



LFB Quarterly Performance report

Quarter 4 2022/23

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Introduction

Welcome to the London Fire Brigade's performance report for quarter four 2022/23 (the information contained in this report covers the 12 months up to the end of March 2023). 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 others and Adding value. 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>

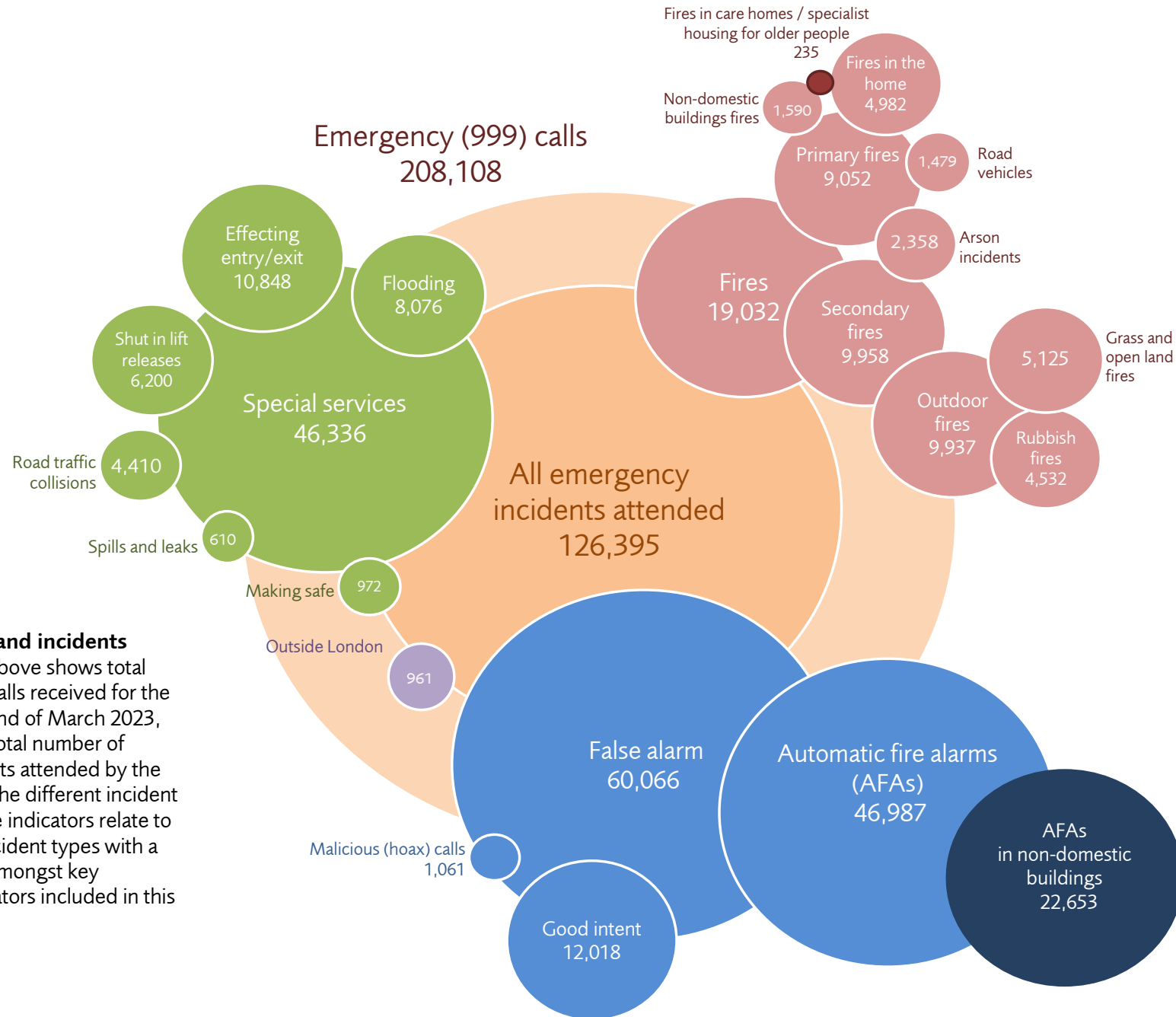
Performance at a glance



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 March 2023, 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



Publicity, Campaign News, Grenfell Tower and Culture Review

Publicity and Campaign News

Safety awareness

In this quarter we launched our new our #ChargeSafe campaign highlighting the dangers of lithium batteries, in particular their use in e-bikes and e-scooters. We launched the campaign with a case study about a woman who had died in an e-bike fire in January. Several media interviews were carried out, video content was produced, and we promoted our messaging across all of our external channels. We continued to promote this messaging with a second press release about firefighters targeting delivery drivers with safety advice. We also promoted the core messages when writing up any incidents relating to lithium batteries and updated the online Home Fire Safety Checker to include advice on having e-bikes and e-scooters in homes.

Following on from our messaging about the cost-of-living crisis earlier in the winter, we continued to promote fire safety issues targeting people trying to reduce their energy bills. We warned about the dangers of carbon monoxide poisoning and to make sure they check their open fire chimney and flue are working correctly. We issued a press release with advice and continued to promote safety messaging related to rising energy bills on social media.

We promoted how the Brigade is the latest organisation to join the London Tobacco Alliance. Through joining we aim to reduce tobacco related harm by improving education around tobacco and vaping-related fires.

In March the Brigade issued a release in support of the proposals by the government to make it mandatory for all new residential buildings above 30 metres to have a minimum of two staircases. A second staircase in a tall building can make it safer for those inside who may choose to, or need to, evacuate in the event of a fire.

Incidents

Following the earthquake in Turkey and Northern Syria in February, some of our firefighters and officers went out to help with the search and rescue mission. Group Leader Dave O'Neill and other firefighters took part in several media interviews about the Brigade's role, and we promoted their success stories from their trip. Tracy Doyle

also appeared in Attitude magazine talking about her experience as an LGBTQ firefighter; she has now been nominated for one of their awards.

In January we received significant coverage following an incident in Sidcup where there was a chemical leak at a Coca Cola factory when around 200 people were evacuated. There was also extensive national and regional coverage of an incident in Hackney where a bus burst into flames with children inside. The blaze damaged six other vehicles and surrounding properties.

With continuous plunging temperatures in the winter months and following the tragic incident in Solihull, we highlighted the dangers of going on icy water. We issued a statement about an incident where a boy had gone into icy water to rescue his dog and how firefighters rescued them both.

LFB Museum

LFB Museum continued to actively promote its virtual presence across social media and online. We commemorated the 85th anniversary of the Auxiliary Fire Service (AFS) forming just before World War II with a series of Twitter posts during January.

We began promoting the Wren300 project on Twitter which will include an exhibition about Firefighter Artists in World War II in September. We continued the ever-popular Fire Station series on Twitter, with each post linking to website profiles for the station.

Community Engagement

The community engagement team has delivered a series of introductory workshops to Borough and station commanders. Challenging the concept of community engagement and corporately setting a benchmark around community engagement for the BRMP and the concept of post incident engagement.

The community engagement team have run a series of focus groups with people with bereaved and survivors of a fire who shared their lived experience of LFB services, with the aim of shaping the services LFB delivers after an incident.

Culture Review

The Independent Culture Review was published in November 2022. Throughout this quarter communications activity has focussed on internal engagement, with regular

Publicity, Campaign News, Grenfell Tower and Culture Review

updates on activity through all-staff meetings and the LFB senior leadership team meeting face-to-face with watches and teams to discuss cultural change. This was followed by the LFB Live staff conference on 22 February 2023 which was attended by over 300 staff to work together to understand the present and design the future of the LFB.

External activity has included continued stakeholder engagement on the plans in place to address the Culture Review and the regular publication of data on the use of the external complaints service.

Grenfell Public Inquiry

The Grenfell Tower Fire Public Inquiry concluded its evidential hearings in July 2022 and closing overarching statements were made by some Core Participants, including the LFC, in November 2022. The Inquiry provided an update on its work in April 2023. It hopes to have completed drafting of the report by the end of 2023. The report will then be provided to the Prime Minister, in accordance with the Inquiry's terms of reference, for a decision on when the report will be published.

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.

Civil claims brought by approximately 900 Bereaved, Survivors and Residents against several Defendants, including the LFB, have now been settled. A further 105 claims from firefighters and control room officers, and 36 claims from Metropolitan Police Officers against the same Defendants have also been made. The LFC is participating in a confidential, alternative dispute resolution (ADR) process with the firefighter Claimants to try and resolve matters without the need for litigation.

Financial Performance

Introduction and Background

This presents the provisional outturn position as at the end of March 2023 (quarter 4). All departments review their actual income and expenditure on a monthly basis and provide an updated forecasted outturn position and explanation of variances, against all their budgets. These returns then form the basis of reporting to the Investment and Finance Board and from there on to the Commissioner's Board. A few areas are still under review and work is ongoing to finalise figures.

Mayor's Budget for 2023/24

The Mayor of London published his Budget Guidance for 2023/24 on 29 July 2022, which set out provisional funding levels for the LFC over a three-year period from 2023/24 to 2025/26. The LFC provided a Budget Submission to the Mayor addressing the requirements set out in the Guidance by the deadline of 25 November 2022. The Mayor's final draft budget was approved without amendment by the London Assembly on 23 February 2023 which included increased funding totals for the LFC of £444.3m in 2023/24, £461.5m in 2024/25 and £478.9m in 2025/26.

Statement of Accounts 2021/22

The Draft Statement of Accounts was approved by the Chief Finance Officer (Director of Corporate Services) on 31 May 2022 and passed for external audit and public inspection. The updated Draft Statement of Accounts was published by 30 November 2022, together with a statement from the external auditors that the audit was not yet complete. Work is now ongoing to complete the final audited Statement of Accounts in the coming weeks.

Statement of Accounts 2022/23

The Draft Statement of Accounts is being prepared alongside this outturn report, and further changes may be necessary as the position is finalised. The Accounts will then be approved by the Chief Finance Officer (Director of Corporate Services) and then passed for external audit and public inspection.

Revenue

The provisional revenue outturn variance position at the end of March 2023 is for an overspend of £342k, which is 0.1% of the net revenue budget.

The overspend is a decrease of £3,461k since last reported at the end of December (LFC-23-016). There has been significant action taken to address the level of pre-arranged overtime (PAO), and this has been a major factor in the reduction of the overspending. The position has also developed on inflationary pressures and the financial impact has been managed within existing budgets to a greater extent than previously expected, therefore reducing the draw necessary from reserves set aside to manage this. The overall movement is made up of a combination of the following decreases which total £18,159k:

- £3,008k on Operational Staff due to a reduction in the forecast spend on PAO reflecting the positive impact of implementing actions to reduce PAO.
- Premises includes £2,846k on Property Rates; a revaluation exercise on business rates was undertaken with local authorities, to agree the profile of refunds/credits and rate liabilities due. A £2,000k provision had been held in 2021/22 in view of the uncertainty around this exercise. This provision is no longer required and was released in 2022/23 as LFB have realised the forecast saving. Additionally, £305k of credits and refunds have been received in 2022/23. The combination of the above has largely driven the material variance in property rates re: outturn vs Q3 Forecast.
- There are further movements within Premises of £4,390k which include (BM) Building Maintenance (£1,412k) and the impact of transitioning to new suppliers throughout the Q3 into Q4 period. £280k of this was also attributable to the need to reprogramme decorative works to support the Privacy for All project. Energy costs (£1,080k) due to a revision to the previous estimate on utilities inflation and Cleaning & Domestic supplies (£1,348k) where budget has now been raised to fund this from the Covid reserve.
- £3,334k on additional income, mainly due to secondment income (£1,911k) that is offset by staff spend, an improvement to the previously forecast under recovery on commercial property rental income (£694k) and additional interest receivable (£490k), due to higher interest rates and increased cash balances.
- £2,448k on Supplies and Services mainly due to spend on operational equipment now expected to be incurred in the coming financial year relating to one-off equipment costs for (MTA) Marauding Terrorist Attack (£417k); additional

Financial Performance

(£940k) underspend within (TSS) Technical and Support Service still under review, of which £140k has been requested to be earmarked for next FY 2023/24 due to Dry suits procurement delay; (PS) Professional Services (£548k) due to the delay in the implementation of finance system and (£381k) reduction in spend on clothing & laundry.

- £900k on employee related budget. This includes a revision to the previously forecast overspend on professional development (£691k) due to revised estimates of spend on training courses, (£447k) spend on medicals and driver training related spend being partially offset by £247k reduction in underspend on agreed compensation based on the current position with known number of cases.
- £600k decrease in the forecast spend on FRS and Control staff due to vacancies, net of agency costs. At the end of March there were 196 vacancies across all departments, with 124 agency staff mitigating the impact of this.
- £633k reduction in third party expenditure following a revised cost to the LFC's pensions administrator (LPPA), for work required on the Firefighter Pensions remedy as part of Immediate Detriment.

Of these above reductions, at least £2,018k, (MTA £417k, PS £548k, TSS £140k, LPPA £633k, BM Decorative work £280k) are known to be relating to slippage and are part of planned/requested earmarked reserves for 2023/24, The £18,159k reductions are offset by the following increases of £14,697k resulting in a net reduction of £3,461k, since last reported at the end of Qtr.3:

- £13,890k reduction in the planned use of reserves. Largely, as identified above, a result of underspends or delays in expenditure which will now be incurred in 2023/24. This reflects an update to the previously forecast draw on reserves, with a marked change in the planned use of the Budget Flexibility reserve (BFR) requirement. BFR had been anticipated for pay and non-pay inflation to a much larger extent than materialised.
- £662k on Specific Grants, mainly due to Protection Uplift Grant (£1,664k) to be transferred into earmarked reserves, offset by additional property grant income.
- With £145k other small adjustments in Firefighter Pensions (Injury and Ill health) and Transport.

The overspend of £342k could have been considerably more, but for mitigating actions to address the overspending position including:

- In year saving relating to planned revenue transfer to capital programme that will no longer be required of £2,559k; the outturn underspend on capital eliminated the need to provide this additional revenue funding;
- £1,083k relating to a saving from the Government's national insurance changes;
- As part of the ongoing review of approved growth for 2022/23, the learning and professional development budgets have been reviewed and revised, with £1,012k offered as an in-year saving. This will not impact future year training commitments.
- £2,891k on interest receivable with higher interest rates and increased cash balances.

Capital

- 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 LFC approved a revised capital budget for 2022/23 of £29,192k, including the reprofiling of £18,284k to reflect project slippage, at the end of September (LFC- 0764).
- The capital outturn variance position as at the end of March 2023 is for an underspend of £11,908k (compared to £11,364k at Q3) against the revised budget of £29,192k. This has meant that no additional external borrowing was required by the LFC in 2022/23.

Financial Performance

London Fire Commissioner Financial Position

London Fire Commissioner Revenue Summary						
LFC Revenue (£000s)	Full Year Revised Budget	Outturn at 31st March 2023	Outturn Variance at 31st March 2023 - (Under)/Over	Forecast Outturn Variance at 31st December 2022 - (Under)/Over	Movement between variance figures	
Operational Staff	282,257	302,698	20,441	23,449	(3,008)	
Other Staff	73,012	70,736	(2,277)	(1,676)	(600)	
Employee Related	27,323	26,681	(642)	258	(900)	
Firefighter Pensions - Injury and Ill Health	21,772	21,532	(240)	(254)	14	
Premises	47,343	39,894	(7,449)	(213)	(7,236)	
Transport	17,342	18,526	1,184	1,052	132	
Supplies and Services	31,968	31,305	(663)	1,785	(2,448)	
Third Party	1,694	1,299	(395)	238	(633)	
Capital Financing	9,624	9,733	109	0	109	
Contingency	3,883	0	(3,883)	(3,775)	(109)	
Income	(48,019)	(54,646)	(6,627)	(3,293)	(3,334)	
Net Revenue Expenditure	468,198	467,757	(441)	17,572	(18,013)	
Use of Reserves	(7,601)	(7,601)	0	(13,890)	13,890	
Financing Requirement	460,597	460,156	(441)	3,682	(4,123)	
Financed by:						
Specific Grants	(38,797)	(38,014)	784	122	662	
GLA Funding	(421,800)	(421,800)	0	0	0	
Net Financial Position	(0)	342	342	3,804	(3,461)	

Financial Performance

London Fire Commissioner Capital Summary

London Fire Commissioner Capital Summary						
LFC Capital (£000s)	Full Year Revised Budget (Q4 Profile)	Outturn at 31st March 23	Variance on Outturn 31st March 23	Forecast Outturn at 31 December 22	Variance on Outturn vs Outturn 31st Dec 22	Comments
ICT	4,647	790	-3,857	808	18	£18k is proposed to be re-profiled to 2023/24 due to project delays including procurement delays.
Property	9,664	10,513	849	10,024	-489	The (£489k) variance is due to Privacy for all (Gender neutral facilities) - (£285k), Southall retender exercise delayed start date for project to April 23. Harrow project completion date slipped to May 23. (£140k) Biggin Hill FS - Extension, a slight delay in the works was experienced. The structural engineer suggested more propping was required which resulted in a revised completion for the works in April 23. Minor Improvement Programme (£122k). Edmonton window project was reprogrammed to 2023/24 due to a delay in the planning application process. Security Improvements at Stns (£91k) delays have occurred in IT Security team supply and approving the IT security elements within the contract specification. The above was offset against Plumstead Fire Station Redevelopment £501k Project ahead of schedule, reprofiled to reflect actual spend and rewiring of property at various fire stations £110k, Erith and Eltham electrical rewire projects were both fully completed ahead of schedule
Fleet and Equipment	6,681	5,981	-700	6,846	865	The reduction in spend of £865k vs Q3 Forecast, is due to combination of reduced spend on the (CSU) Command Support Unit Project. 5 vehicles receipted instead of the forecast 9, the removal of the (HLU) Hose Layer Unit contingency payment and the reduction in spend on the Officer Pool Car spend whereby 29 cars were receipted as opposed to the 50 forecast, between the period of December 22 and March 2023.
Operational Policy	8,200	0	-8,200	150	150	The forecast spend of £150k for Respiratory Protective Equipment and Radio Equipment will be re-profiled until July 23 when the project is scheduled to commence, due to the current global supply chain issues.
Total Capital Expenditure	29,192	17,284	-11,908	17,828	544	

Financial Performance

Reasons for the Revenue Position

The revenue outturn position at the end of March 2023 is for an overspend of £342k, which is 0.1 per cent of the net revenue budget. The main reasons for the overspend position are explained in more detail below.

