFSO regime. These are largely related to the 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 storage of the information are in place before the coming into force of the regulations. Officers are working with stakeholders including the Home Office due

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

to the potential challenges of Local Authorities and Responsible Persons sending LFB data relating to thousands of blocks, with templates/data sets that are not yet finalized. We continue to work with the OneRisk Project Team to ensure storage and dissemination of received information will be available once implemented.

The new regulations exclude implementation of the recommendation for Personal Emergency Evacuation Plans. Instead, the Government ran a new consultation on proposals for 'Emergency Evacuation Information Sharing' to which we responded. The outcomes of that are awaited from Government.

Legislation: Building Safety Act

The Building Safety Act received Royal Assent on 28 April 2022 and 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. Consultation documents from the HSE covering some aspects of the proposals came out for consultation during the period and will be responded to in Quarter 3. Our understanding is that the RRFSO will continue for day-to-day monitoring of high-risk buildings covered by the new regime. This aspect is yet to be covered in consultations documents issued by the HSE. Further consultations are expected during Quarter 3. 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. However, mechanisms need to be put in place to train, retain, develop and support new staff. 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.

High Risk Premises

LFB continue to maintain a dedicated team who are responsible for data and enquiries relating to when a building design strategy moves from 'stay put' to simultaneous evacuation or returns to 'stay put' following remediation. As of 14 October, the team was monitoring 1102 buildings on the un-remediated list.

The update to the national Simultaneous Evacuation Guidance was issued on 18 August 2022 and is available on the NFCC website. In London, as of 14 October, we currently have 119 buildings of the 1102 with a waking watch, whereby people on site are manually detecting fire and alerting residents.

The sharing of enforcement and prohibition information on buildings with fire station personnel is managed by the team with a focus to ensure they receive the latest risk information relating to buildings. The enforcement detail held on the public register is also being shared with fire stations, so the operational risk database can be updated, and new premises risk assessments carried out and the risk recorded correctly.

Upon the coming into force of the Fire Safety (England) Regulations 2022, information is required to be sent through to the fire rescue services. This information may incorporate:

- 1) Electronic plans of each floor of residential high-rise premises
- 2) External Wall information
- 3) Up to date status of firefighting lifts and last test dates

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 to be consistent and to ensure that information is presented in a compatible

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format enabling the sharing of information between relevant departments. An IT solution is now being designed to this from Fire Safety to Operational appliances.

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 two 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 supported the latest publication of the joint code of practice for fire safety on construction sites. FEG have also supported our public affairs team in providing technical feedback for a consultation on the London plan fire safety guidance. Raising awareness of concerns regarding Modern Methods of Construction (MMC) continues.

FEG has where possible, continued to directly 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 seen some success with schemes being revised to include multiple staircases and given greater consideration to developing an inclusive evacuation strategy. 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.

Consultations internally referred to FEG, and subsequently responded to, for quarter two stands at 81 new complex consultations received and 85 responded to. There remains a backlog of work due to increase in number of consultations received during 2021. Output has been impacted by staff absences (including COVID-19) together with significant numbers of the team undertaking essential

professional qualifications and the necessary development process for new members of the team.

Risk Based Inspection Programme

The Risk Based Inspection Programme (RBIP) is part of the London Fire Commissioner's overall integrated approach to risk management by prioritising the inspection of premises based on risk. The Definition of Higher risk Occupancies is being reviewed nationally and along with consideration of the unique risk profile in London, has given LFB the opportunity to review how we can target higher risk premises more efficiently and to free up capacity to carry out more locally based intelligence led Active Risk Targeting (ART). Therefore a Project Team was set up to refresh the RBIP as a new approach is required to allow LFB to achieve its aims of improving effectiveness and efficiency (e.g., by introducing a broad range of interventions including self-service tools) and to reduce the risk in London. The revised RBIP, along with the use of Fire Safety Checks by front line crews, will allow inspecting officers to focus on higher risk premises more effectively.

The RBIP Project Team are working alongside the National Fire Chiefs Council (NFCC) and their work in this area.

The revised RBIP will be commence in April 2023.

Fire Safety 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 and Excellence (CLE).

In an exploration of career pathways and opportunities for operational colleagues, CLE is aiding the delivery of a pilot course, consisting of six firefighters and one Control staff member, launched in April 2022. All candidates will continue their rolling schedule of six weeks in fire safety and two weeks maintaining their operational requirements. 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

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delivering a new operating model. A full review will be undertaken at the end of the pilot.

Future CLE courses are proposed to be scheduled in line with demand, to facilitate and support the increased establishment and training requirements. Candidates consolidate their training by completing a bespoke development folder to record and demonstrate applied learning in addition to maintaining Continuous Professional Development (CPD) and providing a developmental pathway supported by Fire Safety Development Officers.

Draft workforce planning proposals are being developed and discussed in line with the requirements of the Building Safety Regulator, which will see further staff undergo training and development via the CLE over the next two year. CLE capacity is currently under review in line with these proposals.

Transport Liaison Group

Transport Liaison Group (TLG) focus on preparing for the operational response of fire crews to incidents, together with undertaking fire safety enforcement on the London transport network and working with partners in the development of new transport infrastructure projects.

Working in collaboration with TfL and British Transport Police (BTP), the group enable familiarisation for LFB operational crews about the use of the BTP emergency rescue unit, the provision of advice around e-scooters and e-bikes as required, together with the ongoing reviews of working arrangements and protocols to enable the transport infrastructure to remain safety for Londoners and its visitors

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 provide the lead for fire safety Primary Authority Partnerships for the Brigade, together with undertaking fire risk

assessments of all Brigade premises. Primary Authority working resumed from the 1 April 2022.

Since 1 April 2022, 34 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

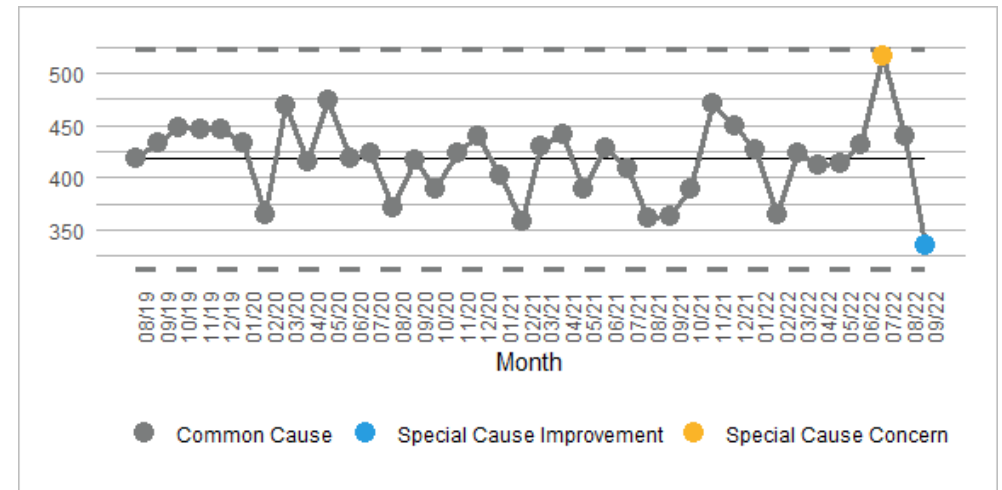
The Petroleum & Alternative Fuels Group continues to complete all programmed inspection activities across London, whilst working collaboratively with the NFCC in their engagement with the Home Office, Department for Levelling Up, Housing and Communities (DLUHC), Office for Zero Emission Vehicles and the Department for Transport in understanding the risks electric vehicle charging equipment may have on the built environment and a petrol filling stations (PFS). Identification 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 underway, however due to the fast-paced development of alternative fuels, engagement is continuing at a national level to ensure risks are appropriately managed and the necessary guidance and procedures are put in place, including carrying out a review of the qualification/training program to ensure the competence of staff is maintained.

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

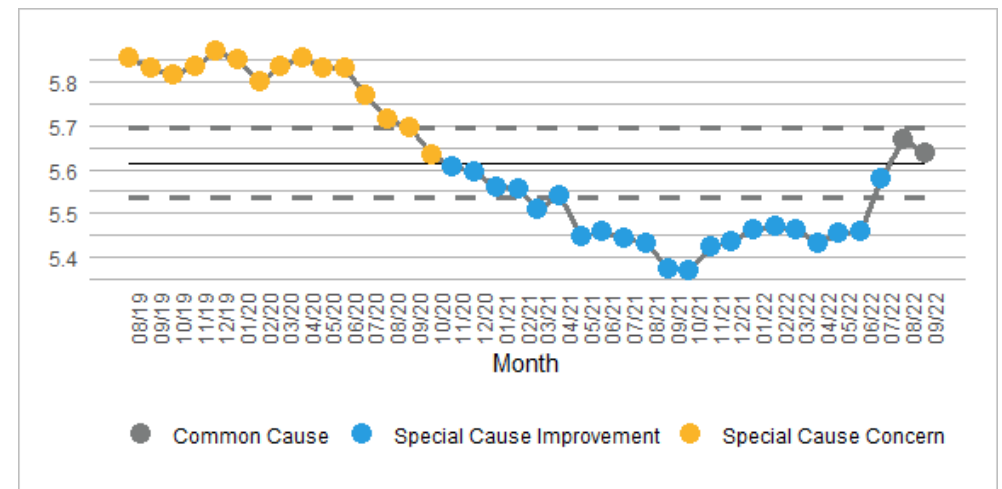
Performance Indicators – Protection

Indicator	Sep-2021	Dec-2021	Mar-2022	Jun-2022	Sep-2022	Target	Annual change	Qrly change
H2 : Fires in the home - 12 month rolling	4,836	4,894	4,918	4,914	5,074	6,000	+4.9%	+3.3%
Fires in the home - rate per 10,000 pop	5.37	5.44	5.46	5.46	5.64	N/A	+4.9%	+3.3%
H3 : Fires in other buildings - 12 month rolling	1,241	1,294	1,414	1,501	1,586	2,500	+27.8%	+5.7%
Fires in other buildings - rate per 1,000 non-dom buildings	4.01	4.18	4.56	4.84	5.12	N/A	+27.8%	+5.7%
H10 : All fire safety audit/inspections - year end cumulative	5,007	7,019	9,216	1,777	3,750	9,000	-25.1%	N/A
NEW : Fire safety audit/inspections in high-risk premises - monthly	483	319	380	296	314	420	-35.0%	+6.1%
NEW : Number of building consultations - year end cumulative	3,576	5,929	7,994	2,205	4,281	N/A	+19.7%	N/A
NEW : Number of Fire Safety Checks - year end cumulative	881	2,890	6,145	3,615	6,967	20,000	+691%	N/A
CO2 : Alleged Fire Risks addressed within 3 hrs - 12 month rolling	92.59%	92.59%	92.77%	94.70%	95.83%	90%	+3.50%	+1.19%
H11 : False alarms due to AFA non-domestic - 12 month rolling	18,932	20,249	21,571	22,172	22,100	20,000	+16.7%	-0.32%

H2 : Fires in the home - monthly



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

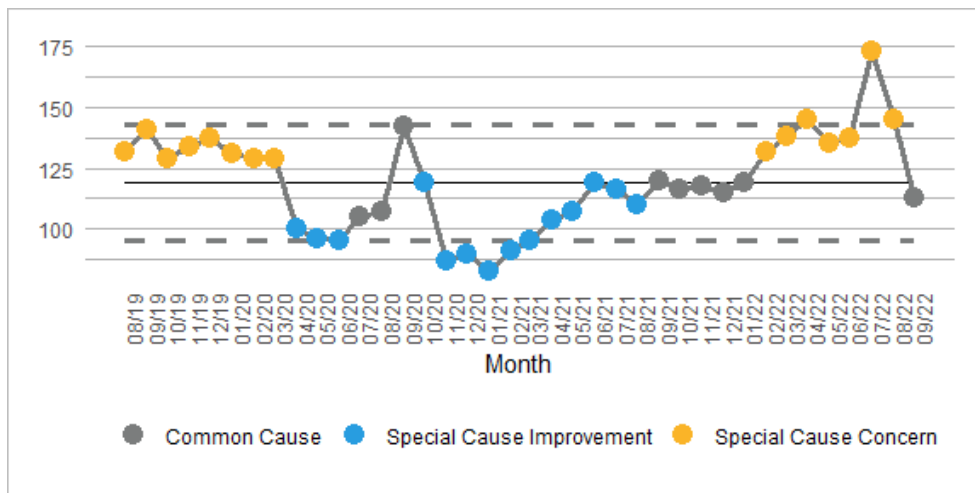


Prevention and Protection – where fires are happening and who we're targeting

Dwelling fires have seen a slight increase over the last five years but are over 900 below target.