Operational Staff

The overspend on operational staff is £20,441k (including implementation of pay awards), a reduction of £3,008k since last reported at the end of Qtr.3 (LFC-23-016) due to a decrease in spend on pre-arranged overtime (PAO) reflecting the positive impact of implementing initial actions to reduce PAO in Q4. For 2023/24 the full annual impact of the actions, including the Priority Crewing Guide (PCG), is expected to reduce significantly unbudgeted pressures on overtimes. However, there are still potential risks in delivering to the overtime budget if there is a requirement to operate outside of the PCG due to exceptional operational risk (such as heatwave, on high alert or one-off events).

As previously reported, the forecast overspend on operational overtime is in part due to exceptional operational activities in this financial year. These include prearranged overtime schedules to cover the state funeral of Her Majesty, Queen Elizabeth II alongside the additional Bank Holiday and summer heatwave. The average operational vacancies at the end of March were 228 compared to the budgeted position of 296.

Other Staff

Other Staff budgets are underspend by £2,277k due to vacancies, this is a further additional underspend of £939k on FRS Staff (net £600k when Control staff are included), vs last reported at the end of Qtr.3 (LFC- 23-016). This is after the impact of the vacancy margin of £1,300k for the year. At the end of March there were 196 FRS vacancies across all departments, with 124 agency staff mitigating the impact of this.

Employee Related

Employee related budgets are underspend by £642k, a decrease of £900k since last reported at the end of Qtr.3. This largely includes a revision to the previously forecast overspend on professional development (£691k) due to revised estimates

of spend on training courses, (£447k) spend on medicals and driver training related spend and partially offset by £247k reduction in underspend on agreed compensation based on current position with known number of cases.

Firefighter Pension Scheme

The Firefighter Pension Scheme budget is underspend by £240k, a slight movement of £14k since last reported at the end of Qtr.3. As previously reported at the end of September (LFC-0764), there is a net underspend of £312k across pensions (Ill health top up and Injury) with a reduction in overall injury pensioner numbers, being offset by an additional £72k on pension sanction charges.

Premises

There is underspend of £7,449k on Premises. The underspend is mainly on property rates (£3,844k) due to the profile of refunds/credits achieved throughout the year – work is still ongoing to clarify any issues still outstanding for 2022/23; building maintenance (£1,137k) due to new contracts being issued on 1 February 2022 with lower than anticipated works being completed by the old supplier and work by the new supplier not being completed in time for the 2022/23 financial year, and in year savings relating to a planned revenue transfer to capital programme that will no longer be required of £2,559k.

Transport

As previously reported at the end of December Qtr.3, there is an overspend on transport of £1,184k due to an increased cost of accident and modification repairs £234k, vehicle and equipment contract due to abatements £133k, vehicle passthroughs £585k and on travel £326k.

Supplies and Services

There is an underspend on Supplies and Services of £663k, a reduction in spend of £2,448k reported at the end of Qtr.3 due to spend on operational equipment now expected to be incurred in the coming financial year relating to one-off equipment costs for Marauding Terrorist Attack (£417k); additional (£940k) underspend within

Financial Performance

Technical and Service still under review; professional services (£548k) due to the delay in the implementation of finance system and (£381k) reduction in spend on clothing & laundry.

Third Party

There is an underspend of £395k on Third Party, a decrease of £633k in third party expenditure following revised costs to the LFC's pensions administrator (LPPA), for work required on the Firefighter Pensions remedy as part of Immediate Detriment.

Contingency

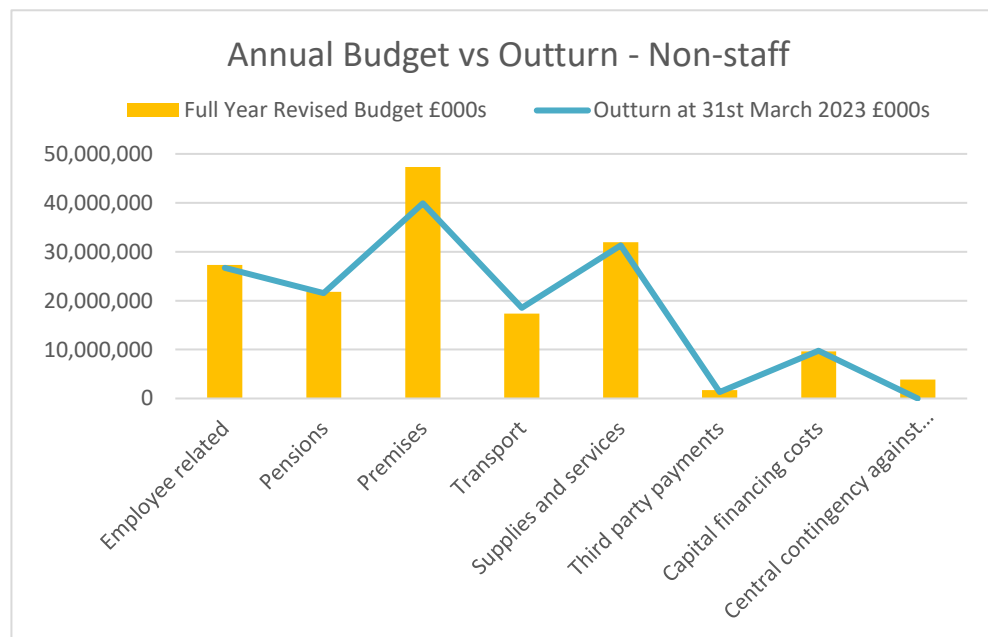
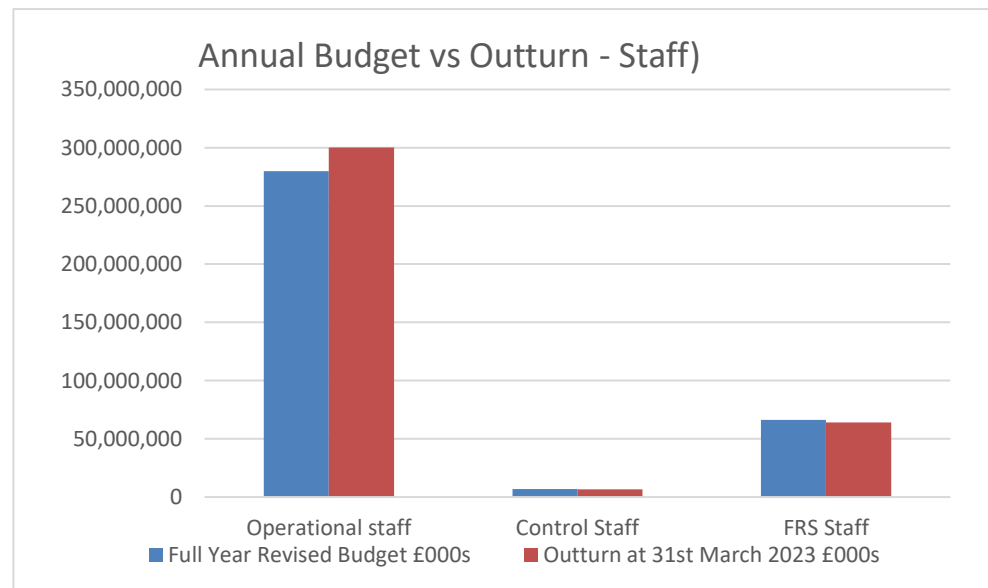
As previously reported at the end of September £3,883k underspend was expected on the Contingency based on forecast requirements and in-year saving offered as part of the ongoing review of approved growth for 2022/23. There is a movement of £109k since last reported at the end of Qtr.3 due to staff savings actioned under delegated authorities

Income

There is an over recovery of £6,627k on income. This is an increase of £3,334k on Q3 Forecast, due to secondment income (£1,911k) that is offset by staff spend, a revised update on previously forecast under recovery on property rental income (£694k), additional interest receivable, due to higher interest rates and increased cash balances (£490k). As previously reported, the rest of the increase is mainly relating to interest receivable with higher interest rates and increased cash balances.

Specific Grants

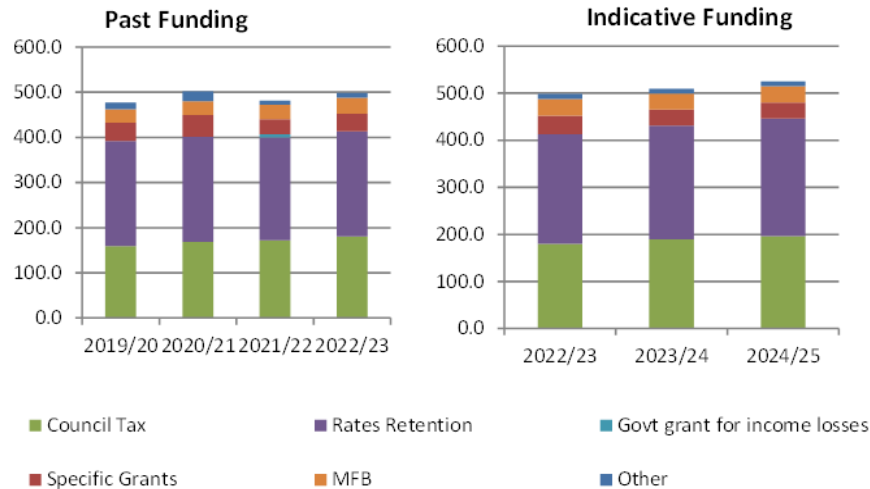
£784k on Specific grant is mainly due to Protection Uplift unspent grant £1,664k transferred into earmarked reserve offset by additional property grant income.



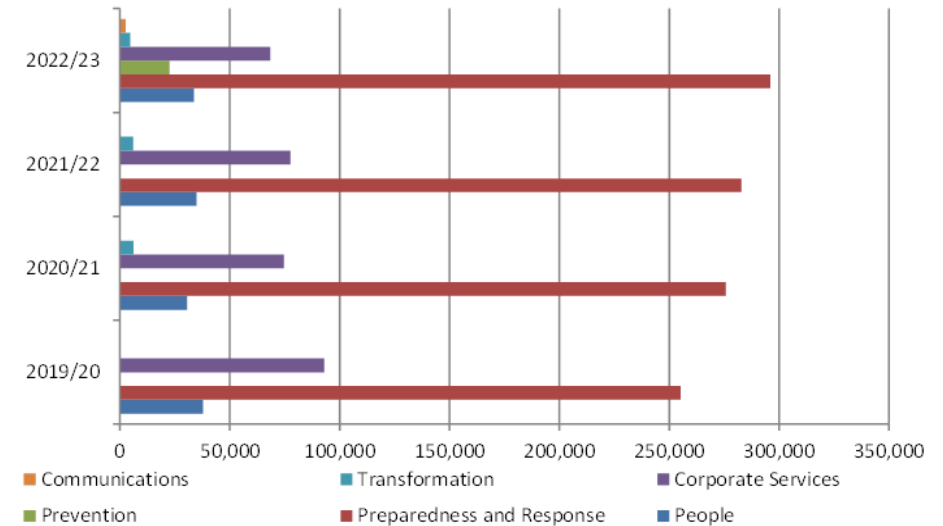
Financial Performance

Financial trends

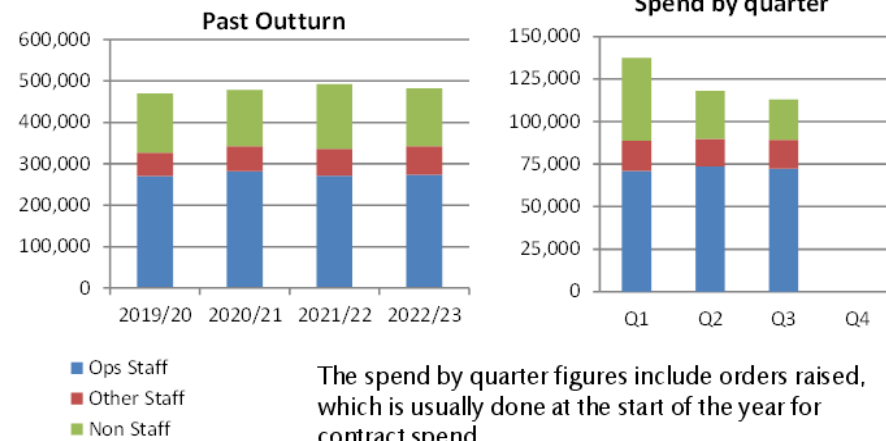
Total Funding for LFC (£m)



Directorate Spend by Year (£k)

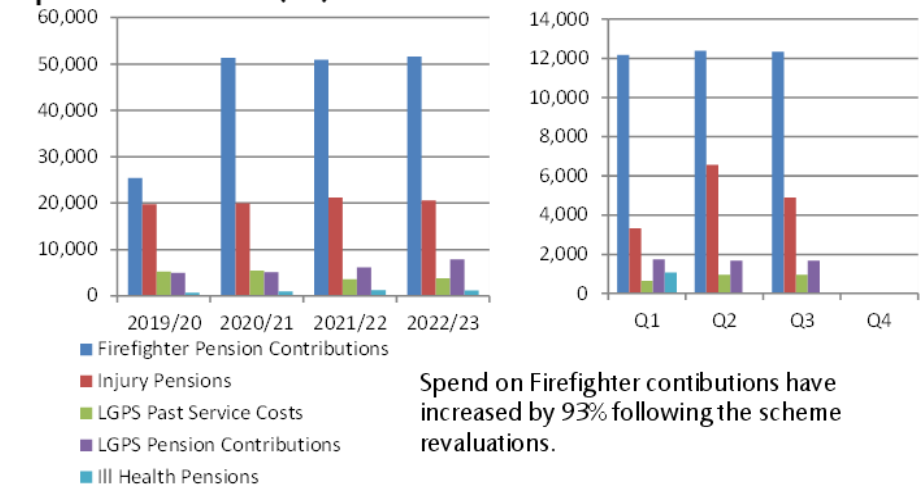


Total Costs (£k)



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)

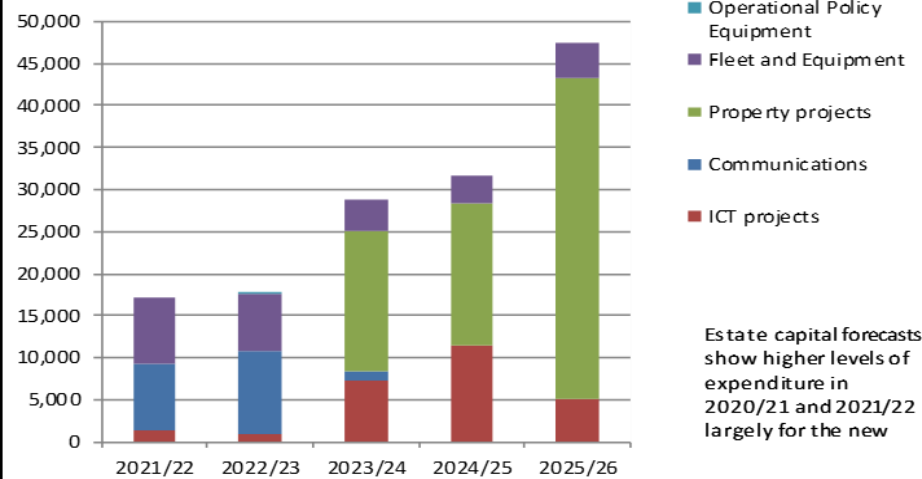


Spend on Firefighter contributions have increased by 93% following the scheme revaluations.