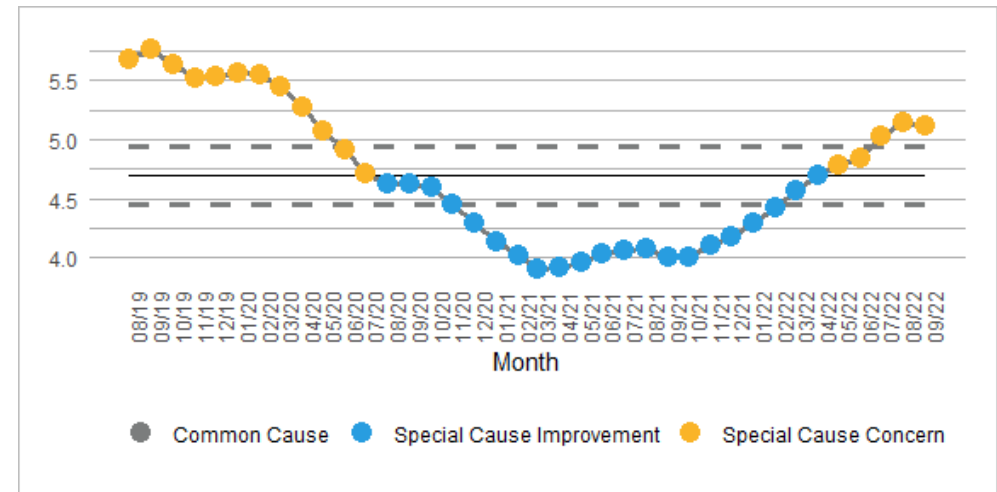
The Brigade continues to work with partners to reduce dwelling fires, an example of this can be seen in the borough of Southwark where there has been a reduction of 31 incidents of fires in the home compared to the same time last year. The appointment of a new Chief Executive has strengthened the partnership working with the fire service. The borough has been proactive in community safety literature over the summer months especially with regards to BBQ on balconies. Another example of this strong working relationship is the borough fire safety and housing teams carrying out joint visits to risk areas, educating and remedying any identified issues at an early stage.

H3 : Fires in other buildings - monthly



12 month rolling target 2,500 | Sep 2022: 1,581 ✓

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

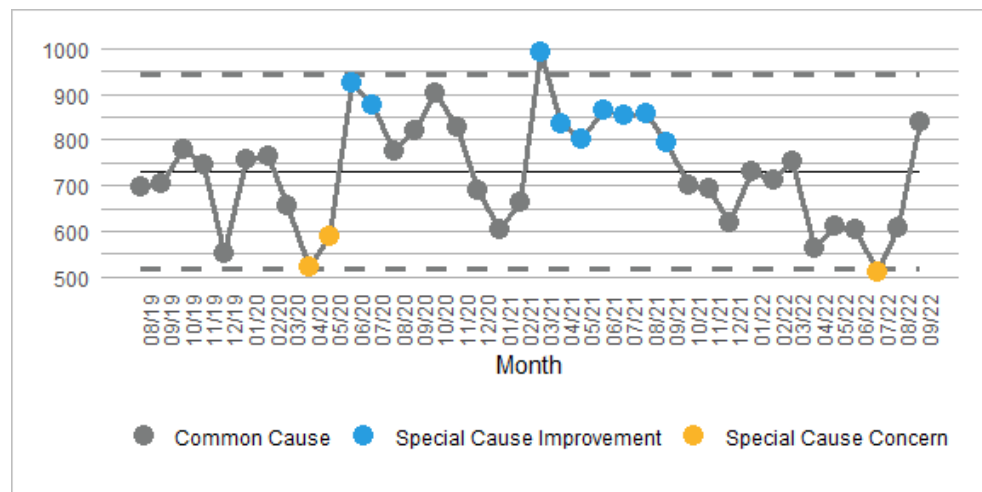


*rate per 1,000 non-domestic buildings calculated based on 12 month rolling data

The number of fires in non-domestic buildings continues to report well within the target and is starting to see a decline this quarter. Analysis showed that the decrease and subsequent increase was due to people being primarily in the home during the COVID-19 pandemic and remain below pre-pandemic levels.

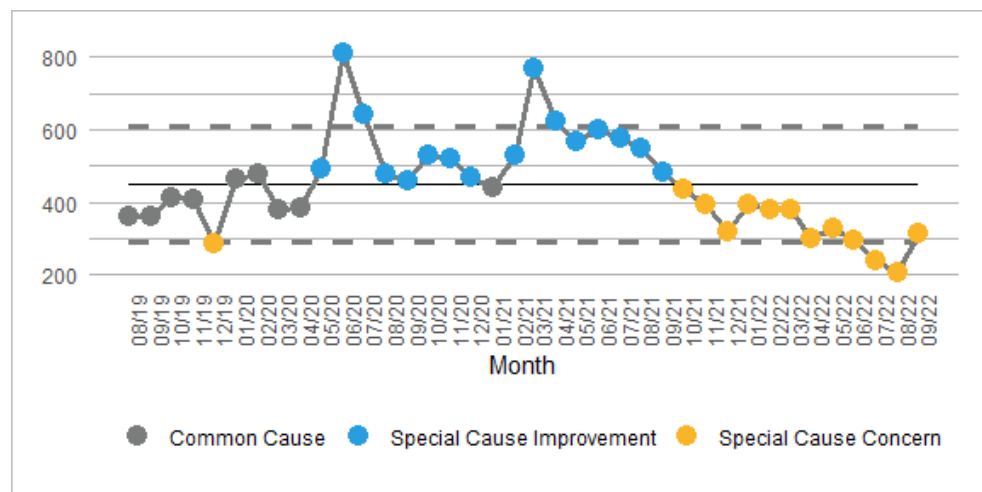
Prevention and Protection – where fires are happening and who we're targeting

H10 : All fire safety audit/inspections - monthly



Year end cumulative target 9,000 | Apr-Sep 2022: 3,750 X

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



Monthly target 420 | Sep 2022: 314 X

In quarter two of 2022/23, we have seen an increase in total audits from quarter one by 13.7% (1878 carried out), with further audits awaiting vetting which, once processed, will directly improve the quarter two figure. Of the audits carried out in quarter two by Fire Safety Officers and Advisors, 828 audits were carried in September.

Competency levels of inspection staff remain low (circa 30% lower than the same period last year, from 52% to 22% who have completed training to Level 4 Diploma in Fire Safety together with a stage 3 development that is required for audit of higher risk premises) 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 staff on a part time basis, so these officers can support our new Fire Safety Advisors (FSAs) with their development. Our development officers will also be providing direct support to the Inspecting Officers nearing completion of their Stage 3 development.

The transformation of the teams in Service Delivery which 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. Due to the requirements of the competency framework and to improve quality of work, mandated continuous professional development of one full day every two weeks 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 number of staff with higher end qualifications is also having a knock-on effect with regards to the percentage of time spent at high-risk premises. Quarter two has seen 46.7% of our audits spent at high risk compared to 56.% in Quarter one and 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

Enforcement

The percentage of audits resulting in formal enforcement action has increased in comparison to the previous nine months.

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 83 enforcement notices having been vetted in quarter two. The total number of notices vetted this quarter is higher than previous quarters, due to overtime being provided to try and clear the vetting backlog due to staff shortages.

There are currently 32 outstanding Enforcement Notices within the vetting area for quarter 2, 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 served, reflects those referred back for further work. This reduces the risk to the Brigade of enforcement notices being challenged or appealed.

Notices of Deficiencies (NODs) levels have seen a large drop in numbers served. This is directly linked to legal guidance which restricts the type of premises Fire Safety Advisors (FSA) can inspect and work they can undertake. However, proposals for the development of an additional training course and modules added to the FSA Professional Development Record are currently being processed for approval. 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 27 ANs issued in quarter 2 (3 premises related and 24 related to underground stations).

Period	Total Audits	No. of NODs	% of NODs	No. of ENs	% of ENs
Q1 2022/23	1652	376	22.76	22	1.33
Q2 2022/23	1878	249	13.15	47	3.15

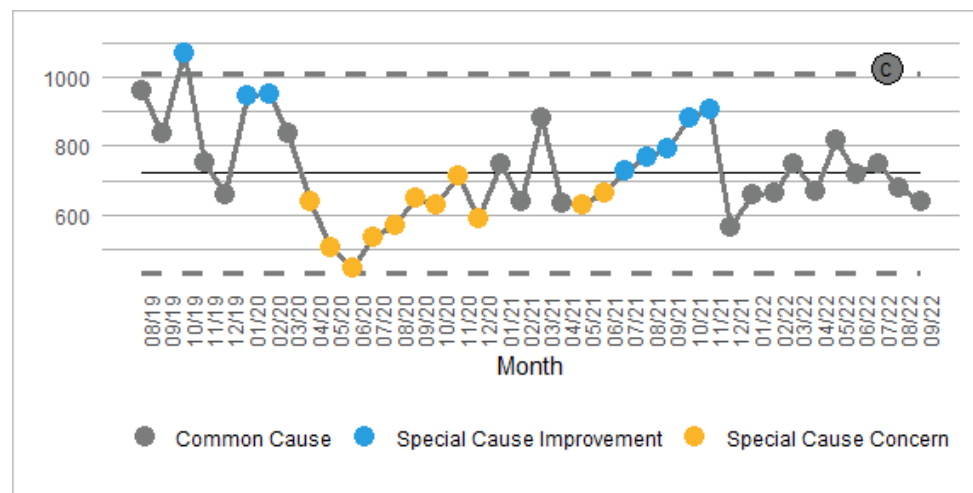
2022/23 Total	3530	625	17.63%	69	2.54%
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*Figures above may rise due to inspections that were processed after the end of quarter but were undertaken within the quarter, in between reporting time frames. Therefore, we anticipate seeing some buoyancy when we come to report future figures

Fire Safety prosecutions

In quarter two we had 2 prosecutions within the court system. One has been successful; however, sentencing is due to take place in quarter three and the second is still ongoing. We currently have 10 cases with General Counsel's Department and a further 20 are being actively investigated by Central Regulatory Enforcement Group.

NEW : Number of building consultations



Apr-Sep 2022: 4,281

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. Due to

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

the continued improvement in service BDCH delivers, the group is now transitioning from a pilot project into a permanent team within Central Teams, Protection & Prevention and now undertakes the BRC workstream for 18 London Boroughs.

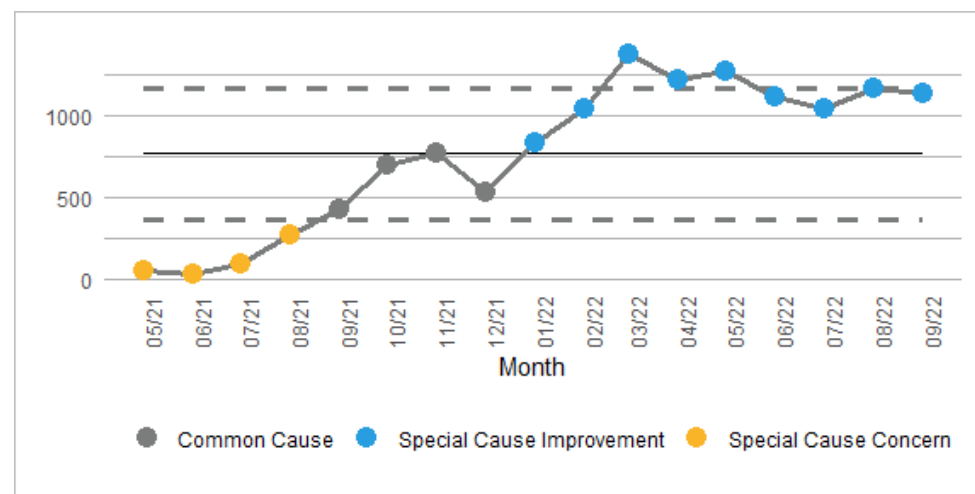
During quarter two, BDCH has undertaken 763 BRC's, completing 98% of those received within the statutory timescale of 15 working days, continuing to demonstrate proof of concept for the BDCH project.

Performance for this work across protection for meeting the statutory timescales has been at circa 79 percent 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: 01/07/2022 to 30/09/2022	
No. Jobs	Response Within 15 Working Days
1,586	79.51%

BDCH Building Control Consultation – D Elapsed Days	
Date from: 01/07/2022 to 30/09/2022	
No. Jobs	Response Within 15 Working Days
763	98.%

NEW : Number of Fire Safety Checks - monthly



Year end cumulative target 20,000 | Apr-Sep 2022: 6,967 **X**

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

Station based Operational staff carrying out FSCs highlight 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 and any associated risks located within various fire stations grounds, thus increasing firefighter safety at incidents.

To date, more than 13,000 FSCs have been carried out with 20 Article 31 Prohibition Notices being issued as a result. Enforcement action being taken as a result of FSCs is being monitored and once fully embedded should allow for a better understanding and monitoring of these perceived low risk premises.

Initial training for all station-based staff has been completed, with further inputs to be scheduled to capture legislative change bought in under the Fire Safety Act 2021. A quality assurance process has been implemented, facilitated by local Fire

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

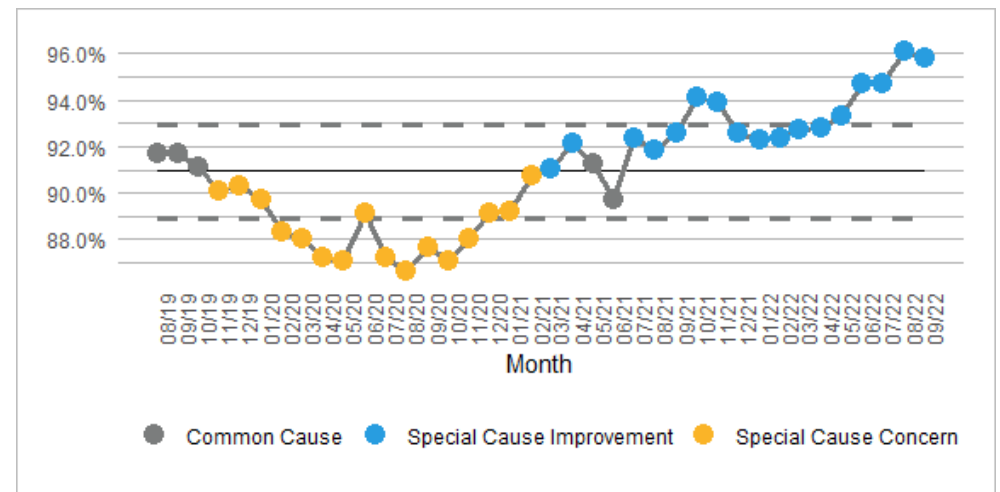
Safety Delivery Teams, by carrying out a joint visit with operational crews, enabling a two-way transfer of knowledge and experience. Further enhancements are now being made to the FSC processes following feedback from station based operational staff, to give further guidance and support as they carry out this work.

Internal reporting mechanisms have been updated to allow enhanced filtering and auditing for managers together with a hotspot map showing non-residential fires and where Fire Safety Checks have been carried out. Premises information reports containing all Farnor premises are also available to crews, allowing for the improved identification of risk; allowing for the targeting of FSCs.

Following pan London roll out, FSC is now subject to a review to capture areas requiring further improvement and potential expansions to include additional premises types in support of London's unique built environment and the introduction of the revised RBIP.

To further upskill station based operational staff from Firefighter to Station Officer, Fire Safety ran a pilot to provide a Level 3 Introductory Certificate to Fire Safety qualification (known as a Level 3i course). 261 operational staff took part in the pilot which began in June 2021. A review of the type and level of qualification appropriate to role of operational staff undertaking protection activities is currently underway.

CO2 : Alleged Fire Risks addressed within 3 hours – monthly

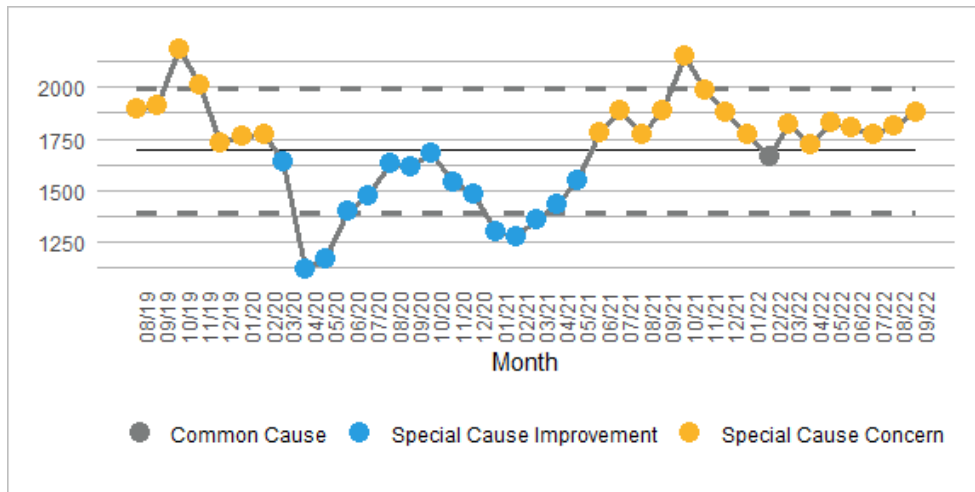


12 month rolling target 90% | Sep 2022: 95.83% ✓

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 several 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 target, with quarter one data highlighting out of the 22 AFRs 100% were investigated within the three hour timeframe. 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 | Sep 2022: 22,100

X

A revised Fire Safety Information Guidance Note has been published which is intended to provide information to help reduce false alarms and Unwanted Fire Signals (UwFS) in premises to which the Regulatory Reform (Fire Safety) Order applies. The number of fires in non-domestic buildings is currently above the target, however there is a strategy currently working its way through governance which includes measures for reducing UwFS; some of these proposals include nil-attendance during designated hours, charging for multiple UwFS callouts and collaborative working with high offenders to provide practical guidance on reducing false actuations.

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:

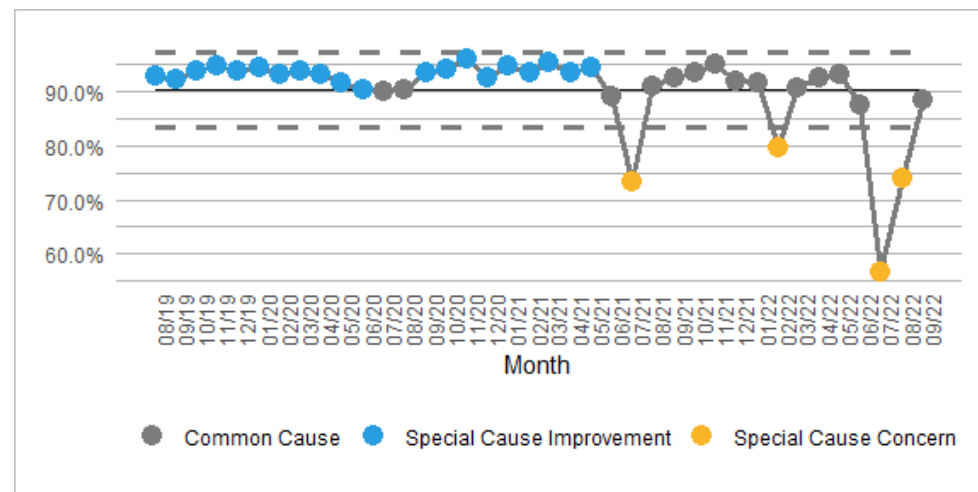
- *Planning and preparing for emergencies that may happen and making a high quality, effective and resilient response to them.*
- *To use our resources in a flexible and efficient way arriving at incidents as quickly as we can.*

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	Sep-2021	Dec-2021	Mar-2022	Jun-2022	Sep-2022	Target	Annual change	Qrly change
CO3 : 999 calls answered within 7 seconds - 12 month rolling	90.73%	90.68%	89.11%	88.83%	84.68%	92%	-6.67%	-4.68%
H12 : Av. time from 999 call to dispatch (seconds) - 12 month rolling	94	94	94	94	96	100	+2.1%	+2.1%
H13 : Av. arrival time 1st appliance (mm:ss) - 12 month rolling	05:08	05:10	05:12	05:12	05:16	06:00	+2.6%	+1.3%
H14 : Av. arrival time 2nd appliance (mm:ss) - 12 month rolling	06:25	06:31	06:38	06:41	06:42	08:00	+4.4%	+0.2%
H15 : 1st appliance arrival 10 mins or less - 12 month rolling	97.19%	96.99%	96.83%	96.85%	96.40%	90%	-0.81%	-0.46%
H16 : 1st appliance arrival 12 mins or less - 12 month rolling	98.76%	98.71%	98.67%	98.70%	98.45%	95%	-0.32%	-0.25%

CO3 : 999 calls answered within 7 seconds – monthly

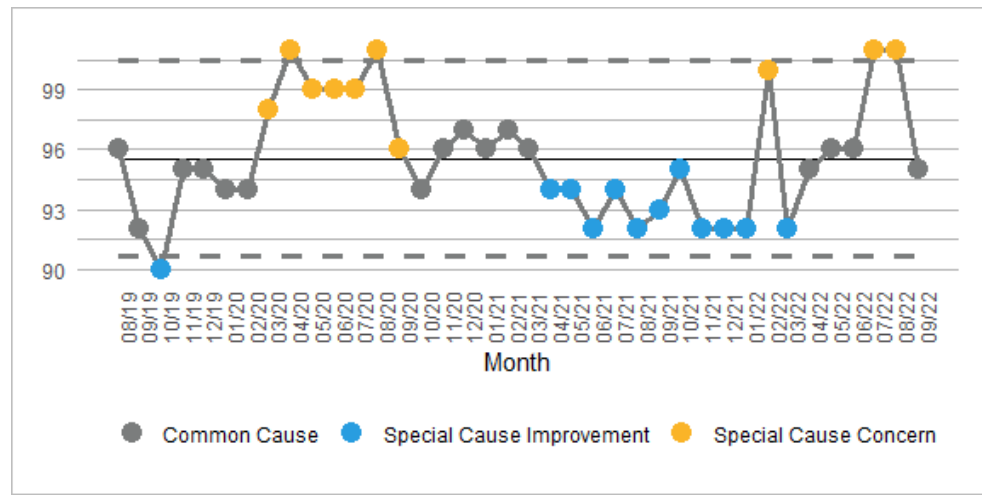


12 month rolling target 92% | Sep 2022: 84.68% X

Performance in this area continues to improve this quarter, however the rolling 12 month average is still slightly below target with continued spate conditions due weather events. We have implemented to significant changes to assist performance during the last quarter. A new performance monitoring tool enables officer to assess call performance live and we a pilot staffing model now improves our operational cover.

Response and Resilience – providing a high quality, effective response

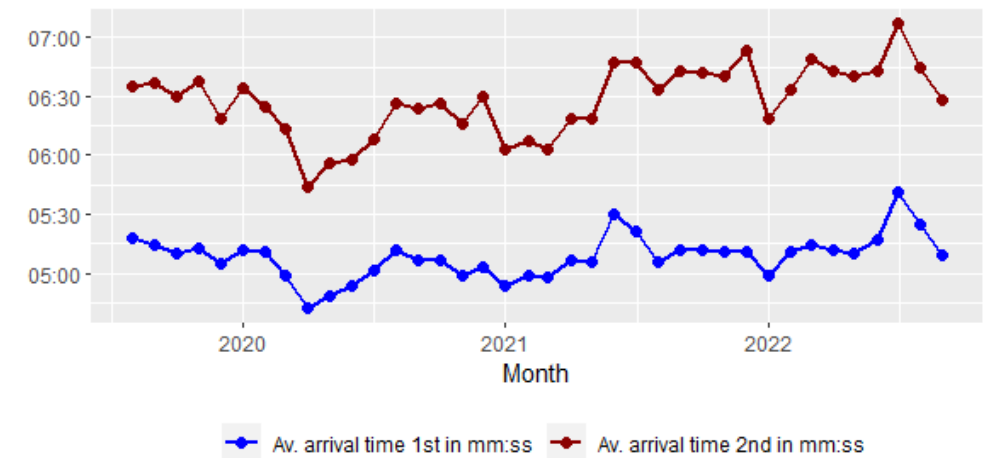
H12 : Av. time from answering a 999 call to appliance dispatch (seconds) - monthly



12 month rolling target 100 | Sep 2022: 96 ✓

We continue to see strong performance with appliances being dispatched within 96 seconds on average. Average performance is above the required standard. The two second variation than the previous quarter was expected whilst we embed a new intake of qualified operators.

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



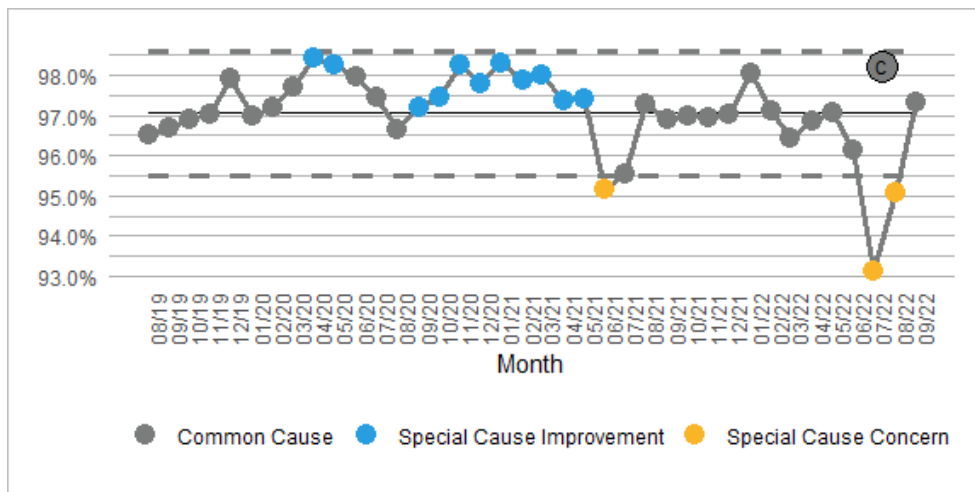
1st app - 12 month rolling target : 6:00 | Sep 2022: 5:16 ✓

2nd app - 12 month rolling target : 8:00 | Sep 2022: 6:42 ✓

First and second appliance arrival times are achieving this standard, but a slight increase has been seen. This is in line with a significant increase in calls during the hot summer months. The capability of the Vision system which provides geographical mobilising ensures we despatch the nearest fire engine. 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.