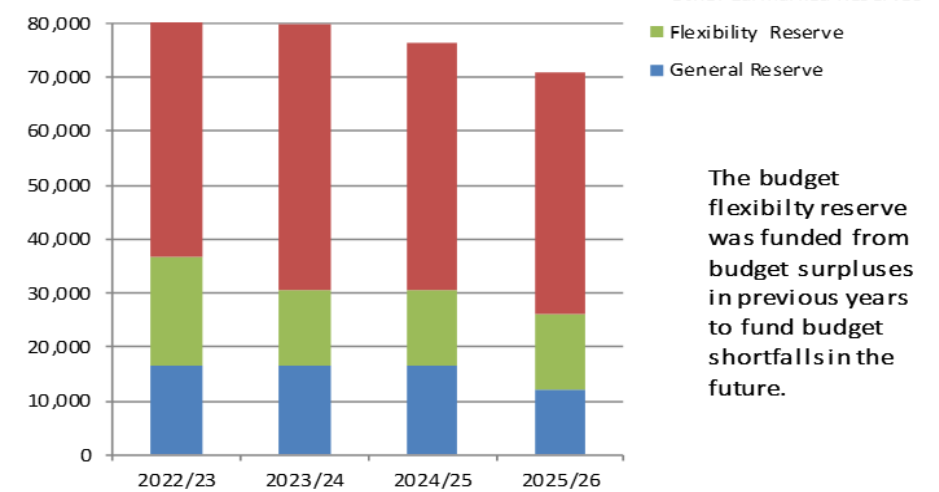
Financial Performance

Capital, borrowing and reserve

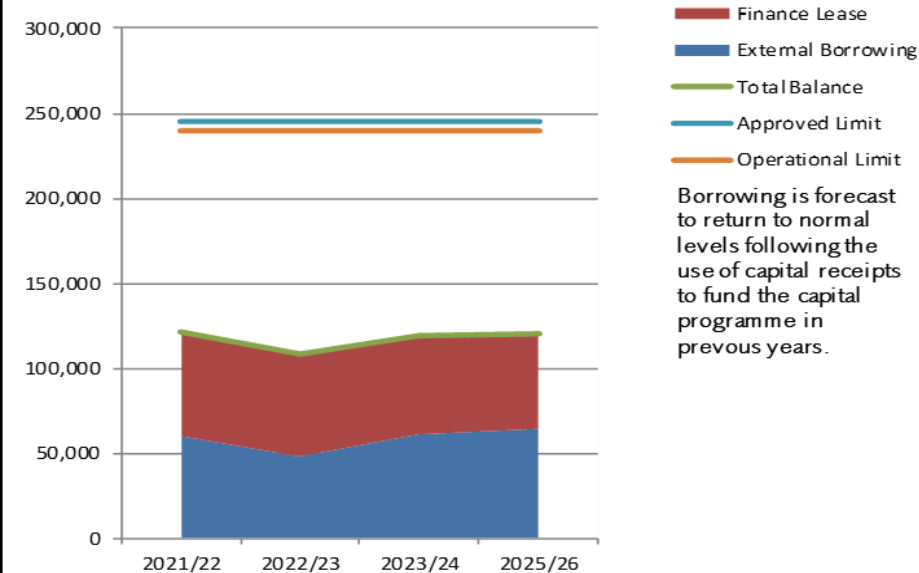
Capital Spend (£k)



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 reserve.

Earmarked Reserves (£k)	22/23	23/24	24/25	25/26
Capital Expenditure Reserve	7,045	-	-	-
Compensation	925	925	925	925
Emergency Services Mobile Co	888	888	888	888
Fire Safety and Youth Engagem	8,189	6,089	3,989	3,989
Grenfell Infrastructure Reserve	503	-	-	-
Marauding Terrorist Attack (M	997	397	397	397
ICT Development Reserve	2,663	2,463	2,463	2,463
In Year Savings Reserve	3,600	1,600	1,600	1,600
LFB Museum Project	179	79	79	79
London Resilience	771	-	-	-
Community Risk Management	2,573	2,888	1,388	388
Pension Earmarked Reserve	1,564	1,564	1,564	1,564
LFC Control Centre	729	729	729	729
Transformation Delivery Plan	3,015	-	-	-
Vehicle & Equipment Reserve	2,159	859	859	859
Fire Safety Improvement Reser	29,680	29,680	29,680	29,680
Other	1,493	1,193	1,193	1,193
Earmarked reserves total	66,974	49,355	45,755	44,755

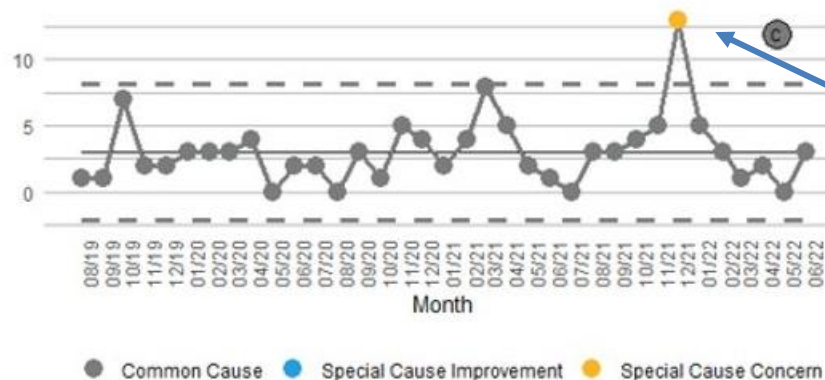
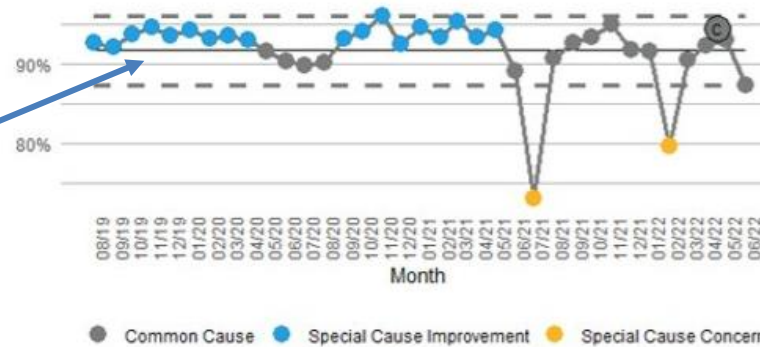
Key and SPC Chart Example

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

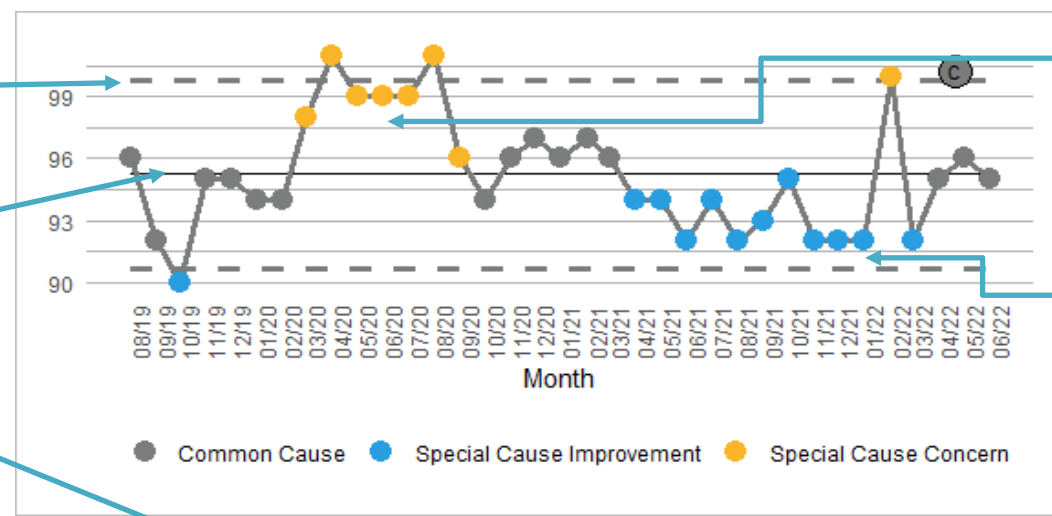
Indicators	Projects	Risks
Performance on target	Time/cost targets will be achieved and all quality criteria satisfied	Minor risks (green 1-3 rating): These risks would impact on a department or team in a department or local piece of work and/or the risk is unlikely to materialise.
N/A	N/A	Moderate risks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

Grenfell Tower Fire Public Inquiry Our Prevention Strategy in line with the new CRMP will set out how the key elements of prevention activities are delivered through a range of projects, initiatives, and messages. We work in partnership and collaborate with a wide variety of organisations to achieve this at a national, pan London, borough, and neighbourhood level. LFB also contributes to the national agenda set out by the National Fire Chiefs Council (NFCC).

The Strategy focuses on the core elements of our delivery approach to make London the safest global city and target risks and behaviours to prevent injuries and deaths over the next three years. These include promoting fire safety and targeting risk, preventing fires in the home, promoting safer living and raising awareness of safety in a whole range of activities including water and road safety. This also includes caring for the most vulnerable residents and educating and informing tomorrow's young Londoners.

As previously reported, in April 2022 LFB received a Cause for Concern letter from HMICFRS with regard to Home Fire Safety Visits (HFSVs). The concern was that LFB do not prioritise HFSVs based on risk.

A new Home Fire Safety Visit (HFSV) strategy went live on 3rd April 2023 and incorporates a new triage and out of hours process. This approach means that we can identify and respond to those most at risk, whilst still offering a service to those with lower risk factors.

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. An application for further funding to continue to deliver this collaborative project has been submitted and is currently under review. If successful, this would enable to project to continue to provide joined up working across the blue light organisations for an additional 4 years.

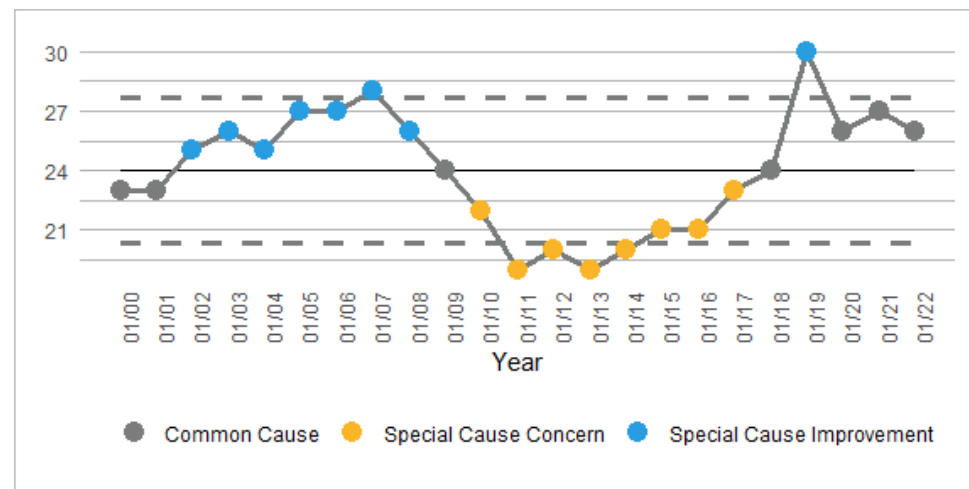
Work is underway to formulate a standard framework which will be applied across the organisation to evaluate our prevention activities in a meaningful way, which will incorporate HFSVs, Youth Services as well as Road and Water safety activities. A dedicated resource has been allocated to this project, with an action plan spanning all Prevention workstreams.

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

Performance Indicators – Prevention

Indicator	Mar-2022	Jun-2022	Sep-2022	Dec-2022	Mar-2023	Target	Annual change	Orly change
H1 : Boroughs below nat av. for primary fires - <i>annual</i>	27	26	26	26	26	25	-3.7%	N/A
H4 : Fires in care homes - <i>12 month rolling</i>	237	244	244	233	235	400	-0.8%	+0.9%
H4 : Fires in care homes - <i>rate per 100 care homes</i>	8.61	8.86	8.86	8.46	8.53	N/A	-0.8%	+0.9%
H5 : All fire deaths - <i>10 year average</i>	46	46	45	45	45	50	-1.5%	0%
CX3A : All fire deaths - <i>12 month rolling</i>	45	43	44	33	37	N/A	-18%	+12.1%
H6 : Accidental fire deaths in the home - <i>10 year average</i>	35	35	35	35	35	35	-1.4%	0%
Accidental fire deaths in the home - <i>12 month rolling</i>	36	31	34	23	26	N/A	-27.8%	+13.0%
H7 : Injury from fire - <i>5 year average</i>	814	779	767	750	740	1000	-9.1%	-1.3%
Injury from fire - <i>12 month rolling</i>	731	666	702	692	675	N/A	-7.7%	-2.5%
H8 : Home Fire Safety Visits - <i>12 month rolling</i>	35,207	38,462	41,416	43,917	49,369	76,000	+40.2%	+12.4%
NEW : % of P1 people HFSVs as proportion of overall target - <i>monthly</i>	22.48%	23.27%	30.73%	22.56%	30.27%	75%	+34.6%	+34.1%
NEW : Number of online HFSV triages – <i>year end cumulative</i>	7,009	1,122	2,403	3,974	4,970	15,000	-29.1%	N/A
H9 : Educating young people - <i>12 month rolling</i>	44,531	62,442	69,986	81,376	102,799	100,000	+130.8%	+26.3%
CO1 : Time by station staff on Community Safety - <i>12 month rolling</i>	7.43%	8.23%	8.77%	9.21%	10.05%	10%	+35.2%	+9.1%

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



Annual target 25 | 2021/22: 26

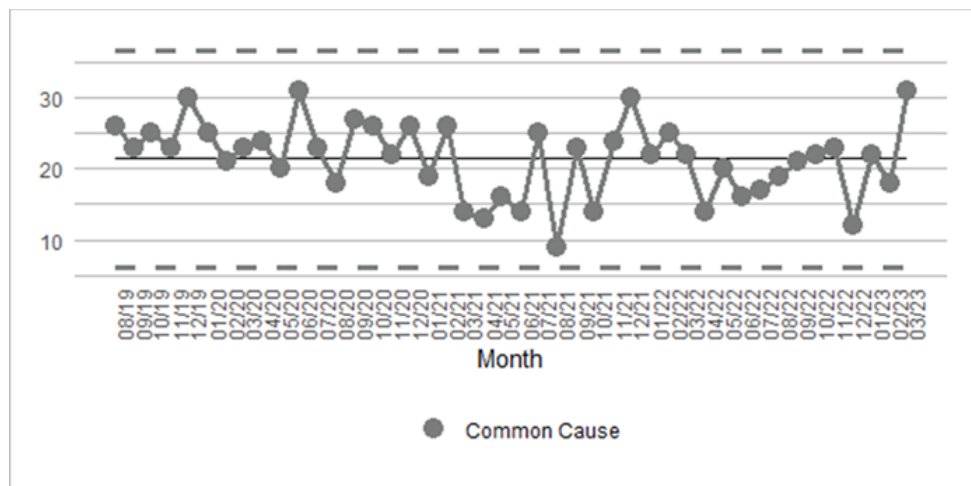


This indicator was introduced as part of the current London Safety Plan as our fairness measure under the GLA's Equality Framework. Our long-term goal is to achieve fairness and equality of outcome for all Londoners by bringing all boroughs

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

below the national average. The performance for 2021/22 continues to be on target with 26 of the 33 boroughs being below the national average for primary fires

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



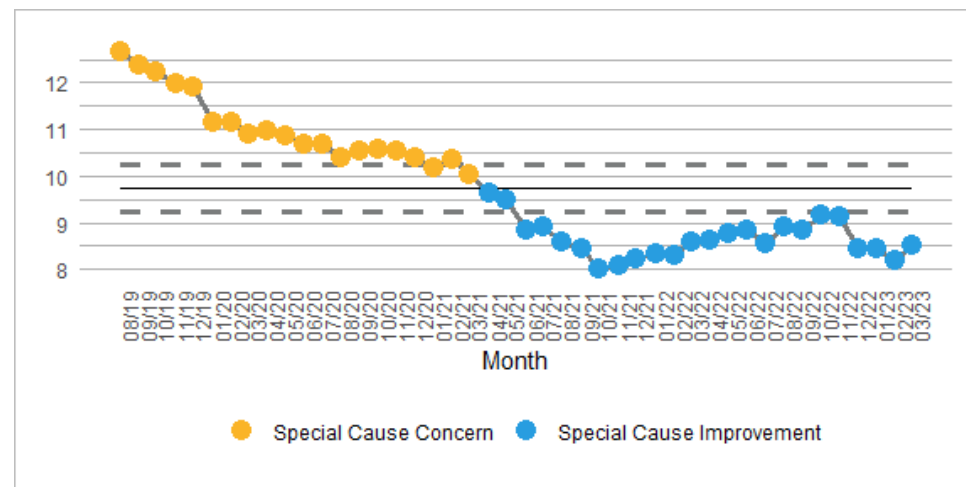
12 month rolling target: 400 | Mar 2023: 235



Fires in care homes have continued to remain well below our target, with the rate per 100 care homes remaining consistent. 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 and there are plans underway to develop a new Care Strategy which will cover both Prevention and Protection activities.