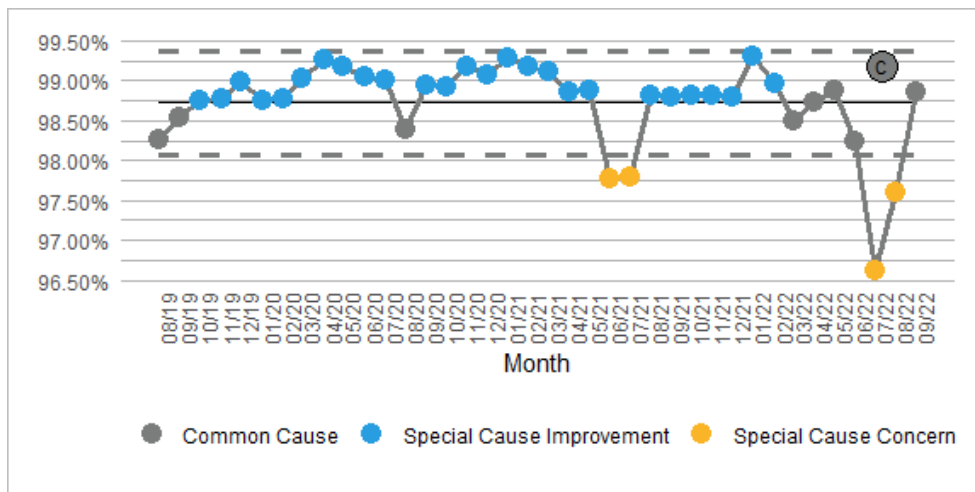
Response and Resilience – providing a high quality, effective response

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



12 month rolling target 90% | Sep 2022: 96.40% ✓

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



12 month rolling target 95% | Sep 2022: 98.45% ✓

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, although they have both seen a dip during the summer months due to the increase in draw on operational resources caused by the heatwave.

People and Resources – delivering a positive and healthy culture

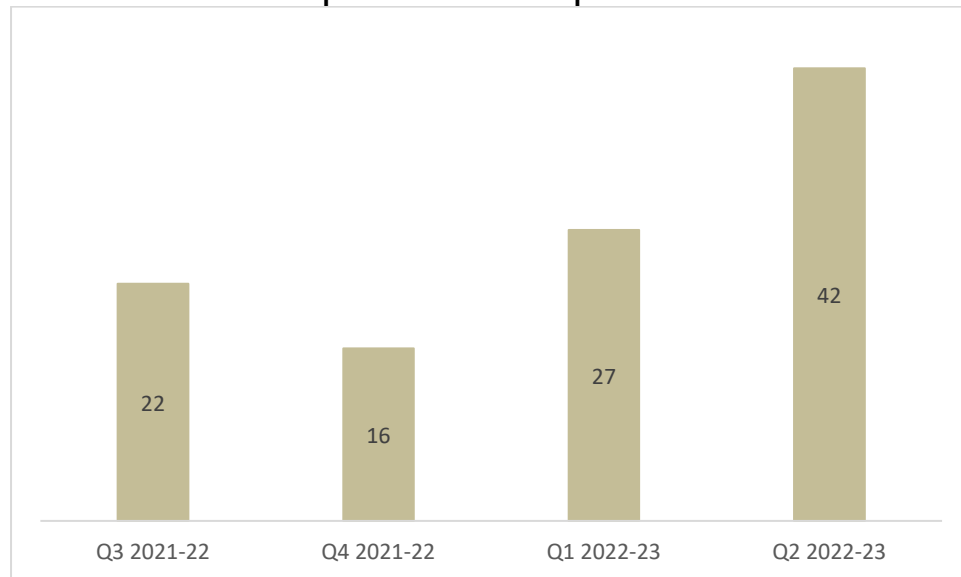
London Resilience

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

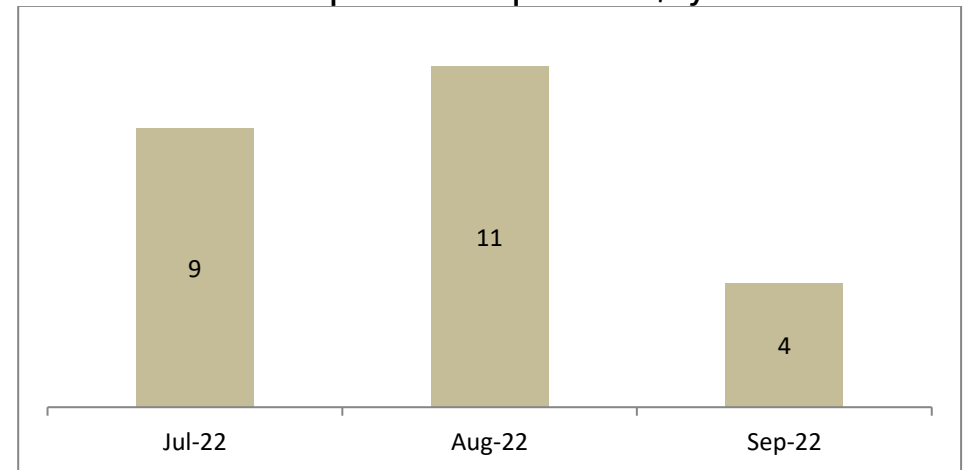
Typically, a response will be to an incident that:

- 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 two, by month



On average LRG responds to around two incidents each week (8 incidents per month over the previous 12 months). The graph above shows that in quarter two LRG responded to 24 incidents.

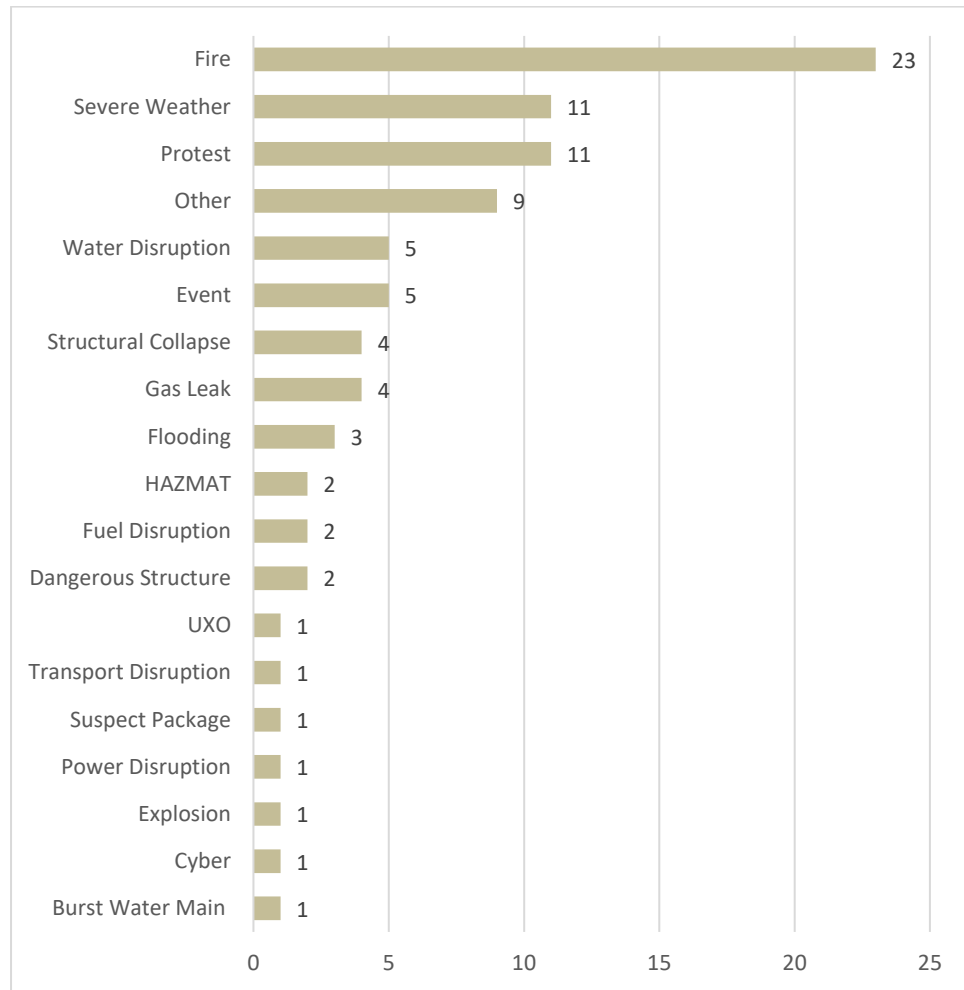
Incident responses can vary from a weeklong response supporting partnership teleconferences and providing communications to the partnership and key stakeholders to a couple of hours to determine that no further action is required and to assure key stakeholders that an adequate response is already in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

In quarter two there was a protracted response to the Thornton Heath gas explosion in support of the London Borough of Merton and in support of Operation London Bridge, 374 response hours were recorded for these two events in total. Severe weather events included the July heatwave and drought as well as heavy rain. There was also protest activity from Just Stop Oil, Animal Rebellion and Extinction Rebellion.

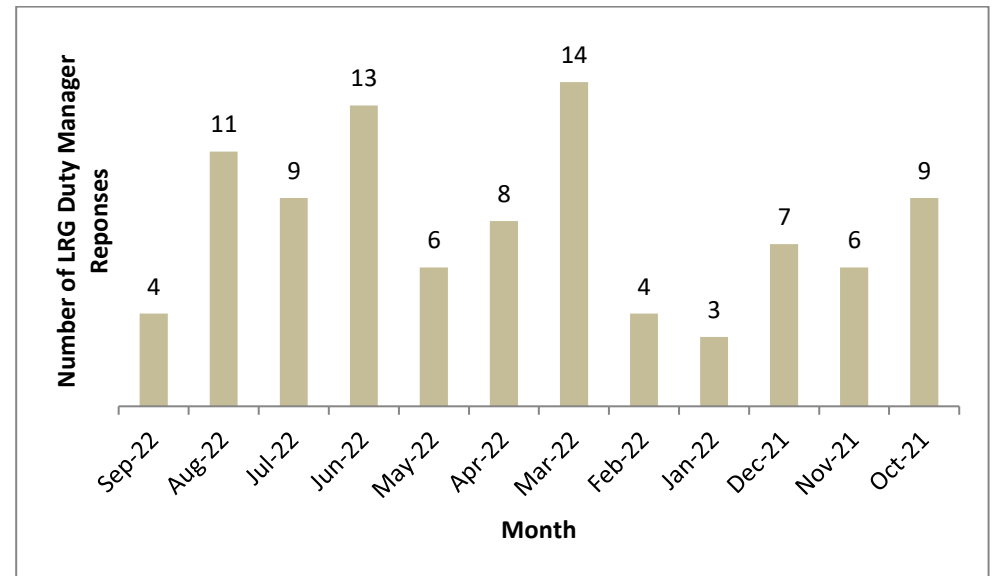
The incident type responded to over the past 12 months have been varied and demonstrates the wide range of incidents we respond to. The high proportion of fires responded to is in part due to the complexity and potential for attention this type of incident receives, and in part due to the good working relationship between LRG and the Brigade

People and Resources – delivering a positive and healthy culture

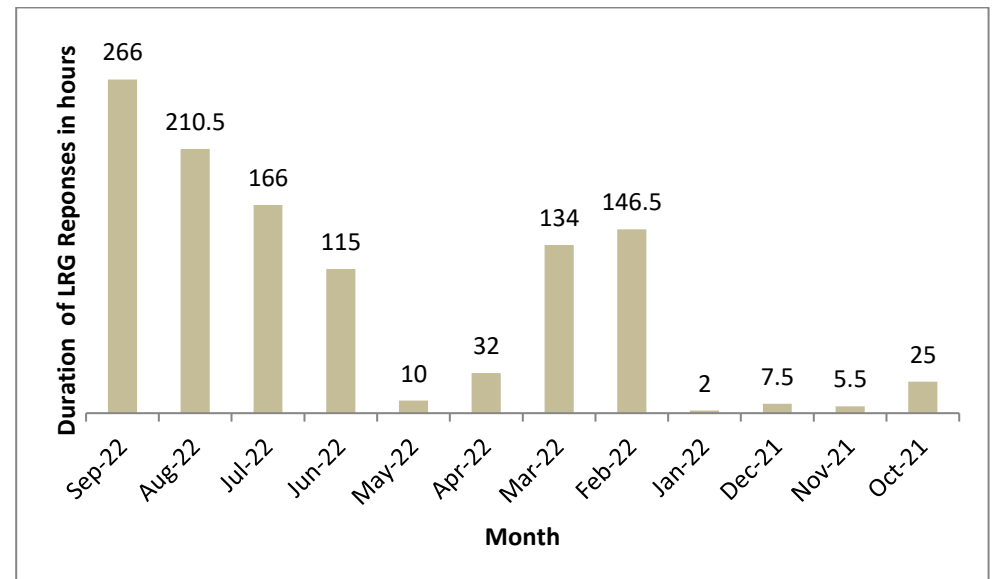
Incident types responded to by LRG - 12 months ending September 2022



LRG Responses 12 months ending September 2022



LRG Response Duration 12 months ending September 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.

Equality, Diversity and Inclusion

The Togetherness Strategy has been restructured to align with Community Risk Management Plan (CRMP) and to evolve in line with best practise and external scrutiny. Our Equalities Impact Assessment process has been reviewed and high-level corporate projects will be reviewed at an advanced panel level; new Equalities Impact Assessment Leads are being recruited to improve subject matter expert knowledge across the Brigade. We have revised the Togetherness Strategy action plan to comply with Programme Management Principles and outcomes will be

measured across ten projects, each of which has an allocated project manager. Togetherness governance arrangements have therefore changed to reflect new accountability measures, including the introduction of an audit committee and planned panel discussion to facilitate debate.

Progress against the Togetherness Strategy includes implementing a robust Equality, Diversity, and Inclusion (EDI) assessment to meet EDI proficiencies, as pivotal to the recruitment of middle and senior operational leaders and EDI threaded through the middle leadership programme, with a dedicated EDI module as one of 5 modules. We continue to stress test EDI policy and practice through working with our ESG leads, our All Staff meeting with the Commissioner – e.g. The Privacy for All policy, e-learning material and training and development input.

A Workplace Reasonable Adjustments Passport has been designed and is in development. 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 is expected to be launched no later than April 2023.