In addition, the policy and guidance notes (FSIGNS) relating to both care homes and specialised housing premises have all been significantly reviewed to assess the implications of the Fire Safety (England) Regulations 2022 and learning from previous fires. The reviewed FSIGNS have been published to coincide with the coming into force of the legislation.

Fires in care homes - rate per 100 care homes*



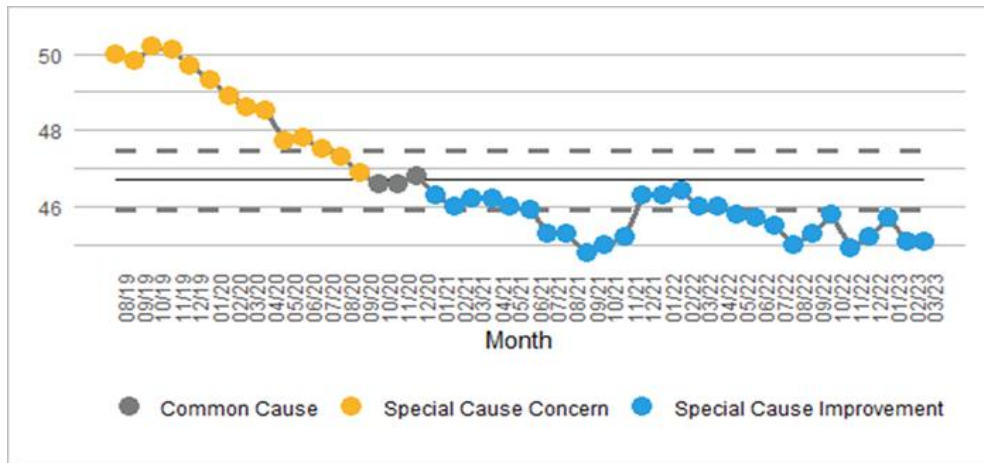
*rate per 100 care homes is calculated based on 12 month rolling data

Target n/a | Mar 2023: 8.53

n/a

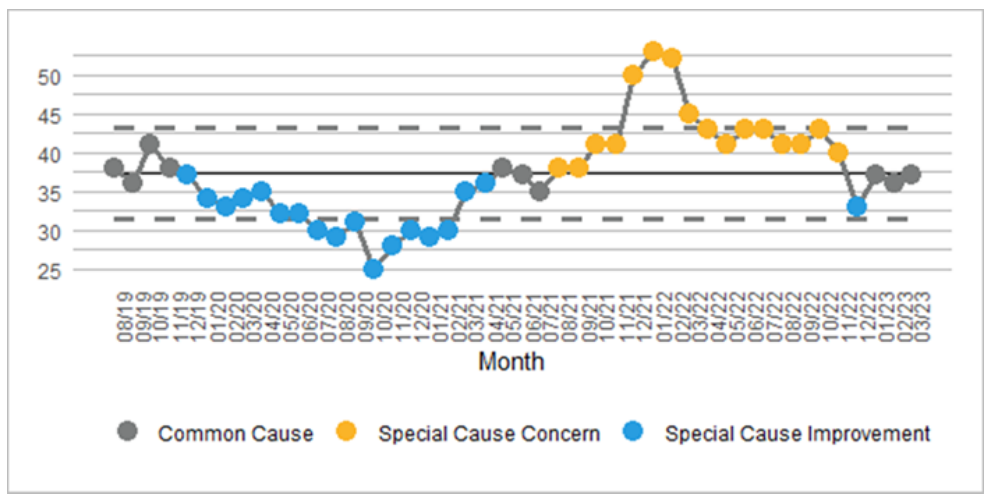
Prevention and Protection – where fires are happening and who we're targeting

H5 : All fire deaths - 10 year average



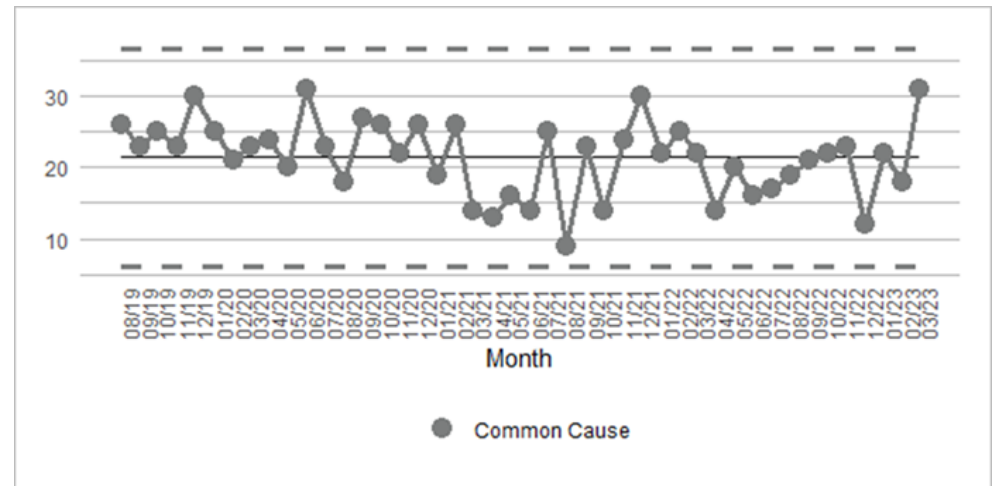
10 year average target 50 | Mar 2023: 45 ✓

CX3A : All fire deaths – 12 month rolling



Target n/a | Mar 2023: 37 n/a

All fire deaths – monthly



Target n/a | Dec 2022: 6 n/a

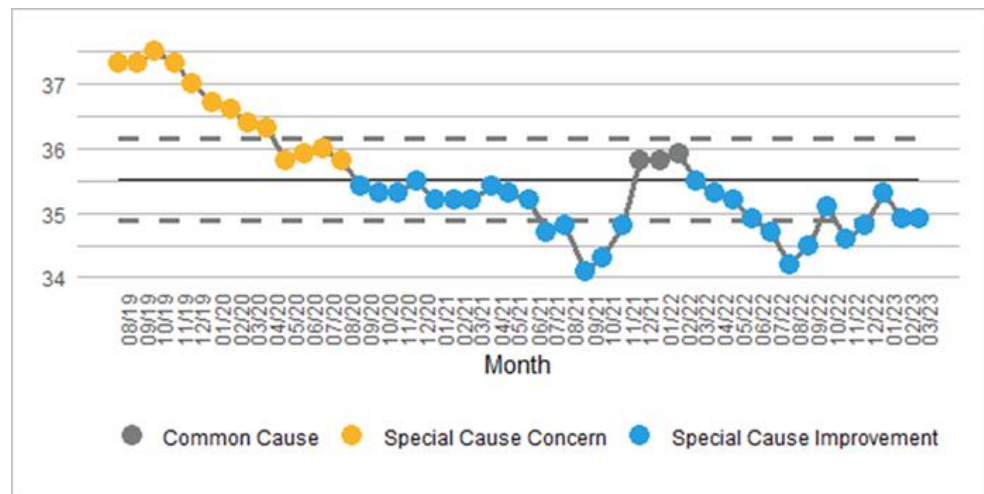
The all fire deaths (5 year average) is reporting as below target at an average of 38.

There were 15 deaths at a fire in quarter four (Jan – Mar 2023). Fourteen of these were as a result of an accidental dwelling fire. One death was as a result of a road traffic collision. The Brigade has recently amended its risk criteria to ensure that those more vulnerable to fire are safer in their homes and know how to report fire risk to the Brigade. Of the 14 fatalities, four meet the new very high-risk criteria and a further three meet the high risk criteria. This would indicate that those who are at highest risk from fire are being appropriately targeted through the new Prevention Strategy.

Smoking continues to be the prevalent cause of fatal fires, but this quarter has also seen two deaths as a result of lithium batteries. The Brigade has recently launched a public campaign (#Chargesafe) to raise awareness of the risks associated with lithium batteries.

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

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

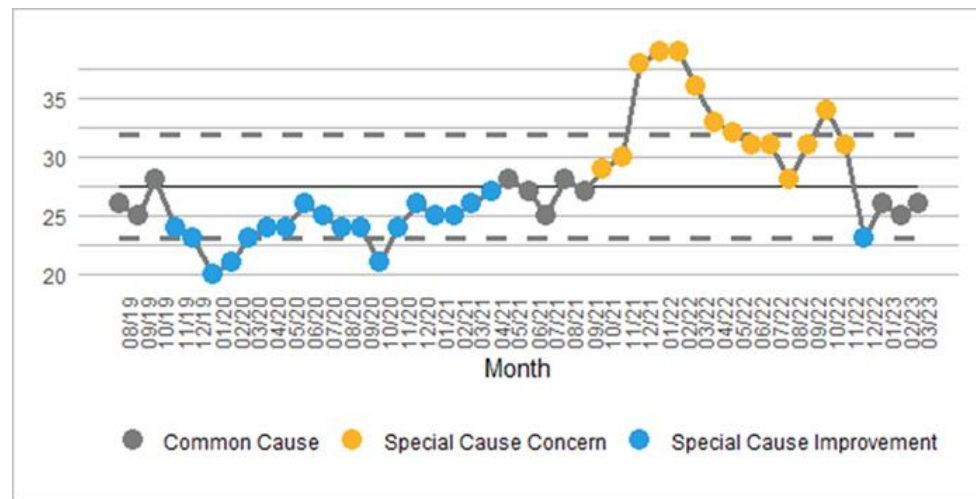


10 year rolling average target 35 | Mar 2023: 35 ✓

The accidental fire deaths in the home is also reporting as below target at an average of 35.

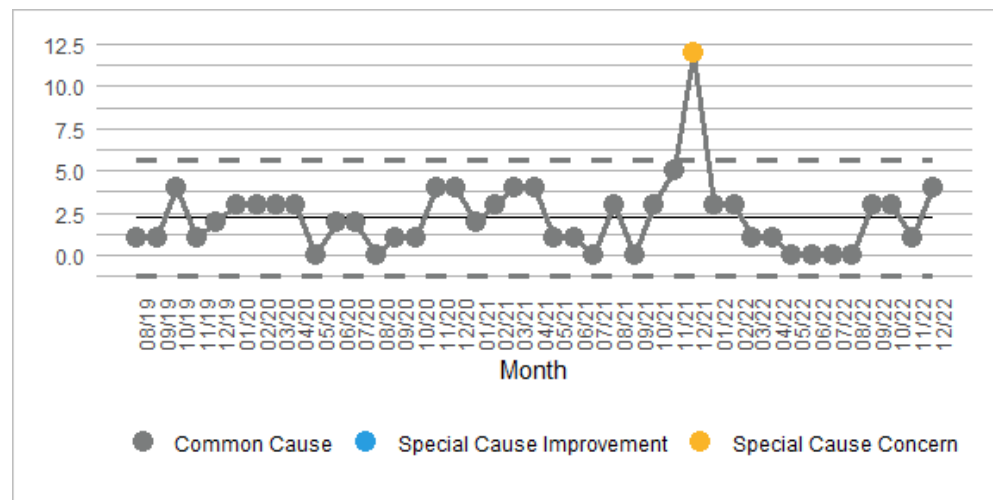
Since April 2022 there have been 39 deaths at a fire. Of these, 29 fire fatalities occurred as a result of accidental dwelling fires. Accidental dwelling fires are preventable and many share similar characteristics and circumstances. The reduction in the number of fire fatalities is a key organisational objective for the Brigade. It is vital that any lessons which can be learnt from each fatality are used to inform borough and central prevention planning and practice. Therefore, after each fatal fire, that is of an accidental nature, a Fatal Fire Review is held. The purpose of the review is to discuss the incident and identify organisational learning that directs or supports work to prevent similar future deaths. This organisational learning is captured and will be shared via a portal on Big Learning which will be accessible to all staff. Further support and guidance for all Brigade borough commanders is provided by the Prevention Strategy and Policy team who attend BC training days.

Accidental fire deaths in the home – 12 month rolling



Target n/a | Mar 2023: 26 n/a

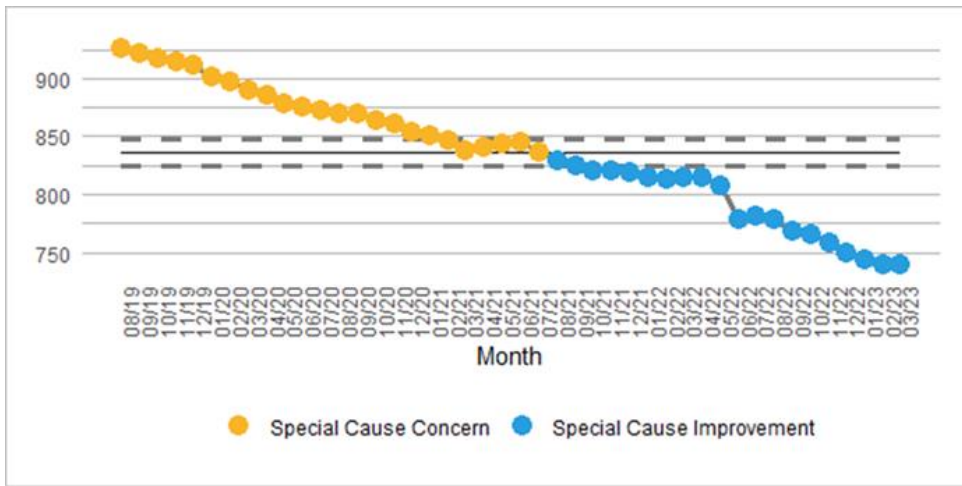
Accidental fire deaths in the home – monthly



Target n/a | Dec 2022: 4 n/a

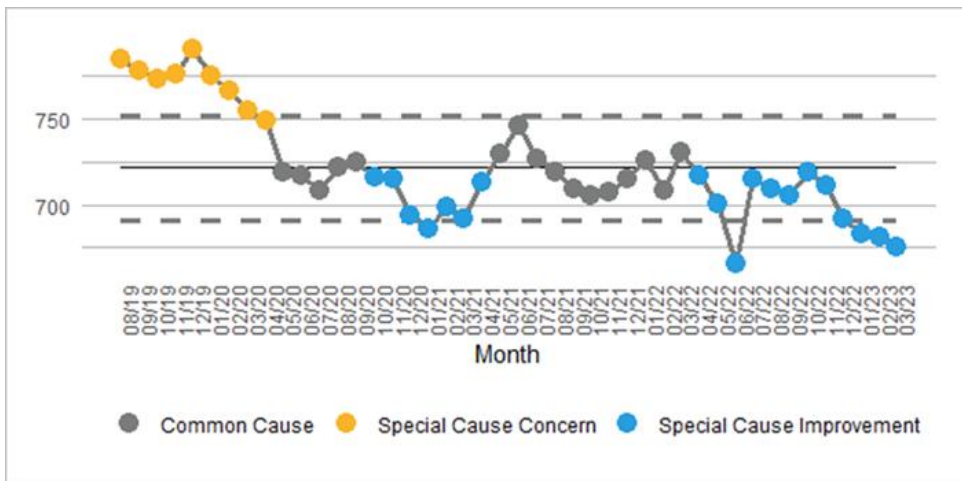
Prevention and Protection – where fires are happening and who we're targeting

H7 : Injury from fire - 5 rolling year average



5 year rolling average target 1000 | Mar 2023: 740 ✓

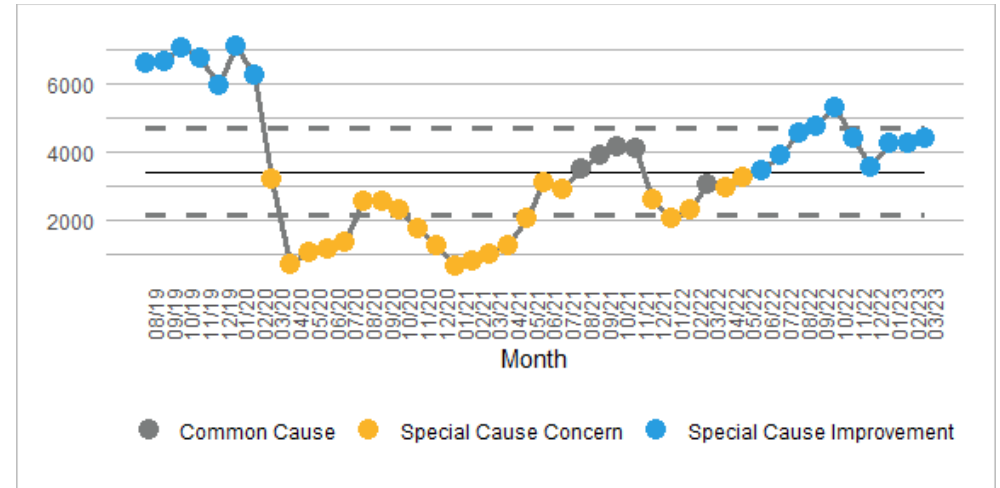
Injury from fire – 12 month rolling



Target n/a | Mar 2023: 675 n/a

The number Injuries from fire (5-year average) continues to report on target and has shown steady improvement having fallen by 9% over the last year.