Leadership Development

The Brigade continues to progress its investment in middle leaders through the Frank Bailey Leadership Programme. The pilot, on four of the five modules that are part of the middle leadership programmes, has been successfully delivered and positively reviewed. As part of this programme of work, a fifth module on inclusion, that will be embedded within the middle leadership programme, is in the development process. The first module on the Middle Leader Programme is scheduled to be delivered on the 21st November.

Mental Health Wellbeing

The Brigade continues to progress a number of different mental health wellbeing interventions designed to support the workforce. There are now 120 trained Mental Health First Aiders and another training course is programmed for early November 2022 for up to 16 people. There have been over 20 expressions of interest to become in house Mental Health First Aid Trainers. A selection process is in progress

People and Resources – delivering a positive and healthy culture

to identify 5 people who will take on this role to enable LFB to deliver its own accredited Mental Health First Aid training courses without having to rely on the availability of external trainers. The Peer Trauma Support training programme has been finalised and 12 people have been selected to be the first cohort to receive the training in early January 2023. Just under 400 staff have now completed the Recognising and Managing Stress Anxiety and Depression course with further course dates planned for the rest of the year. Koli and Peggy, LFB's new Wellbeing Dogs, were introduced to the workforce on World Mental Health Day (10th October 2022) and received over 50 visit requests within their first week. Officers have recently participated in focus group work with NFCC representatives to determine a co-ordinated approach to the management of mental health and wellbeing across the UK fire services. In addition, LFB's Strategic Health and Wellbeing Manager has been invited to speak about LFB's approach to mental health wellbeing at an industry event focused ' the Emergency Services Sector. This officer is also working closely with the Fire Fighters Charity and LFB Welfare Fund to co-ordinate an approach to better promote mental health wellbeing to staff on fire stations. LFB's Wellbeing Strategy has been approved by the Fire Resilience Board. Publicising the strategy will be via a number of recognised communication channels as well as via face-to-face interventions using a variety of different teams and people. Work to finalise the training that will underpin LFB's new Suicide Investigation Guidance is ongoing. It is envisaged that this will be available in early 2023. LFB continues to support the work of the Asian Fire Service Association (AFSA) researching the issue of suicide in the wider UK fire service and has been asked to support their conference in February 2023 with a presentation focused on the varied mental health interventions available for LFB staff. LFB's Mental Health policy is due for publication in November 2022 subject to consultations concluding with trade union colleagues.

Employee Engagement and Recognition

Onboarding surveys to all occupational groups launched in July 2022 to better understand all new recruits experience of joining and working in the organisation in their first six months. Data trends should build by December 2022 to inform central teams and departments to make improvements throughout the recruitment and onboarding process. The People Survey will now launch in February 2023 at the

LFB's staff conference. The survey was rescheduled to take account of both the Culture Review and HMICFRS surveys running in 2022. 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.

The LFB's conference is being planned for February 2023. The approach is different to previous conferences with delegates ranging from front line Firefighters to Directors with a workshop style content. The purpose is to bring staff groups closer together, open a dialogue and help gain understanding of the important issues to staff at all levels and occupation, and how they can be tackled. Key topics will feature such as the Culture Review and ongoing HMICFRS inspection outcomes.

The People Awards 2023 is planned for the 23 June 2023 in London's Southbank, nominations will open in January 2023. The event will again be live streamed to the organisation and plan to build on the success of previous years. More inspirational stories about staff achievements will be showcased to demonstrate the endeavour and commitment of staff and to help inspire others.

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. The wearable pin is expected at the start of November 2022 where FRS and Control staff will be invited to collect theirs at the end of November. Home Office rules for the official Queen's Platinum Jubilee Medal are being mirrored for distribution; 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. To date 31 members of staff have accessed the scheme (14 FRS and 17 Operational, Topics including Bullying/Harassment; the Uniformed Promotion process; the FRS Fixed Term process; Wellbeing (physical/mental); In-appropriate management/colleagues (behaviour/language);and the Transfer and Station Allocation process (on promotion) 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

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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.

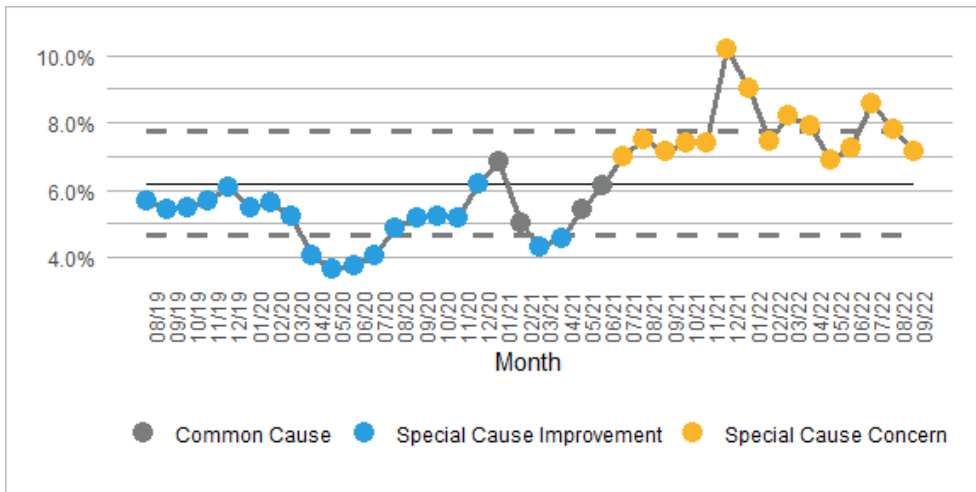
Safe to Speak Up will be relaunched in January 2023 with posters marketing the scheme sent to every fire station (including the Fire Boat) and Training venues, Control, HQ and the Area teams. Safe to Speak up will also be included in the process of the review of the Harassment, Bullying, Grievance and Discipline policies to ensure alignment.

Performance Indicators – People

Indicator	Sep-2021	Dec-2021	Mar-2022	Jun-2022	Sep-2022	Target	Annual change	Qrly change
NEW : Av. no. working day lost to sickness, all staff - 12 month rolling	5.86%	6.56%	7.26%	7.77%	7.93%	5.75%	+35.3%	+2.1%
NEW : % working days lost to stress, anxiety & depression - monthly	1.38%	1.71%	1.57%	1.55%	1.79%	N/A	+30.3%	+15.6%
CO6A : Av. no. working day lost to sickness, Operational - 12 month rolling	6.47%	7.32%	8.21%	8.79%	8.93%	3.65%	+38.1%	+1.6%
CO6B : Av. no. working day lost to sickness, FRS - 12 month rolling	3.34%	3.61%	3.71%	3.97%	4.22%	2.48%	+26.3%	+6.3%
CO6C : Av. no. working day lost to sickness, Control - 12 month rolling	6.68%	6.52%	6.73%	7.25%	7.50%	4.70%	+12.3%	+3.4%
CO7A : Trainee firefighter intake, % BAME - 12 month rolling	35.6%	32.0%	46.9%	25.0%	24.2%	40%	-32.0%	-3.0%
CO7B : Trainee firefighter intake, % Women - 12 month rolling	20.8%	30.0%	37.5%	37.5%	31.1%	35%	+49.4%	-17.2%
CO8 : Gender diversity (men) of Control staff - as at	23.6%	23.9%	23.2%	24.3%	24.1%	35%	+2.0%	-1.0%
CO9 : Black, Asian and Minority Ethnic FRS staff top earners - as at	14.9%	15.0%	15.4%	15.3%	16.4%	16%	+10.3%	+7.6%
CO10A : Pay ratio between highest & median salary - annual	4.99	4.99	4.99	5.00	5.00	6.0	+0.2%	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	388	408	421	427	472	390	+21.6%	+10.5%
CO12 : Injuries from operational incidents - 12 month rolling	103	109	112	134	186	100	+80.6%	+38.8%
CO13 : RIDDOR - 12 month rolling	59	57	56	62	67	62	+13.6%	+8.1%

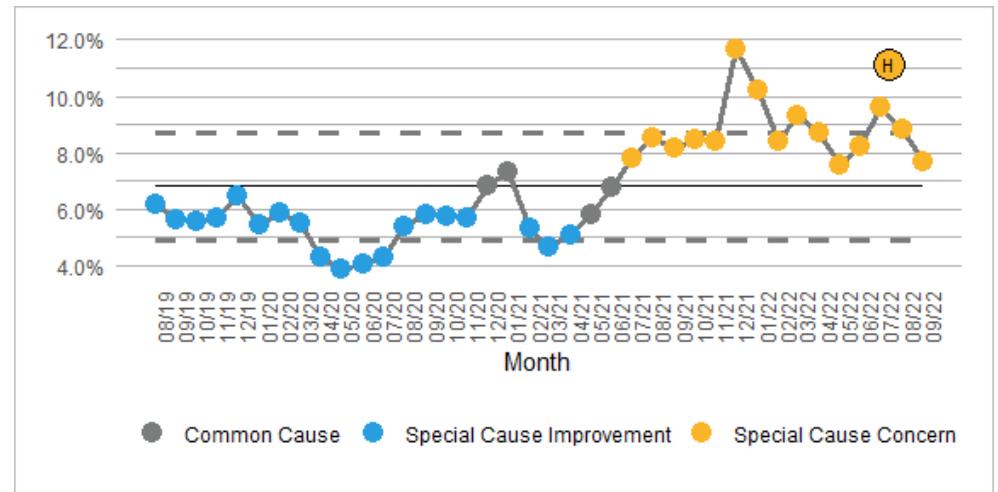
People and Resources – delivering a positive and healthy culture

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



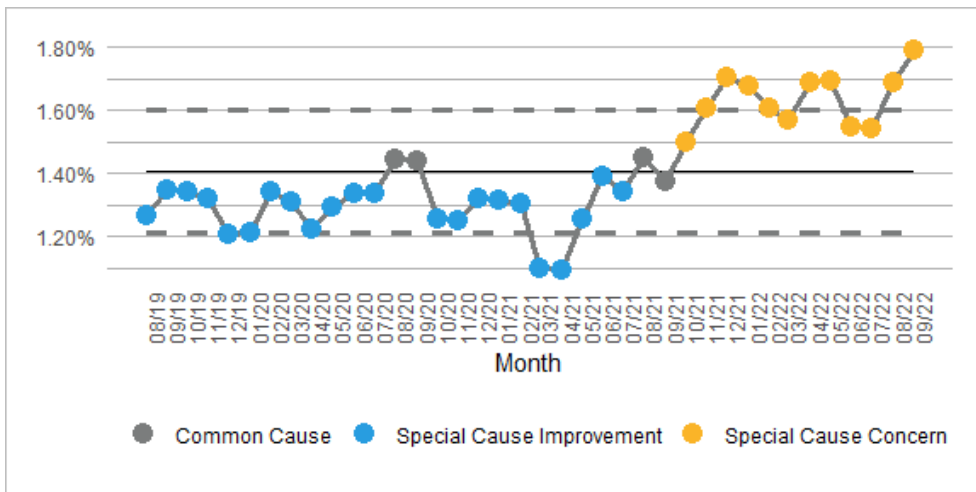
12 month rolling target 5.75% | Sep 2022: 7.93% X

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



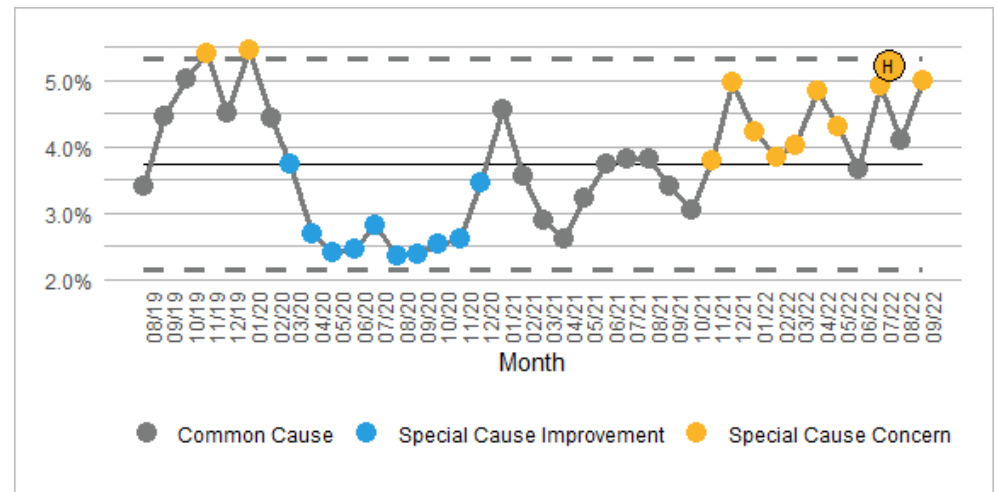
12 month rolling target 3.65% | Sep 2022: 8.93% X

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



Monthly | Sep 2022: 1.79% N/A

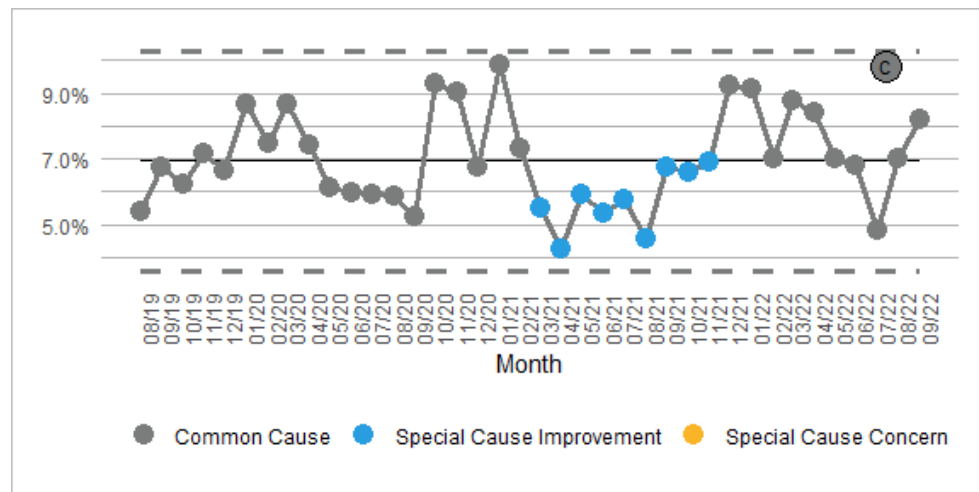
CO6B : % working days lost to sickness, FRS staff - monthly



12 month rolling target 2.48% | Sep 2022: 4.22% X

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



12 month rolling target 4.70% | Sep 2022: 7.50% X

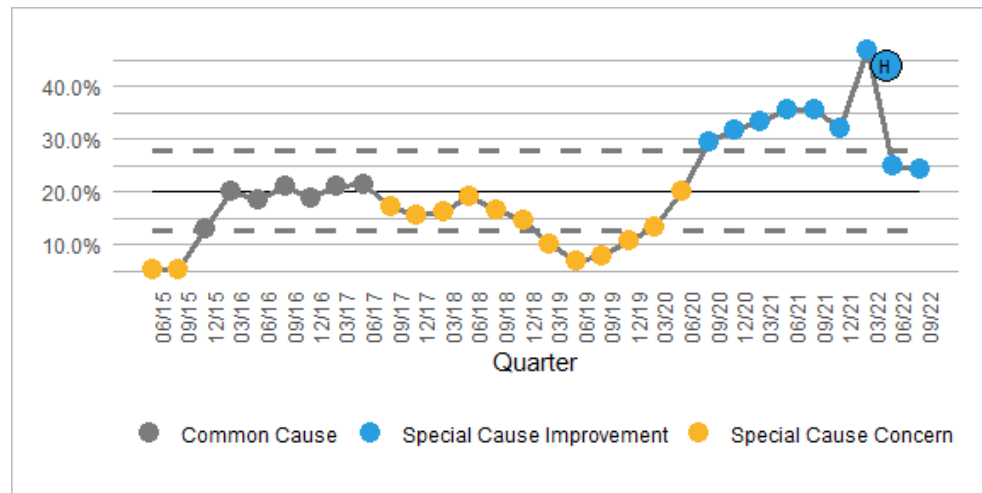
As part of our Wellbeing Strategy, we have a range of activities in place to reduce sickness absence. These include but are not limited to:

- Implementation of the People Partner model driving accountability for supporting the health and wellbeing and managing absence of staff through the organisation's leaders in September 2022.
- Launch of the Wellbeing Strategy placing a greater focus on promotion of positive health and wellbeing and prevention of poor health and wellbeing whilst continuing to maintain a high level of service amongst our treatment services.
- Launch of the Supporting Your Health and Wellbeing Policy with associated mandatory training in Jan 2022
- Continued management training on the effective use of Occupational Health alongside revised processes to support individuals' engagement with Occupational Health which is resulting in higher levels of Occupational Health appointments and timelier advice.

- Development of the Workplace Adjustment Passport supporting and recording conversations regarding Reasonable Adjustment as required under the Equality Act 2010 and workplace adjustments. To be launched in April 2022.
- Recognising the high rate of musculoskeletal sickness, particularly relating to lower limb, a research study has been launched into the use of knee braces in an operational environment. The use of knee braces has been clinically proven to reduce the need for a total knee replacement by up to 20 years, Firefighter to Station Officer are presently Ill-Health retired following a total knee replacement. The study has now clinically assessed the suitability of the trial participants who will be invited to participate in a controlled operational environment to test the compatibility of the knee brace with operational activities. This will take place in December 2022.
- Provision of digital in-ear hearing aids for staff in roles which preclude the wearing of NHS given over-ear hearing aids. Research and trial concluded; single tender action completed to support provision with full procurement exercise due to commence imminently.

People and Resources – delivering a positive and healthy culture

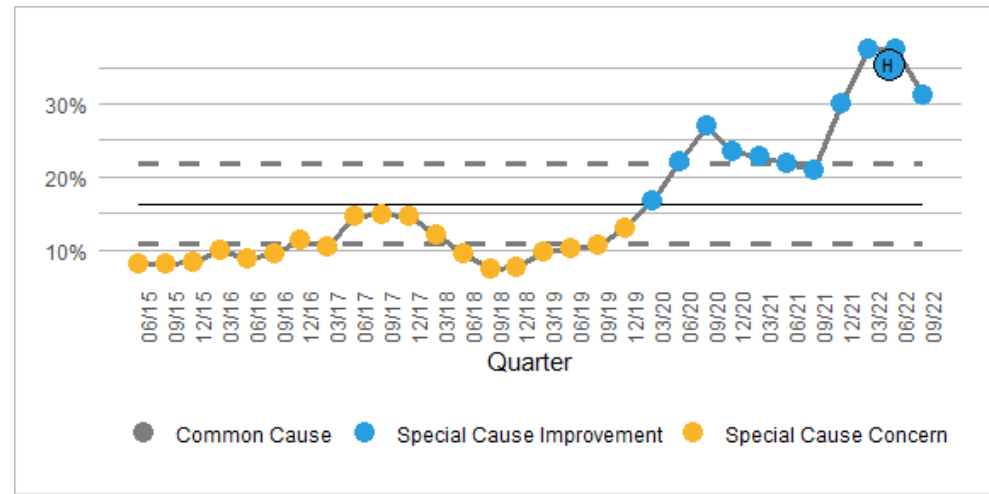
CO7A : Trainee firefighter intake - % Black, Asian and Minority Ethnic – 12 month rolling



12 month rolling target 40% | Sep 2022: 24.2% X

The intake of trainee BAME firefighters in quarter two continues to be below the new stretch targets. There was an eight-month recruitment pause and pandemic in 2021 and this limited building and retaining a talent and diverse pool, when recruitment opened in December 2021. Now that outreach recruitment activity in the community has recommenced, the team are running positive action workshops to support candidates to perform to their potential and planning social media campaigns to attract target underrepresented groups.

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

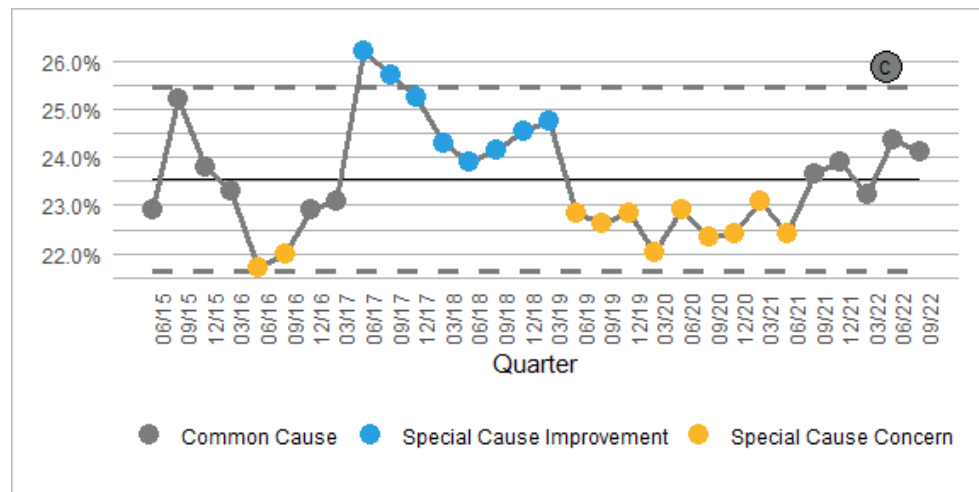


12 month rolling target 35% | Sep 2022: 31.1% X

The intake of trainee female firefighters is lower than quarter one against the new stretch targets. This is a result of the reasons mentioned with BAME communities. There is a programme of activity planned through community and career events in quarter three and four, as well as future digital media campaigns to increase numbers. The Brigade's fitness team are also providing women with tailored fitness plans to support them to build their strength and stamina to the required levels.

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

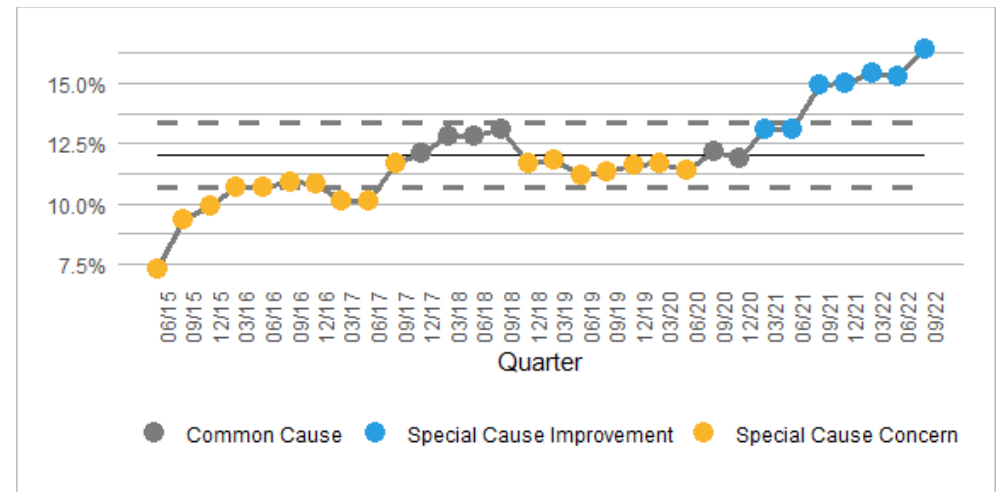


12 month rolling target 35% | Sep 2022: 24.1%



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



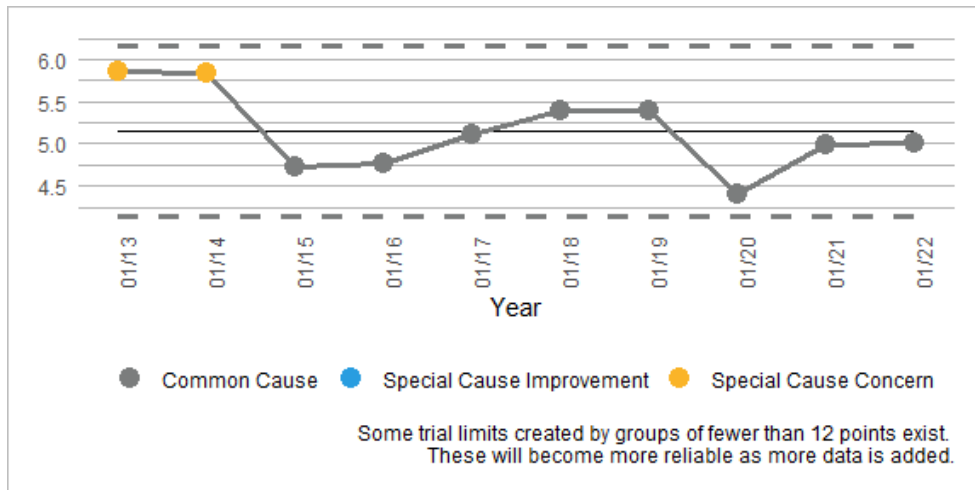
12 month rolling target 16% | Sep 2022: 16.43%



The percentage of FRS Black, Asian and Minority Ethnic Top Earners remains over 15%, which is a significant increase of 2.2 percentage points since June 2021, and close to our target of 16%. A new Head of Recruitment and Resourcing has been appointed in People Services and will be leading on the production of a recruitment strategy which addresses the ethnic diversity of FRS staff top earners.

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CO10A : Pay ratio between highest & median salary - annual

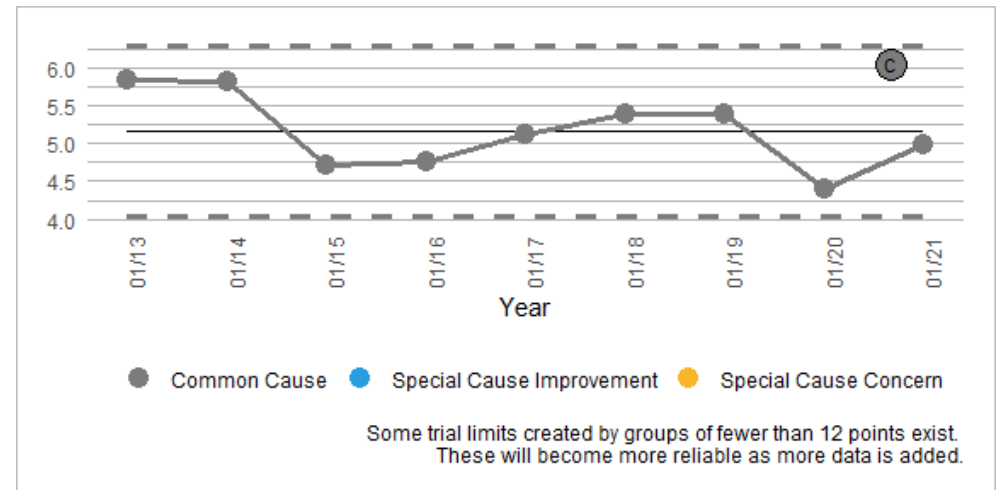


Annual target 6.0 | 2021/22: 5.00



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; There is a long-standing commitment to keep this pay multiple within 6.0 which we have achieved again in 2020/21. The Brigade will review FRS salaries and wider allowances, starting in December 2022. This work may impact the pay ratio calculation.