H8 : Home Fire Safety Visits – monthly



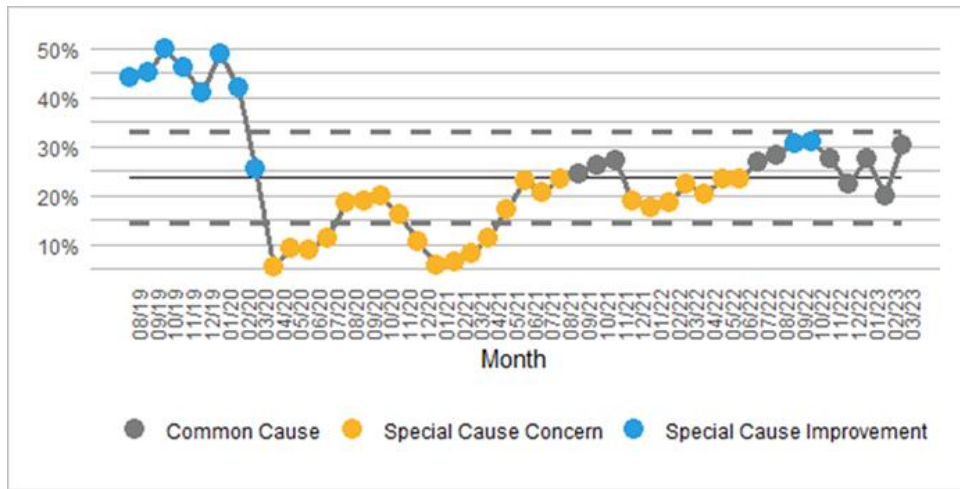
Year end target 20,000 | Year end Mar 2023: 13,660 X

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.
- Culture review & pay talk visits has caused appliance availability to reduce.
- This target is under review due to the new approach to HFSVs and a qualitative focus in defining the approach each Borough will take in seeking and supporting those most vulnerable

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

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



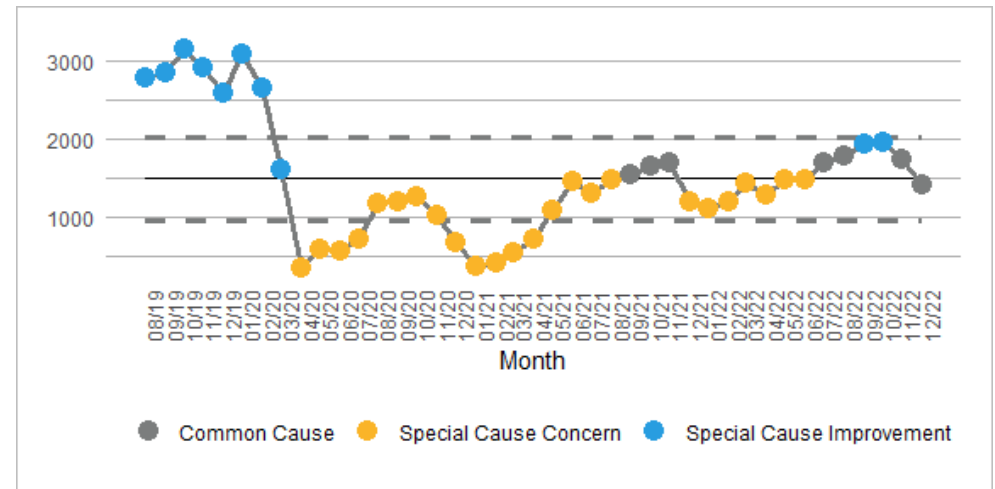
Monthly target 75% | Mar 2023: 30.27%

X

This indicator will change with the new approach to HFSVs and the creation of the Borough Risk Management Plans. These 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.

No. of P1 people HFSVs - monthly

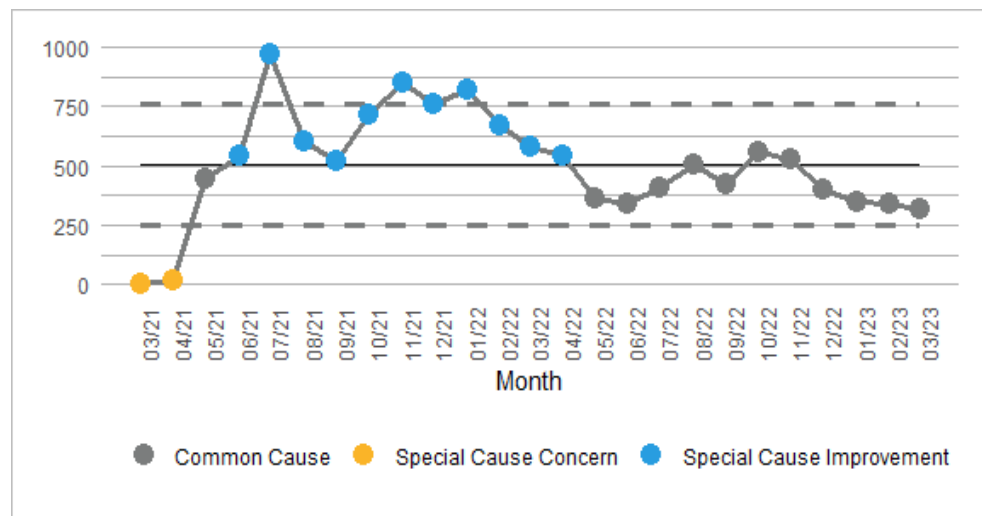


Dec 2022: 1,423

n/a

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

NEW: Number of online HFSV triages – monthly

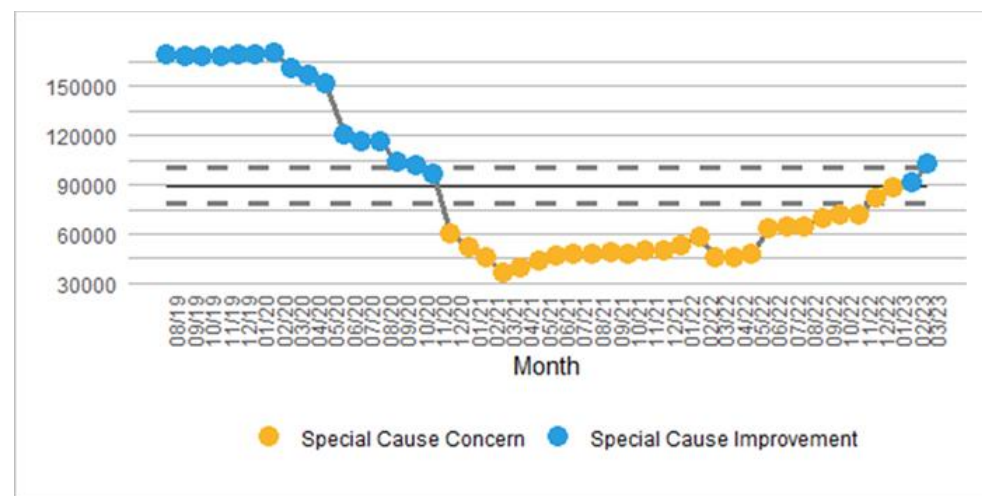


Year end target 15,000 | Year end Mar 2023: 5,228



The launch of the new HFSV strategy in April 2023 will see an uptake of the home fire safety checker as it becomes the primary intervention for lower risk homes, as well as the default method of booking Home Fire Safety Visits. In April 2023, we launched a paid campaign promoting Home Fire Safety Visits and the Home Fire Safety Checker which is anticipated to increase the number of online HFSV triages

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



12 month rolling target 100,000 | Mar 2023: 102,799



12 month rolling data	Jun 22	Sep 22	Dec 22	Mar 23
Children reached school visits	45,072	47,330	48,503	52,603
FIS	98	105	118	123
Fire Cadets (annual data)	212	212	339	423
Safe Drive, Stay Alive	0	0	0	0
Junior citizens	17,060	22339	32,492	49,835
Overall	62,442	69,986	81,452	102,984

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.

Over the last 12 months, we have shown an upward trajectory, with the reintroduction of Junior Citizens, reinstatement of in person education delivery and Fire Cadets units transitioning back to borough-based delivery.

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

It is anticipated that this trajectory will continue upwards into the new financial year.

Since April 2022, 21,273 young people have been engaged with under the Safety First provision into secondary schools, which at present do not count toward the indicator. However, even without the inclusion of these numbers, we have surpassed the annual target of 100,000 young people engaged for the financial year.

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 four, the Firesetters Intervention Scheme (FIS) received 30 referrals and currently have 82 open cases across London. Unfortunately, during this quarter there was 1 reopened case, and there are currently 22 cases on the waiting list. However, it is encouraging to note that 23 cases were processed for closure during this quarter. As a routine part of the service, a Home Fire Safety Visit (HFSV) is offered with four accepted as high priority upon referral to the scheme.

FIS has also started to offer intervention to adult firesetters on a case by case basis. During January FIS worked in partnership with the Forensic Psychologist Team at Chase Farm Hospital who were delivering the Firesetting Intervention Programme for Mentally Disordered Offenders (FIP-MO). Three adult firesetters took part in the programme and FIS delivered fire safety intervention over 2 sessions with very positive feedback.

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 four, the Education Team continued to promote the return to face-to-face visits, as well as virtual visits via Teams, with 88 percent of visits to schools now being completed face-to-face; engaging with 168 schools (20 virtual visits and 148 face-to-face visits) and delivering to approximately 17,300 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.

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 four, 18 schools received face-to-face visits, reaching 3778 young people.

The original Safety First MOPAC funding period has been extended to the end of June 2023, enabling a continuation of 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 four saw all Fire Cadets units operating with a new cohort of Fire Cadets for the 2022/23 academic year, alongside returning Officer Cadets as peer mentors. These units saw engagement with 346 Fire Cadets, and the re-engagement of 76 Officer Cadets, showing a total number of young people engaged increase to 422, from 212 the previous academic year, almost doubling the number of young people impacted by this provision.

Cohort	Total Cadets Recruited	Female (%)	Male (%)	Gender Neutral or Not Declared (%)	Black, Asian, and Ethnic Minority (%)	SEN (%)	Physical disability (%)
Cadet (13-17 yrs.)	346	151 (44%)	189 (55%)	6 (1%)	155 (45%)	79 (23%)	25 (7%)
Officer (15-17 yrs.)	76	37 (49%)	39 (51%)	0 (0%)	31 (41%)	16 (21%)	4 (5%)
Total	422	188 (45%)	228 (54%)	6 (1%)	186 (44%)	95 (23%)	29 (7%)

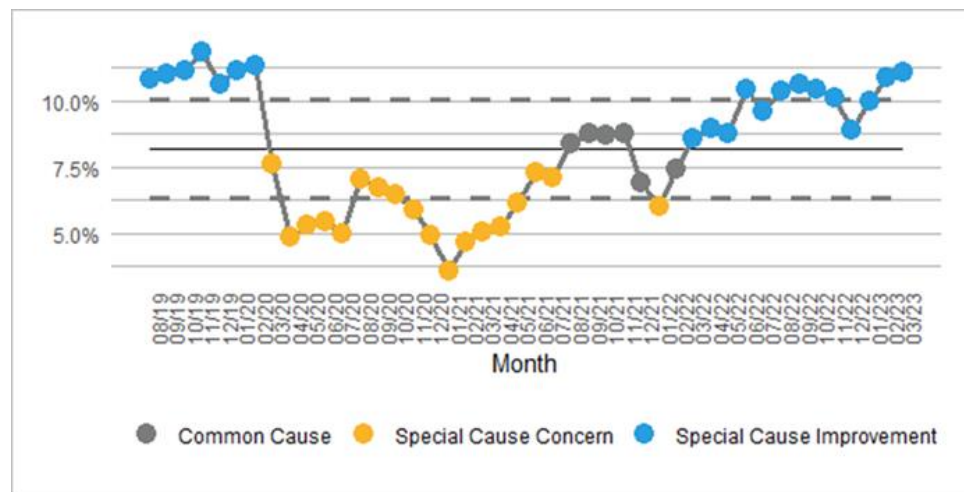
It is pleasing to note that when analysing the data currently available, the gender gap has reduced by 7%, the number of Fire Cadets from Black, Asian and Ethnic minority backgrounds has increased by 3%, and we are currently working with 22% young people with special educational needs and 8% young people with physical disabilities.

The popularity of volunteering opportunities with Fire cadets continues. Currently there are 172 active Volunteer Cadet Instructors engaging at units across London

Cohort	Total VCIs Recruited	Female (%)	Male (%)	Gender Not Declared (%)	Black, Asian, and Ethnic Minority (%)	SEN (%)	Physical disability (%)
Volunteer Cadet Instructors	172	65 (38%)	100 (58%)	7 (4%)	63 (37%)	21 (12%)	11 (6%)

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

CO1: Time by station staff on community safety - monthly



12 month rolling target 10% | Mar 2023: 10.05%



This continues to be at or above target, given the similar challenges regarding delivery of HFSVs. This demonstrates the ongoing commitment of operational staff to deliver community engagement. Ongoing work following the CRMP process and the BRMP will ensure community work is at the forefront of the station's priorities. New areas of community safety are also being explored such as supporting a reduction in knife violence in an effort to make the LFB relevant and improve local relations.

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 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.

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. It is now embedded in Prevention and Protection policies. Work has continued with Government and local authority representative bodies on effective use of the overlapping powers of the amended RRFSO and the Housing Act together with those of the Building Safety Act 2022. This work has included establishing a working group to replace existing Memorandum of Understanding (MoU) between LFB and London Councils with an up-to-date MoU that can be applied across London and shared with others via the NFCC.

The Fire Safety (England) Regulations 2022

The Fire Safety (England) Regulations 2022 came 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. A system for receipt, triage, dissemination, and storage of the information is in place. Further refinements will be made to the system in the coming year. Uptake on registration of buildings and submission of required information remain comparatively low and this will be the subject of review and if necessary further action by Prevention and Protection to encourage compliance during the coming year. We continue to work with the OneRisk Project Team to ensure storage and dissemination of received information will be available.

The new regulations exclude implementation of the recommendation for Personal Emergency Evacuation Plans. Instead, the Government ran a new consultation on

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proposals for 'Emergency Evacuation Information Sharing' to which we responded. The Government response to this follow up consultation is awaited.

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 buildings 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.

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 fully come into force and is unlikely to be fully operational before 2025. LFB signed an MOU with Government in order to access grant funding for the recruitment and training of additional staff (estimated to be 46 Inspecting Officers and 12 Fire Engineers) with a form of chargeback scheme (to the HSE and Building Safety Regulator) being proposed for funding of these posts thereafter. Work within fire safety's protection remit will continue, with NFCC and others to clearly negotiate and prepare as more detail of how the Building Safety Regulator intends to operate.

Government has indicated that it intends to bring most of the remaining amendments to the RRFSO provided for in section 156 of the BSA 22 into force later in the year. This is likely exclude competence of fire risk assessors while further negotiation and consultation takes place with the sector. Work has commenced on ensuring the relevant policies and guidance are updated to reflect the expected changes.

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.

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 14th April, we currently have 135 buildings of the 1164 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.

With the coming into force of the Fire Safety (England) Regulations 2022, a High Rise Building Portal was launched allowing information to be sent through to LFB electronically. This information may incorporate:

- 1) Electronic plans of each floor of residential high-rise premises
- 2) External Wall information
- 3) Fault reporting of firefighting facilities

The Brigade worked with NFCC to ensure that we were involved in the consultation process for the national template guidance that was being designed. This gives 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 format enabling the sharing of information between relevant departments. As of 26 April, 2801 buildings are registered, with information also available on front line appliances via an app, accessible via the appliance tablets

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

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 four FEG have continued to support NFCC colleagues in the comments resolution for the review of BS9991 *Fire safety in the design, management, and use of residential buildings - code of practice*. FEG have also supported with the ongoing work following on from the publication of the NFCC policy positions statement on the use of single stairs within residential building design and modern methods of construction. Alongside this, work has continued on the technical position and internal guidance which has previously supported the NFCC position statement and we are involved in leading the NFCC Fire Engineering Technical Standards group in developing further guidance on the expectations of fire and rescue services nationally in this area FEG also took the technical lead on the Brigade's response to the DLUHC consultation on proposed changes to Approved Document B, which included recommendations for introduction of a threshold whereby residential buildings about 30m in height should be designed and built with at least two staircases and provision of sprinklers in all new care homes.