CO10B : Gender pay gap %, all staff - annual



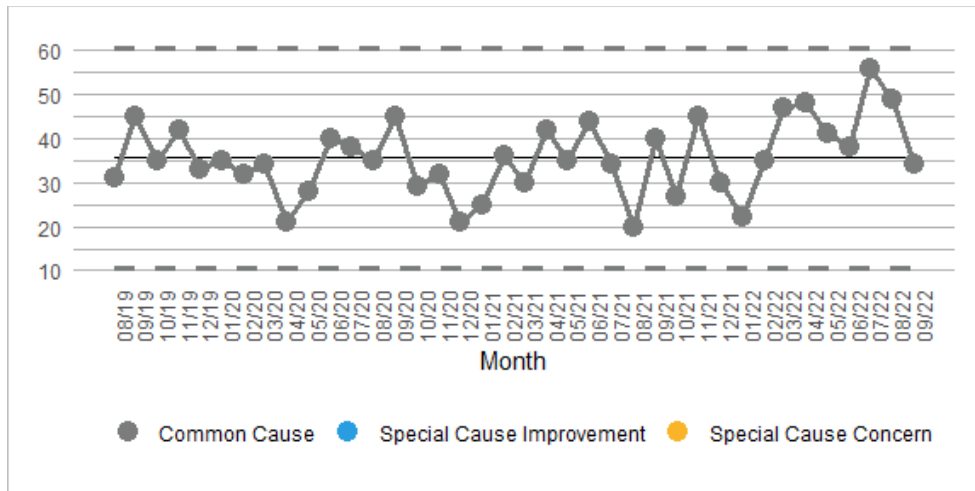
Annual target +/-3% | 2020/21: -4.36%



The Gender Pay Gap report is being drafted in line with the new guidance issued by the GLA which covers the three staff groups and has more data sets and analysis than previous years. Data sets will improve and change once ITrent has been introduced.

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CO11 : RTCs involving Brigade vehicles - monthly



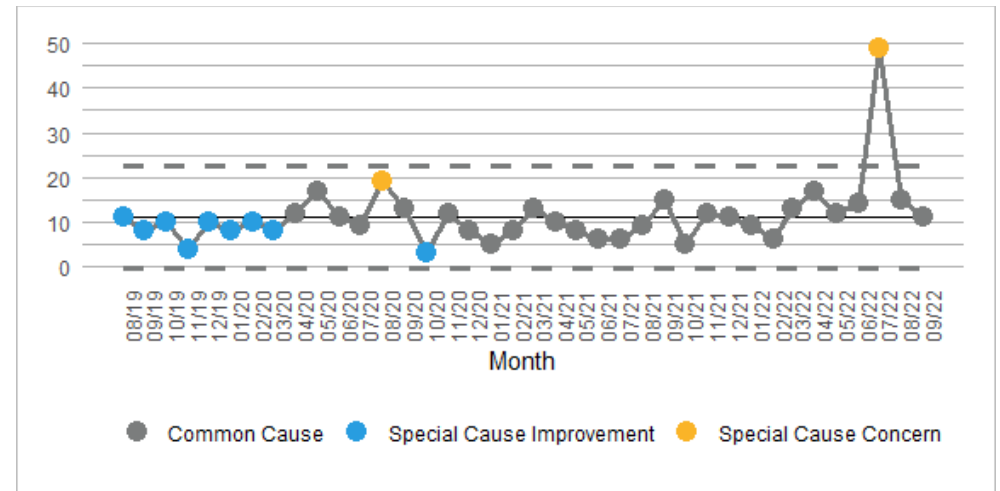
12 month rolling target 390 | Sep 2022: 472

X

There was a significant increase in primary and secondary fires in July and August of this year when compared to the same period last year. This will partially account for the large increases in both road traffic collisions (through increasing numbers of journeys under emergency response conditions) and in operational injuries (through increased attendance at incidents) that were observed in July and August this year.

Incidents are routinely monitored to identify trends that can be targeted for action to prevent occurrence.

CO12 : Injuries from operational incidents - monthly



12 month rolling target 100 | Sep 2022: 186

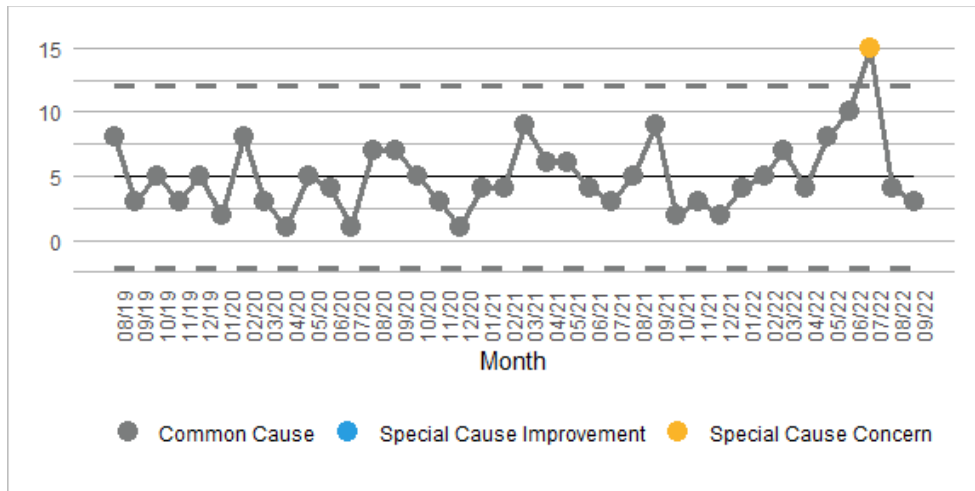
X

The increase in operational injuries can also be partially explained by the extremely hot weather which resulted in a large number of heat-related injuries, most of those occurring while attending grass fires. This also accounts for the increase in RIDDOR injuries, particularly in July of this year.

Incidents are routinely monitored to identify trends that can be targeted for action to prevent occurrence.

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CO13 : RIDDOR - monthly



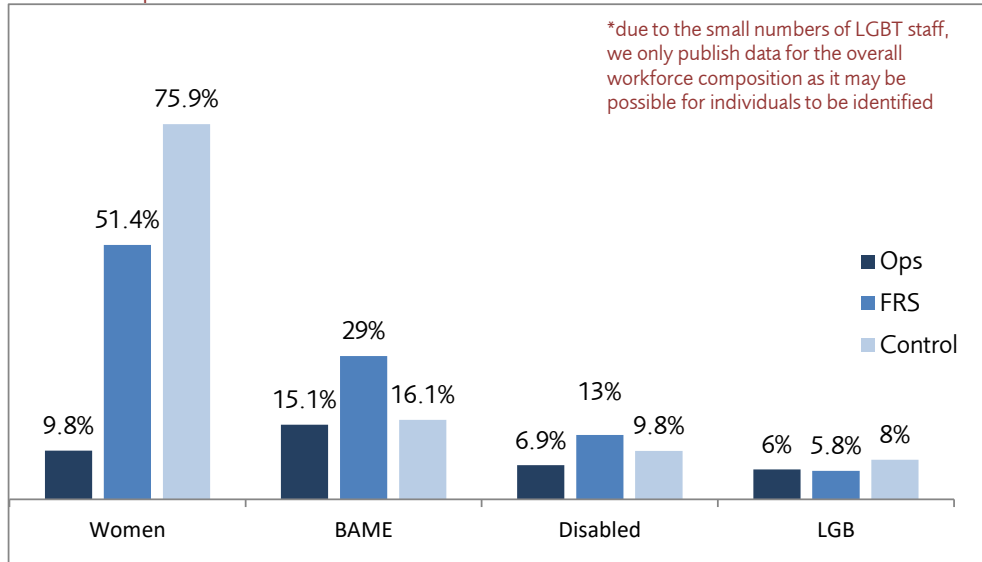
12 month rolling target 62 | Sep 2022: 67 **X**

The majority of RIDDOR injuries result from injuries on the incident ground (operational injuries). As such any increase in operational injuries is likely to have a proportional increase in RIDDOR injuries.

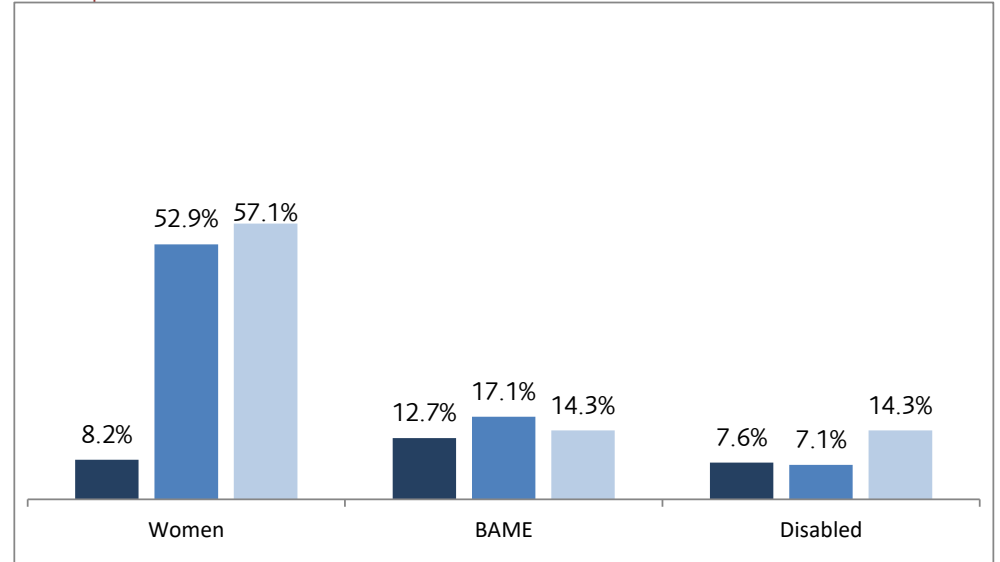
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Workforce Composition

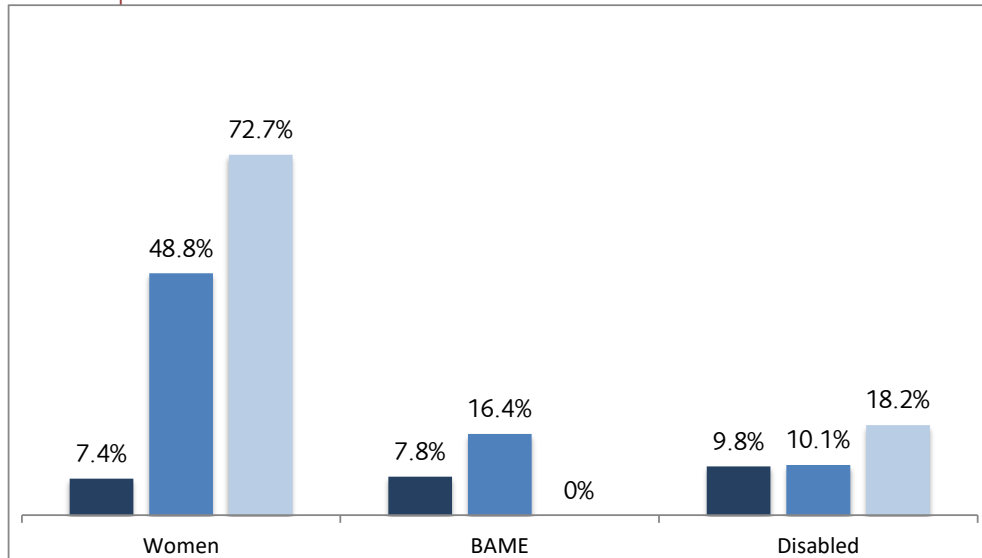
Workforce composition*



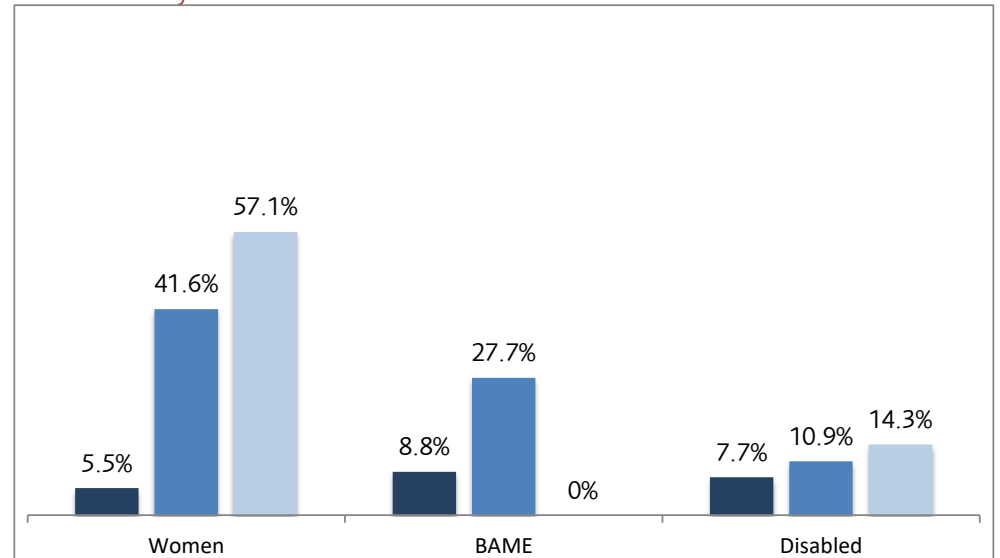
Workforce promotions



Workforce top earners



Workforce voluntary leavers



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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.