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 continued success, with schemes being revised to include multiple staircases and giving 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 higher risk planning applications and 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 four stands at 102 new complex consultations received and 66 responded to. There remains a backlog of work that had initially resulted from an increase in the number of consultations received during 2020 and 2021. A combination of strategies will be employed in quarter one of 2023-24 to reduce the backlog whilst ensuring that incoming work is more effectively triaged and processed more promptly, improving the service delivered to our external stakeholders.

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). A cohort of 12 joined the CLE in February 2023 with further cohorts

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

scheduled for April, September 2023, December 23 and February 24, in line with current workforce planning proposals.

The current Ops staff into Fire safety Pilot has now been running for over 12 months with 5 Fire fighters and one member of control staff working a hybrid shift system of 6 week in fire safety and 2 weeks back at station/control maintaining their operational competency, this pilot has been evaluated and benefits have been recognised in both the station and control environments and within the area fire safety delivery teams. A paper is now going through governance in order to formalise this pilot and extend this opportunity to 24 firefighters over the next 2 years.

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 Transport for London (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

To further enhance and promote collaborative working and data sharing, 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; together with 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.

Since 2021 TLG has taken an active role in researching and supporting LFB's prevention, protection and response functions regarding alternative energy, specifically e-scooters, e-bikes, electric vehicles including buses operated by Transport for London and battery Energy Storage Systems located within the London area. In recent months the team has provided knowledge and experience to overseas organisations including delegations from Australia and Qatar Government.

The team worked closely with Crossrail and supported the opening of the Elizabeth Line in May 2022 and continue to work with key stakeholders to improve existing systems on the underground network.

TLG , as part of preparedness for the Coronation of King Chares III, completed audits of transport hubs and providing further support to key stakeholders.

Primary Authority Business Group

The Primary Authority Business Group (PABG) 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. Working on a partial cost recovery model, the group generated £143,000 in 2022/23, while supporting 26 Fire Safety Primary Authority Partnerships across a variety of businesses. PABG regularly liaise with other fire and rescue services regarding primary authority acting to improve fire safety standards across England Wales.

Since 1 April 2022, 48 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.

PABG continues to develop fire safety primary authority with its existing partners and encourage new organisations to join the scheme within London Fire Brigade.

Petroleum & Alternative Fuels Group

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

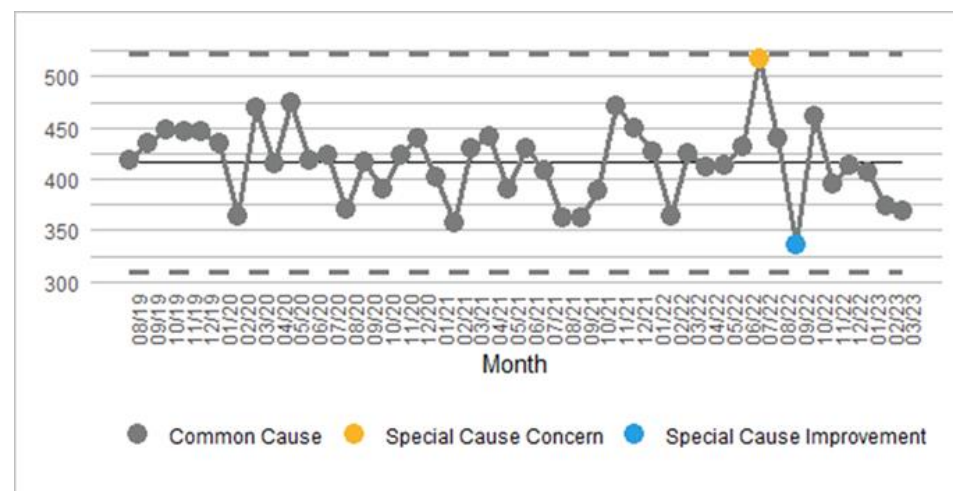
Prevention and Protection – where fires are happening and who we're targeting

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.

Performance Indicators – Protection

Indicator	Mar-2022	Jun-2022	Sep-2022	Dec-2022	Mar-2023	Target	Annual change	Qrly change
H2 : Fires in the home - 12 month rolling	4,918	4,914	5,080	5,045	4,982	6,000	+1.3%	-1.2%
Fires in the home - rate per 10,000 pop	5.46	5.46	5.64	5.60	5.53	N/A	+1.3%	-1.2%
H3 : Fires in other buildings - 12 month rolling	1,414	1,501	1,588	1,613	1,590	2,500	+12.4%	+1.4%
Fires in other buildings - rate per 1,000 non-dom buildings	4.56	4.84	5.13	5.21	5.13	N/A	+12.4%	+1.4%
H10 : All fire safety audit/inspections - year end cumulative	9,217	1,773	3,891	6,052	7,447	9,000	-19.2%	N/A
NEW : Fire safety audit/inspections in high-risk premises - monthly	380	295	344	177	159	420	-58.2%	-10.2%
NEW : Number of building consultations - year end cumulative	7,995	2,206	4,294	6,643	9,127	N/A	+14.2%	N/A
NEW : Number of Fire Safety Checks - year end cumulative	6,145	3,618	6,993	10,193	13,660	20,000	+122%	N/A
CO2 : Alleged Fire Risks addressed within 3 hrs - 12 month rolling	92.73%	94.67%	95.97%	98.36%	100%	90%	+7.84%	+1.67%
H11 : False alarms due to AFA non-domestic - 12 month rolling	21,571	22,172	22,112	22,546	22,619	20,000	+4.9%	+0.3%

H2: Fires in the home – monthly



12 month rolling target 6,000 | Mar 2023: 4,982

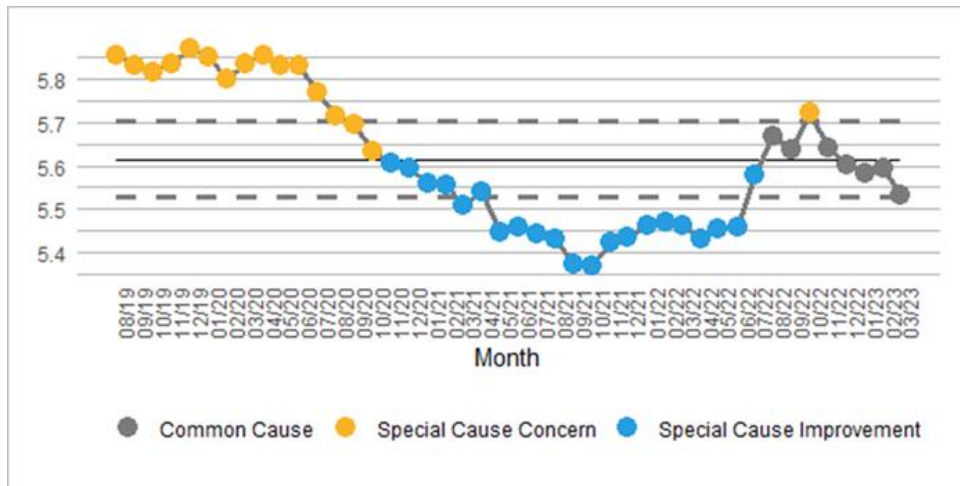


Dwelling fires have seen a slight increase over the last five years but are overall below target. There was an increase from July 2022 due to the hottest summer on record which saw an increase in incidents involving domestic dwellings.

The Brigade continues to work with partners to reduce dwelling fires and the Borough Risk Management Plans will be central to this work to target those most at risk and reduce fires in the home.

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

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

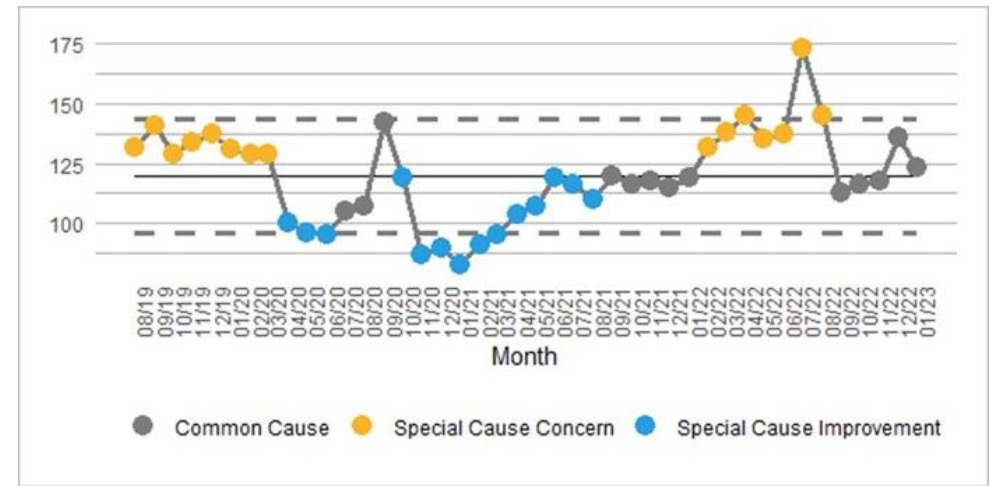


*rate per 10,000 population is calculated based on 12 month rolling data

Target n/a | Mar 2023: 5.53

n/a

H3: Fires in other buildings (RRO) - monthly



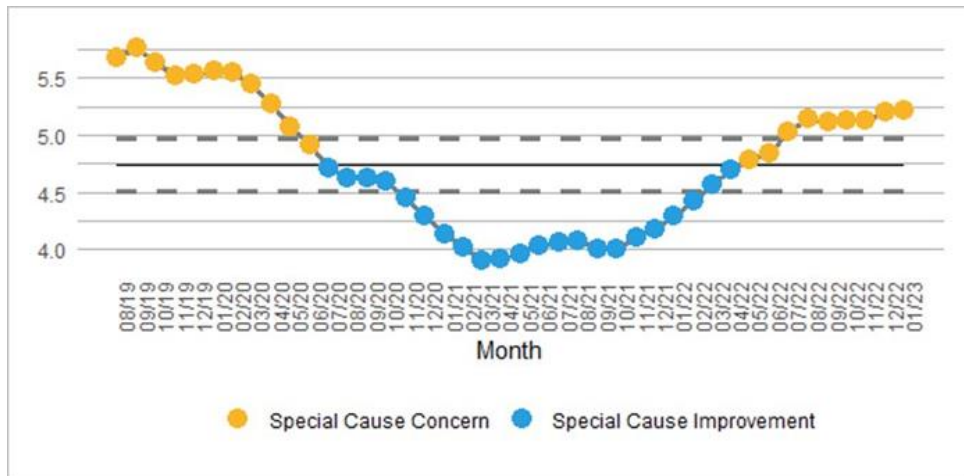
12 month rolling target 2,500 | Mar 2023: 1,590



The number of fires in non-domestic buildings continues to report well within the target however with the upwards trend continuing we will be looking to complete further analysis, with a view to implement actions/findings within the Risk Based Interventions Programme (RBIP).

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

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



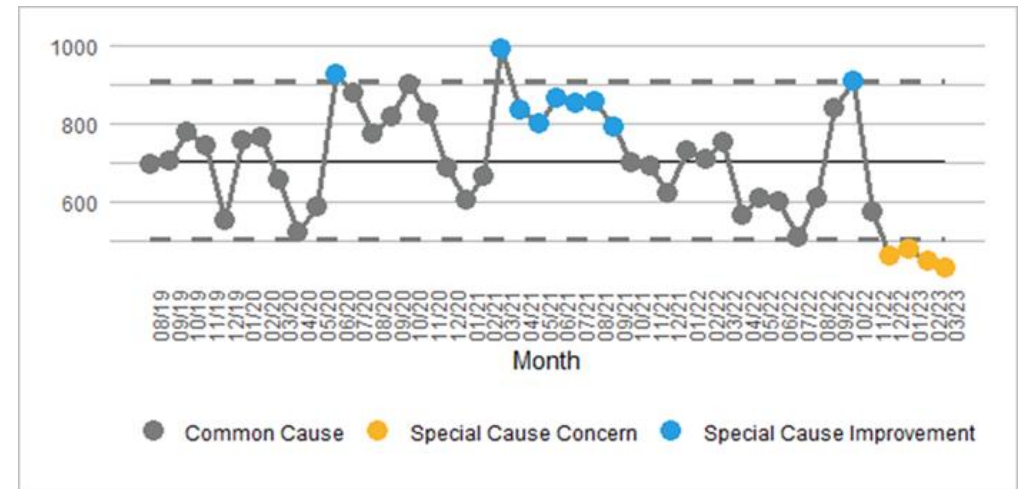
*rate per 1,000 non-domestic buildings calculated based on 12 month rolling data

Target n/a | Mar 2023: 5.13

n/a

The number of fires in non-domestic buildings continues to report well within the target however with the upwards trend continuing we will be looking to complete further analysis, with a view to implement actions/findings within the Risk Based Interventions Programme (RBIP).

H10: All fire safety audit/inspections – monthly



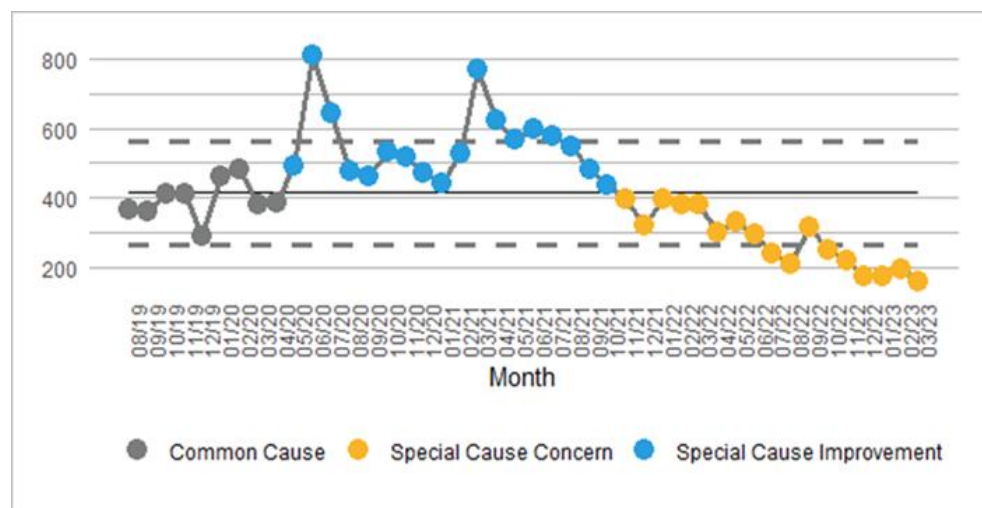
Year end target 9,000 | Apr-Mar 2023: 7,447

X

With the competence of staff circa 20%, there is a vast amount of development and mentoring. This takes up time for the experienced staff. Once competence rises, the experienced staff will have more time to concentrate on auditing and there will be a noticeable uplift in audit numbers. A competency forecast as part of workforce planning has been developed.

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

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



Monthly target 420 | Mar 2023: 159

X

Delivery competence is circa. 20%. This is the number of Fire Safety Inspecting Officers fully signed off their PDR development to carry out high risk audits in a range of premises.

This will only begin to improve once the competence of Fire Safety Inspecting Officers increases, and that they are required to spend less time mentoring newer staff members.

Enforcement

The percentage of audits resulting in formal enforcement action has increased to 5.52%.

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 78 enforcement notices having been vetted in quarter four. There are currently 6 outstanding Enforcement Notices within the vetting area for quarter 3, this includes audits that have already been vetted once and returned to the Inspecting Officer for amendments. It does not include any enforcement notices that remain on the IO's / FSA's mobile device. 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 an increase in numbers served compared to the previous quarter. This is likely to be linked to competency within our Fire Safety Advisor (FSA) cadre, as a result of the provision of courses enabling them to complete audits in some of our higher risk premises whilst continuing their development journey to Inspecting Officer. Moving forwards, training to allow FSA's to issue Enforcement Notices will be provided to further enhance the capabilities of the staffing group whilst courses have also been provided to cover Purpose Built Blocks of Flats.

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 12 ANs issued in quarter four 11 of which relate to underground stations).

Period	Total Audits	No. of NODs	% of NODs	No. of ENs	% of ENs
Q1 2022/23	1648	370	22.59	31	1.89
Q2 2022/23	2016	323	16.32	85	4.3
Q3 2022/23	2049	323	16.54	64	3.28
Q4 2022/23	1423	294	21.65	75	5.52
2022/23 Total	7136	1310	18.91%	255	3.68%

*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

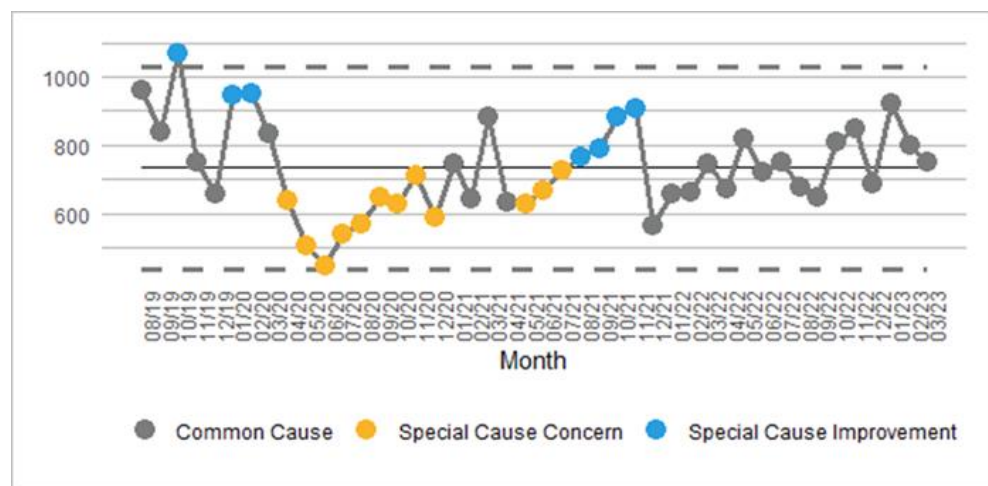
Prevention and Protection – where fires are happening and who we're targeting

Fire Safety prosecutions

In Quarter four we had 2 prosecutions within the court system which are ongoing. We currently have 7 cases with General Counsel's Department, 3 of which are being reviewed by Counsel, and a further 24 are being actively investigated by Central Regulatory Enforcement Group

Camden Council entered an early guilty plea at Westminster Magistrates Court on 1 March 2023 to two offences under the Regulatory Reform (Fire Safety) Order 2005 – Article 13 failure to provide a suitable alarm and an Article 14 failure to ensure means of escape were available at all times. This was following a fatal fire at one of their street properties in 2017. This resulted in a fine of £500,000 (plus costs awarded), after reductions were applied.

NEW: Number of building consultations



Target n/a | Apr-Mar 2023: 9,127

n/a

During quarter four, the Building Design Consultation Hub (BDCH) has undertaken 940 Building Regulations Consultations (BRC), completing circa 98 percent of those received within the statutory timescale of 15 working days, continuing to demonstrate an improvement in service.

Performance in meeting the statutory timescales for this workstream across Prevention & Protection has been at circa 77 percent. Work is underway to develop an appropriate metric that aligns with national standards/expectations (e.g., HMICFRS criteria).

As of Q4, BDCH undertakes BRC's for 16 London Boroughs and is engaged in recruitment into the team which will enable it to redirect further BRC workstreams. It is planned, pending successful recruitment etc., that BDCH will be responsible for completing all of London's BRC's before the end of 2023/24.

ALL LFB Building Control Consultation - D Elapsed Days

Date from: 01/01/2023 to 31/03/2023

No. Jobs Response Within 15 Working Days

2010 77.66%

BDCH Building Control Consultation – D Elapsed Days

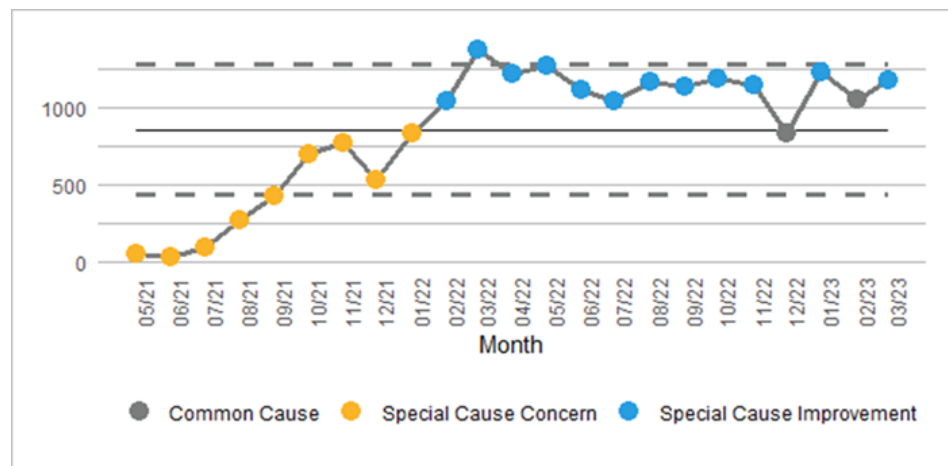
Date from: 01/10/2022 to 31/12/2022

No. Jobs Response Within 15 Working Days

940 97.98%

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

NEW: Number of Fire Safety Checks – monthly



Year end target 20,000 | Apr-Mar 2023: 13,660 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 19,740 FSCs have been carried out with 30 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 brought in under the Fire Safety Act 2021. A quality assurance process has been implemented, facilitated by local Fire 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.

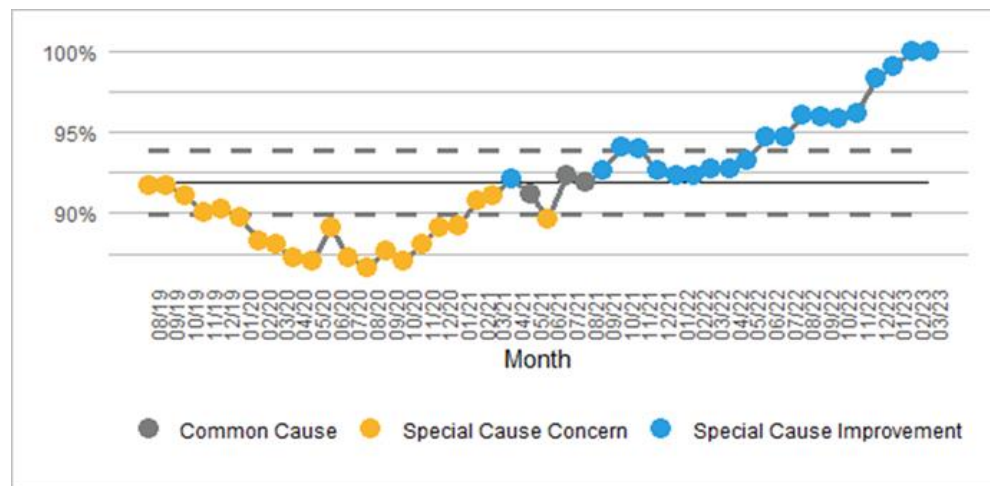
Internal reporting mechanisms have been updated to allow enhanced filtering and auditing for managers together with a hotspot map showing non-residential fires and where Fire Safety Checks have been carried out. Premises information reports containing all Farnor premises are also available to crews,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

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

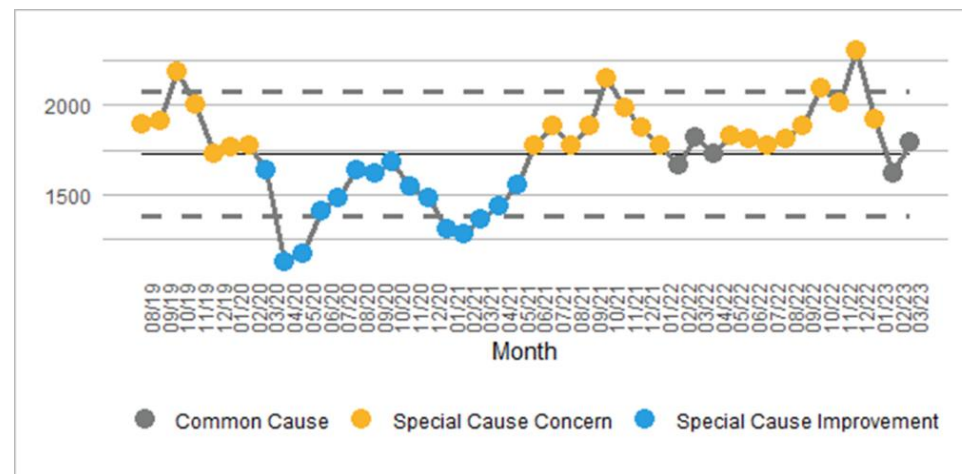
CO2: Alleged Fire Risks addressed within 3 hours – 12 month rolling



12 month rolling target 90% | Mar 2023: 100% ✓

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. The Brigade will continue to attend and address these issues raised as a priority to reduce risk and reassure relevant persons.

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



Year end target 20,000 | Apr-Mar 2023: 22,619 X

The number of false alarms due to automatic fire alarms (AFAs) in non-domestic buildings is currently above the target. However, a paper is currently in the governance process which proposes a strategy based on analysis of call data, for reducing attendance to UwFS at specified premises types (commercial premises) during designated hours (07.00 – 18.00), which could see a drop as high as 50 Unwanted Fire Signals (UwFS) calls per day. Legal advice indicated that a consultation process is required before the strategy progresses. Prevention and Protection are currently working with the community engagement team to develop the plan and communication strategy for this consultation.

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:

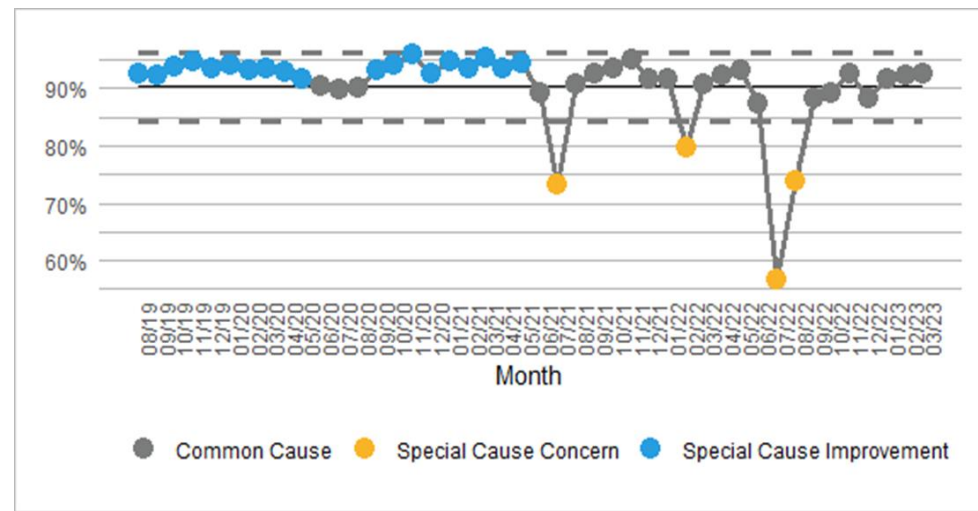
- *Planning and preparing for emergencies that may happen and making a high quality, effective and resilient response to them.*
- *To use our resources in a flexible and efficient way arriving at incidents as quickly as we can.*

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	Mar-2022	Jun-2022	Sep-2022	Dec-2022	Mar-2023	Target	Annual change	Orly change
CO3 : 999 calls answered within 7 seconds - 12 month rolling	89.11%	88.83%	84.68%	84.03%	87.79%	92%	-1.48%	+4.47%
H12 : Av. time from 999 call to dispatch (seconds) - 12 month rolling	94	94	96	96	96	100	+2.1%	0%
H13 : Av. arrival time 1st appliance (mm:ss) - 12 month rolling	05:12	05:12	05:16	05:18	05:18	06:00	+1.9%	0%
H14 : Av. arrival time 2nd appliance (mm:ss) - 12 month rolling	06:38	06:41	06:42	06:43	06:42	08:00	+1.0%	-0.2%
H15 : 1st appliance arrival 10 mins or less - 12 month rolling	96.83%	96.85%	96.41%	96.26%	96.23%	90%	-0.62%	-0.02%
H16 : 1st appliance arrival 12 mins or less - 12 month rolling	98.67%	98.70%	98.45%	98.39%	98.36%	95%	-0.31%	-0.04%

CO3: 999 calls answered within 7 seconds – monthly

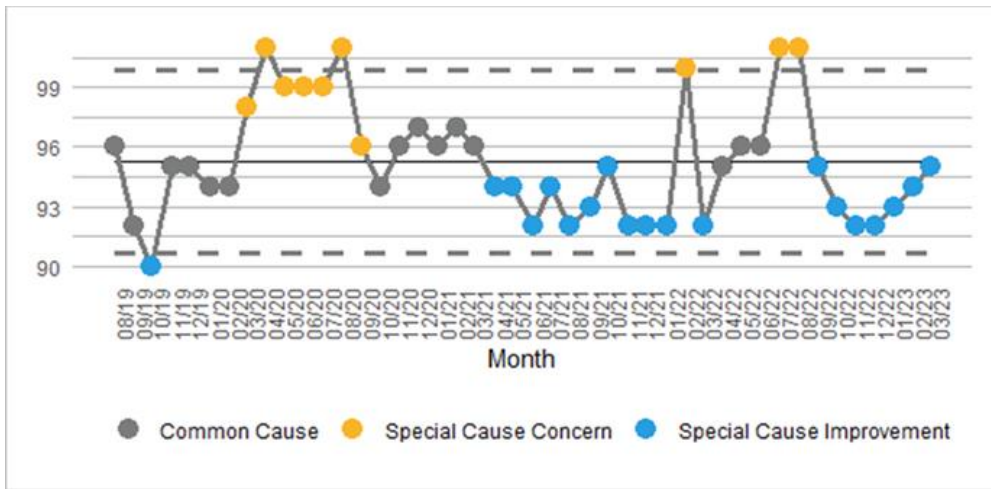


12 month rolling target 92% | Mar 2023: 87.79% X

Control call answering times continue to improve however the impact of the increased call volumes (an increase of 35% 999 calls recorded in July and August) over the summer period still influence the yearly performance figure.

Response and Resilience – providing a high quality, effective response

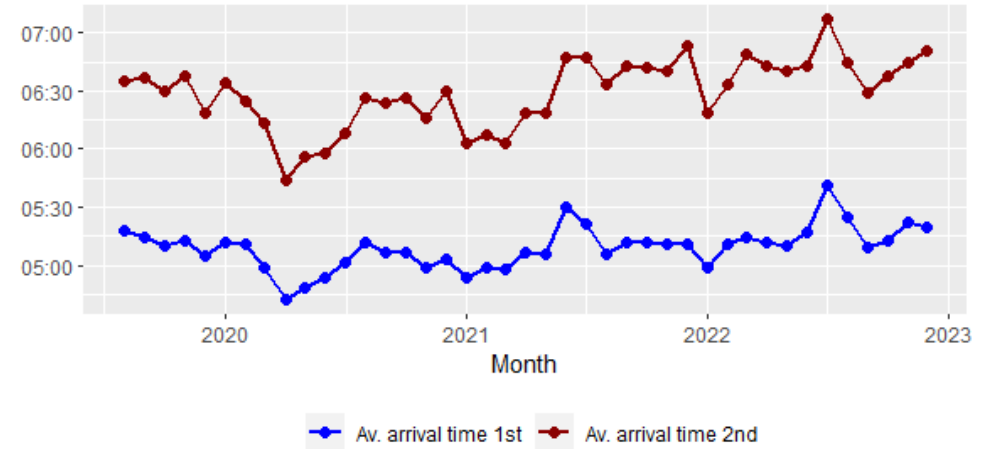
H12: Av. time from answering a 999 call to appliance dispatch (seconds) – monthly



12 month rolling target 100 | Mar 2023: 96 ✓

We continue to see strong performance with appliances being dispatched within 96 seconds on average. Average performance is above the required standard and has shown continued improvement.

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



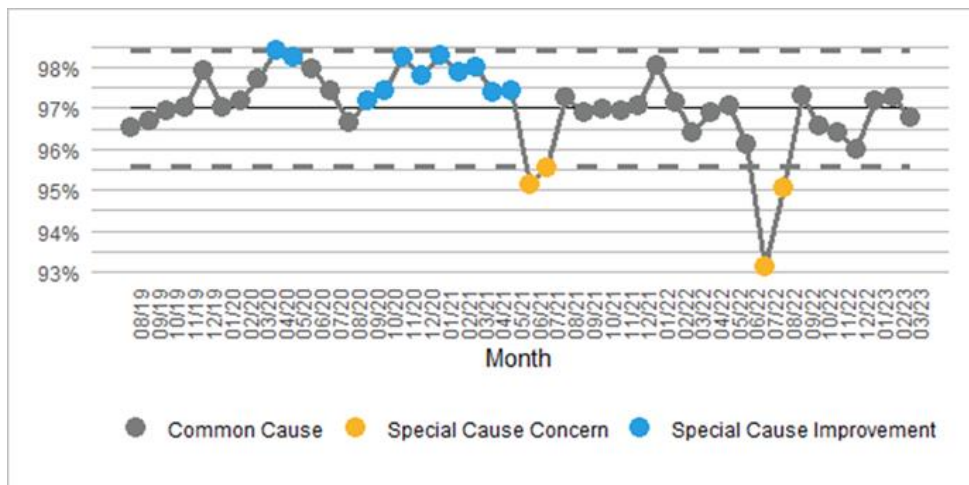
1st app - 12 month rolling target : 6:00 | Dec 2022: 5:18 ✓

2nd app - 12 month rolling target : 8:00 | Dec 2022: 6:43 ✓

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.