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 after 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 2022/23.

Next Sustainable Development Strategy

The current Sustainable Development Strategy was extended to March 2022 (LFC 0046, LFC 0408) to align to the Community Risk Management Plan timeframe and the new GLA Carbon Net Zero by 2030 target. The Strategy will address the London Mayors Green New Deal, The London Anchor Institutions Charter the GLA Responsible Procurement Action Plan (RPIP) and new policies, plans and targets.

Internal audit plan

Fieldwork against the 2021/22 audit plan has concluded and all reviews are at either final or draft report stage:

- 32 final reports have been issued; nine risk and assurance, six advisory and 17 follow ups.
- One risk and assurance draft report is currently with management and is in the process of being finalised.

- One risk and assurance draft report has been drafted and is to be issued following internal review.

Work against the 2022/23 audit plan has commenced:

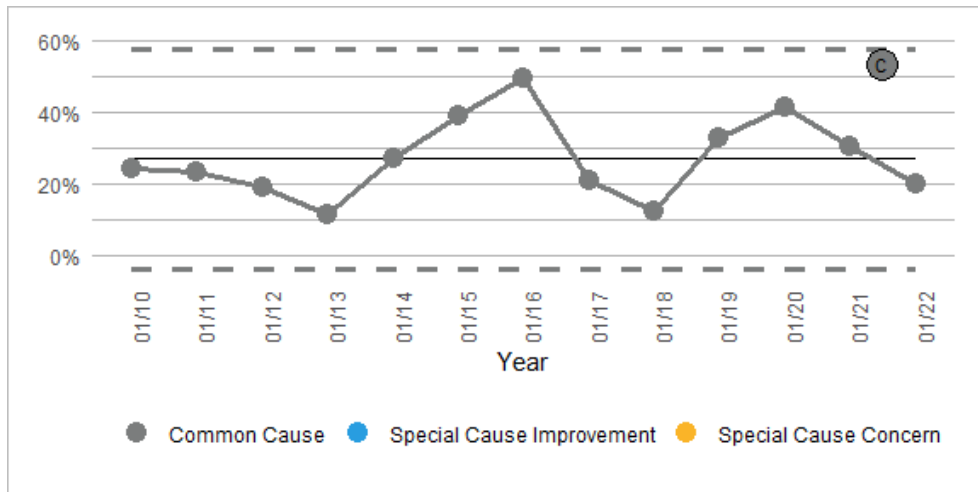
- One follow report has been issues as a final.
- Eight reviews are at fieldwork stage (four risk and assurance and four follow ups).
- Three risk and assurance Terms of Reference have been issued with agreed start dates for quarter three.
- Four risk and assurance reviews are currently being scoped.

Performance Indicators – Resources

Indicator	Sep-2021	Dec-2021	Mar-2022	Jun-2022	Sep-2022	Target	Annual change	Qrly change
CO14 : Spend with SMEs	30.7%	30.7%	30.7%	20.0%	20%	33%	-34.9%	N/A
CO15 : CO2 reduction from 1990 levels (%)	58.9%	58.9%	58.9%	59.1%	59.1%	60%	+0.3%	N/A
CO16 : Statutory info requests handled on time (%)	43.96%	59.19%	71.64%	85.44%	93.09%	95%	+112%	+9.0%

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CO14 : Spend with SMEs

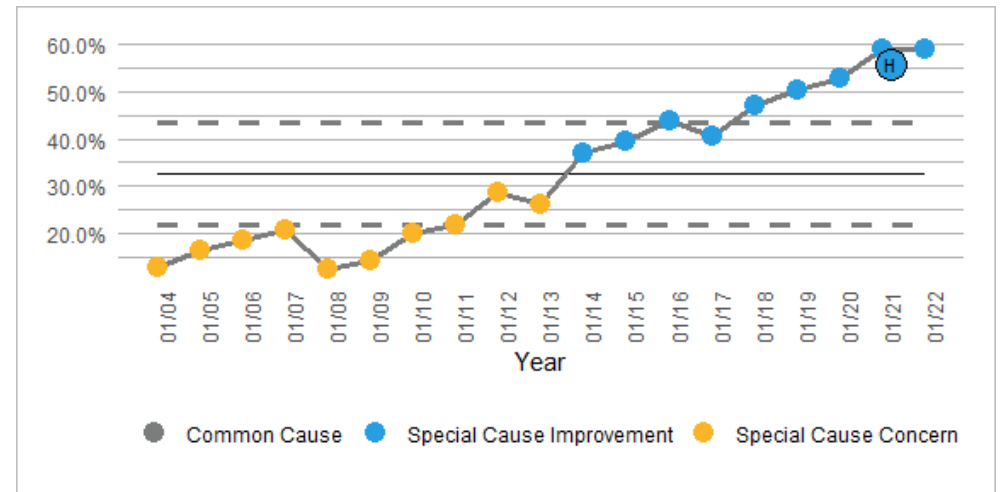


Annual target 33% | 2021/22: 20%

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 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 (%)



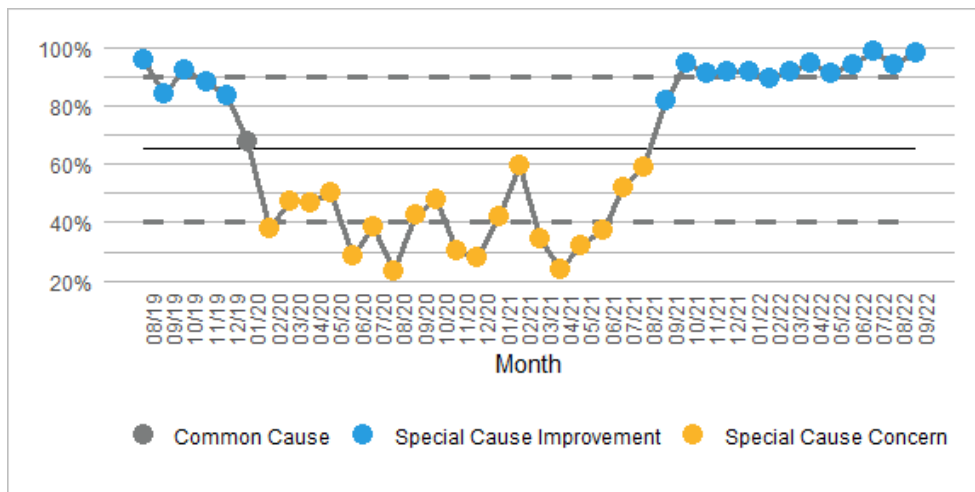
Annual target 60% | 2021/22: 59.1%

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.

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



12 month rolling target: 95% | Sep 2022: 93.25% X

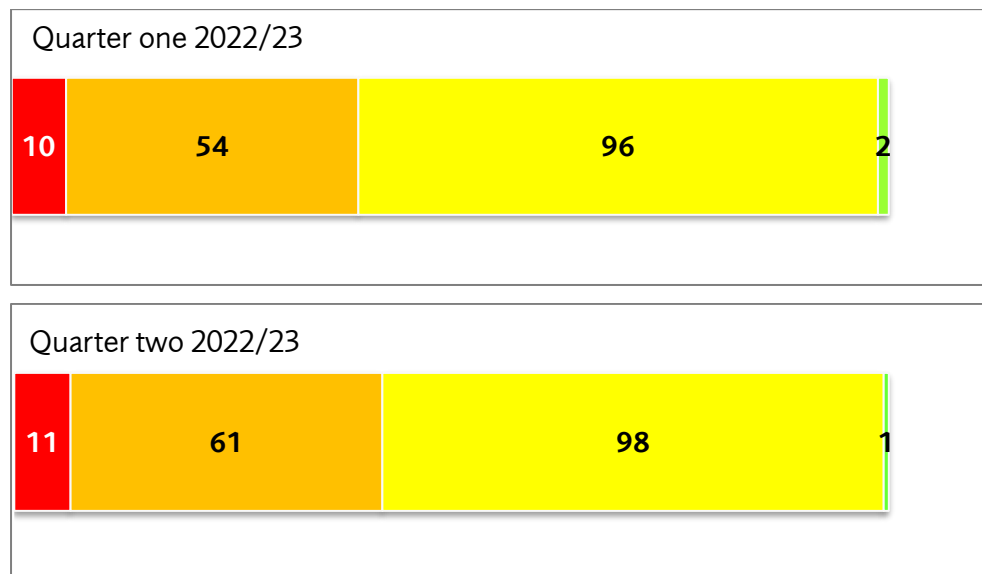
This indicator measures how quickly the Brigade meets the deadlines for responding to requests under the Freedom of Information Act (20 working days) and data protection law (one calendar month).

Performance, at end of quarter two, at just over 93%, has again improved compared to the previous quarter and just under target. Performance has been at/exceeding the target since October 2021. The rolling 12-month performance remains impacted by overdue requests earlier in the year. At end of Q2, most requestors were getting responses within statutory timescales; some complex requests take longer the target (95%).

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 one there has been an increase of 1 red risk, an increase of 7 amber risks, an increase of 2 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 there are now 11 risks overall. There have been the addition of 2 new risk pressures regarding market forces (CS2), and barriers to staff understanding about corporate change (CM8). At the same time, the lack of internal communications resources risk (CM7) has been reduced in its rating and de-escalated from the corporate red risk register.

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.

Business Continuity Planning

The departmental Business Continuity Plans (BCP) outline the responsibilities and critical activities owned by each department. We continue to work with 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 has been completed with the final stress testing taking place in Q3.

Heatwave

The 2022 United Kingdom experienced three heatwaves; the first was for three days in June, the second for three days in July, and the third for six days in August. The Met Office issued its first red warning for extreme heat on 8 July, which was

Our Risk Perspective

affected all of central and southern England and was in place for 18 and 19 July. On 15 July, it declared a national emergency after the red warning was put in place.

The 19th July was the busiest day in modern firefighting history, in terms of the volume of large-scale fires we were dealing with at any one time., Control received over 2,600 calls and the Brigade attended 1,146 incidents. This is comparable attending double the number of incidents that all other UK fire and rescue services have dealt with. To ensure valuable learning is captured a corporate level debrief process is underway and updates will follow.

Operation London Bridge

Following the passing of Her Majesty the Queen a period of national mourning took place and whilst this was a challenging time the Brigade undertook its responsibilities in supporting Operational London Brigade and ensuring the safety of those living and visiting London. This included ensuring operational cover during this period but also inspecting the huge number of temporary structures, business, transport hubs and supporting the welfare of those waiting to attend the laying in state.

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	
	Grey	Firefighting Training Strategy & Urban Firefighting Course	Grey			Establishing the High Performing Team	
	P4: Design services around your needs & concerns	Modern Firefighting Technology & Tactics	Grey		Firefighting Training Strategy & Urban Firefighting Course	Enhancing Enabling Services	Grey
Grey			Bodyworn Video Phase 2		Grey		Discovery Review Productivity Initiatives People Organisation Strategy
Marauding Terrorist Attack		Green	n/a		Modern Workplace Programme	Green	n/a
		Green	n/a	HR & Payroll System	Yellow	n/a	
P5: Enable our people to be the best they can be, to serve you better	Command Unit Replacement	Green	n/a	Finance & Purchasing System	Red	n/a	
	RPE & Radio Replacement	Red	n/a	Inventory Management	Grey	n/a	
	Replacement Mobilising System	Green	n/a	Measuring Value & Outcomes	Grey	Value-led KPI Definition Value-led KPI Measurement & Analytics	
	Improving Awareness	Grey	Awareness Campaign of Catalogue	Adopting National Operational Guidance	Grey	NOG Integration Phase 2	
		Grey	Culture Review FF(D) Support Accountability & Assurance of Inclusion Inclusive Leadership Procurement for a Diverse Workforce Privacy for all I&D – Capacity Building	Zero Emission Pumping Appliance	Green	n/a	
P6: Work together to provide the best possible services to meet your needs	Togetherness Strategy	Green	n/a	Meeting Net Zero Targets	Grey	Net Zero Strategy ULEF Programme	
		Green	n/a	Developing CRMP	Grey	Development of Org Strategy	
	Operational Contingency Arrangements Implementation	Green	n/a	Change Adoption Mechanisms	Grey	Cohesive Change Strategy Change Adoption Strategy Staff & Community Feedback Mechanisms	
P7: Driven by evidence so that we give you the value you expect	Strategic Workforce Planning	Grey	Workforce Planning (Phase 2) Capacity Model Integrated Workforce Plans Fire Safety Training Flexible Resourcing Models Professional Skills Management	Embedding a Change Culture	Grey	Shifts towards Values & Outcomes	
		Grey	n/a	Portfolio Management	Grey	Portfolio & Business Change Capabilities Value-led Investment Assessment Value-led Project Management Value Realisation Approaches	
		Grey	n/a				
P8: Work with other organisations to secure a safer future for everyone							
P9: Enable organisation change							

■ 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/>