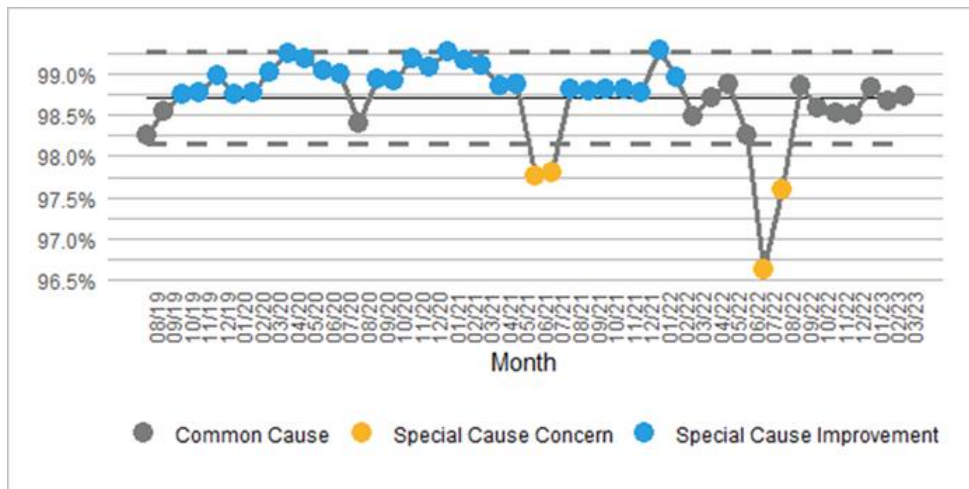
Response and Resilience – providing a high quality, effective response

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



12 month rolling target 90% | Mar 2023: 96.23% ✓

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



12 month rolling target 95% | Mar 2023: 98.36% ✓

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. Arrival times continue to be scrutinised by the quarterly QA process for each station /area to ensure best possible times are achieved.

Response and Resilience – providing a high quality, effective response

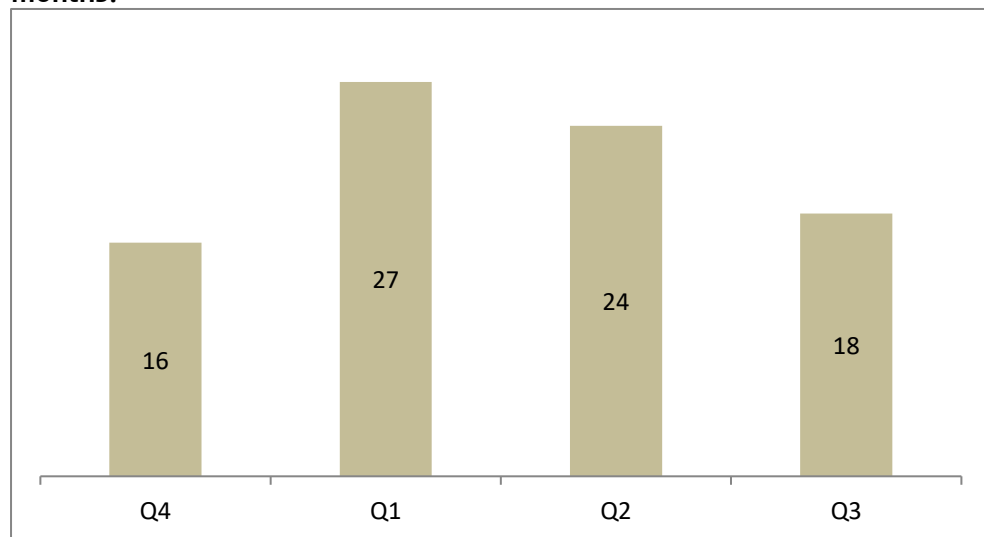
London Resilience

The London Resilience Group (LRG) responds to incidents when alerted or requested by London Resilience Partnership organisations.

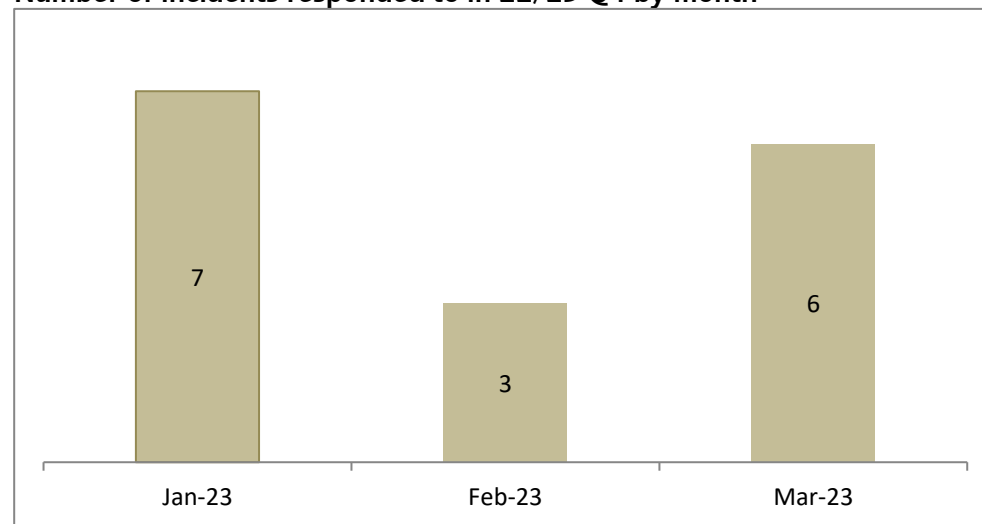
A response will usually be to incidents such as:

- Declared or potential Major Incidents.
- Incidents that significantly impact one or more London Resilience Partnership organisations, or generate interest from media or stakeholders.
- Incidents that significantly impact one or more of London's Local Authorities.
- Incidents which require centralised monitoring and information sharing, or strategic co-ordination for the London Resilience Partnership.

Number of incidents responded to in each reporting quarter for past 12 months.



Number of incidents responded to in 22/23 Q4 by month



On average LRG responds to around 2 incidents each week (7 incidents per month over the previous 12 months). The graph above shows that in 22/23 Q4 LRG responded to 16 incidents.

Incident responses can vary from a week-long response supporting partnership co-ordination and information sharing with the partnership and key stakeholders, to a one hour response to assess the situation, determine that no further action is required and inform key stakeholders about the situation and the response operation in place (e.g. the situation is being managed locally or through business-as-usual structures).

In quarter 4 the majority of response hours were in support of the LAS industrial action. There were also 2 Hazardous Materials (HAZMAT) incidents and 2 telecoms outages.

In quarter 3 there was flooding due to a burst water main and crowd issues at Brixton Academy. A total of 80 hours were recorded for these two incidents, 63 of which were out of regular working hours.

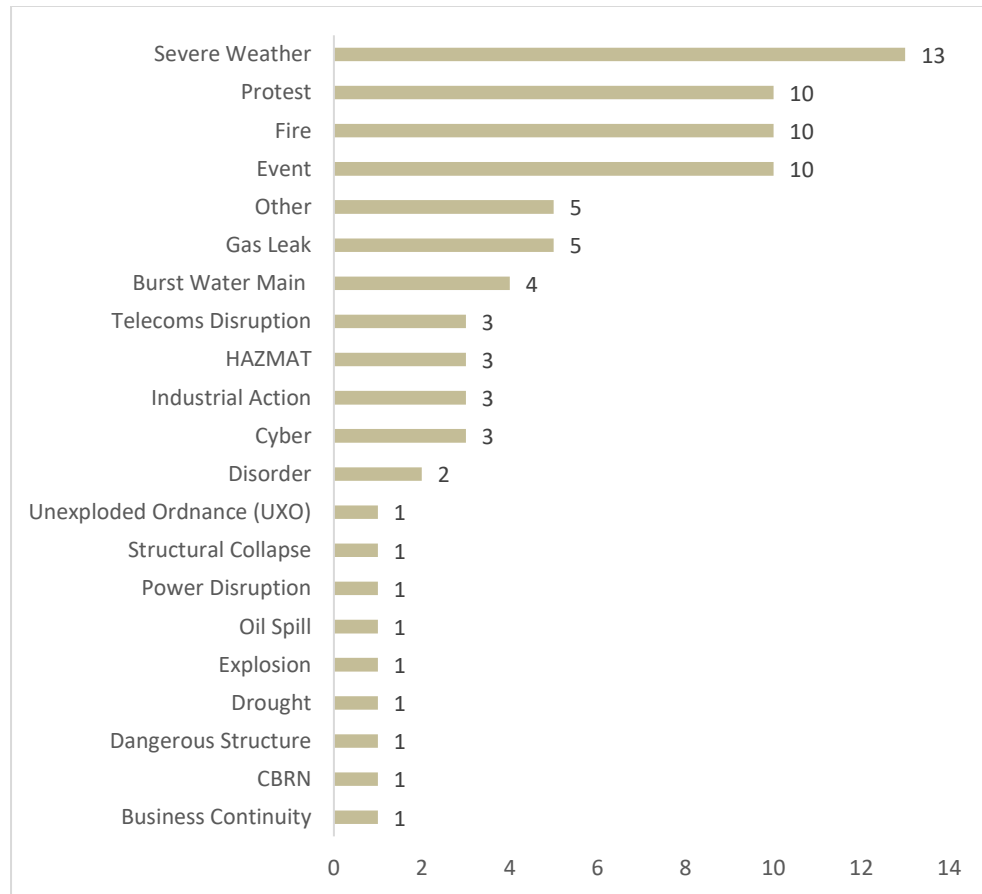
Quarter 2 saw a protracted response to the Thornton Heath gas explosion in support of LB Merton, and support to Operation London Bridge.

Response and Resilience – providing a high quality, effective response

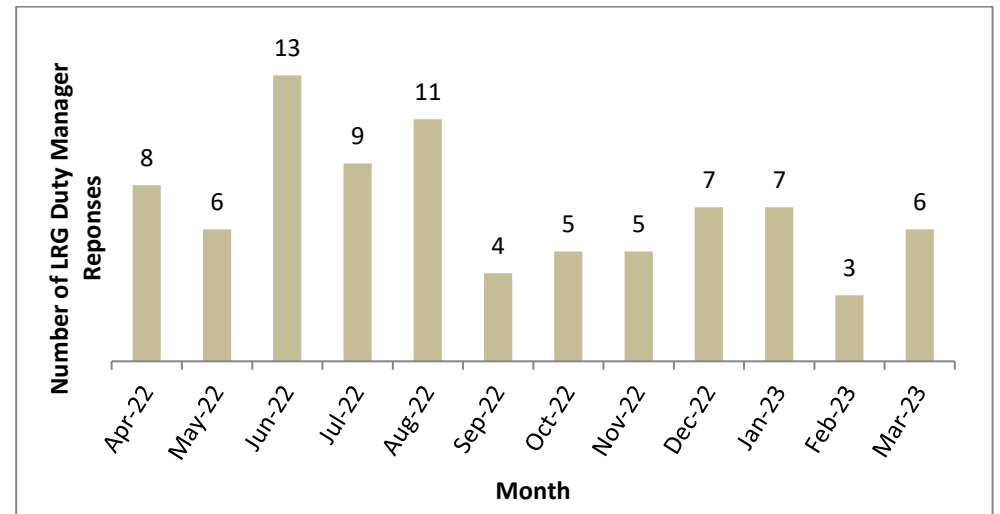
In quarter 1 there were 75 hours of planning work recorded for The Queen's Platinum Jubilee.

The incident type responded to over the past 12 months has varied and demonstrates the variety of incidents dealt with. The high proportion of fires responded to is in part due to the complexity and potential for media impact of that type of incident, and due to the close working relationship between LFB and LRG.

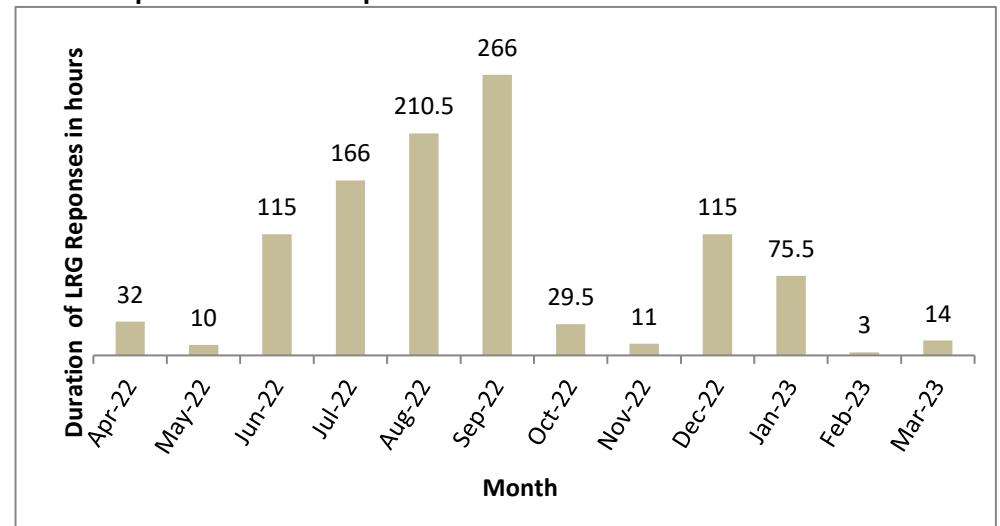
Incident by type Apr 22 – Mar 23



LRG Responses Apr 22 - Mar 23



LRG Response Duration Apr 22 - Mar 23



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 will be refreshed in the coming months following the Culture Review, as activity has been committed to. As part of the move toward programme management, all Equality, Diversity and Inclusion (EDI) activity has been mapped and prioritised as part of the People Services prioritisation process, undertaken by the People Transformation Lead. This will all be reported into the CRMP Programme 5 Board to ensure it aligns to the Brigade's goals and to scrutinise progress.

The expansion of the EDI assessment as part of the recruitment process continues.

The Workplace Adjustment Passport is in User Acceptance Testing and will be complete by June 2023. This will allow managers to be able to access the required reasonable adjustments for staff consistently and easily, which will improve the employee experience for neurodivergent staff.

The Inclusion Team have supported the development of Brigade Risk Management Plans, to ensure EDI is included in the most appropriate way. Similarly, further work is being undertaken to improve the management and reporting of Equality Impact Assessments.

Meetings with ESG leads, the Commissioner and directors have been held following the publication of the culture review. A group of ESG leads have been detached from their day-to-day roles to be able to work on ESG projects full-time as we continue to support that group of staff to influence change.

Over 800 staff have now completed the Recognising and Coping with Stress Anxiety and Depression training and over 200 people have been trained as Mental Health First Aiders. In order to meet the Brigade aspiration around having one MHFA per watch by the end of the year, we are training a group of staff to be in-house trainers for the MHFA programme, allowing us to upscale more cost efficiently. A new Peer Trauma Support Volunteer network is being recruited and trained to improve our post-critical incident preventative support for operational staff. The Wellbeing Dog programme is being expanded to ensure that a dog handler is available in each area after the pilot identified the requirement for more dogs to be available, quicker and closer to staff at the point they need it. The Wellbeing Team are in the process of tendering for the Occupational Health contract which will see further improvements to the service for staff.

As part of the Culture Review specific work has been undertaken to understand the cause of SAD for FRS staff and work has also been undertaken the root cause of discrimination on Black, Asian and Ethnic Minority staff.

People and Resources – delivering a positive and healthy culture

Leadership Development

The three leadership development programmes continue to grow, with over 1,600 staff attending either the Gillian Tanner Programme (for supervisory leaders), Frank Bailey Programme (for middle leaders) or Colin Townsley Programme, which focuses on embedding Brigade behaviours. The review of the content, pace and attendance on programmes continues with evaluation data to be reported in June from delegates. Conversations with Babcock (the provider of the Gillian Tanner programme) continue regarding the quality and content of training on that programme. The content of the Colin Townsley Programme part two is being developed to include more practical management advice such as how to have a difficult conversation.

The Leadership Academy also continues to support Leading Culture Conversations which move into the second phase of delivery, having met with over 1,000 staff at Sub-Officer, Station Officer and Control, FRS equivalent grades. It moves to Leading Fire Fighter, Control equivalent and FRS C and D grade staff.

The Coaching and Mentoring Programme has trained its first cohort of staff at all grades (up to the Deputy Commissioner) and will start matching coaches to coachees. The second instalment of training launches in June 2023 and the ambition is to be able to provide coaches to support staff across the organisation, including those from underrepresented groups. An external coaching fund is also available for staff from senior grades, via the Leadership Academy.

Employee Engagement and Recognition

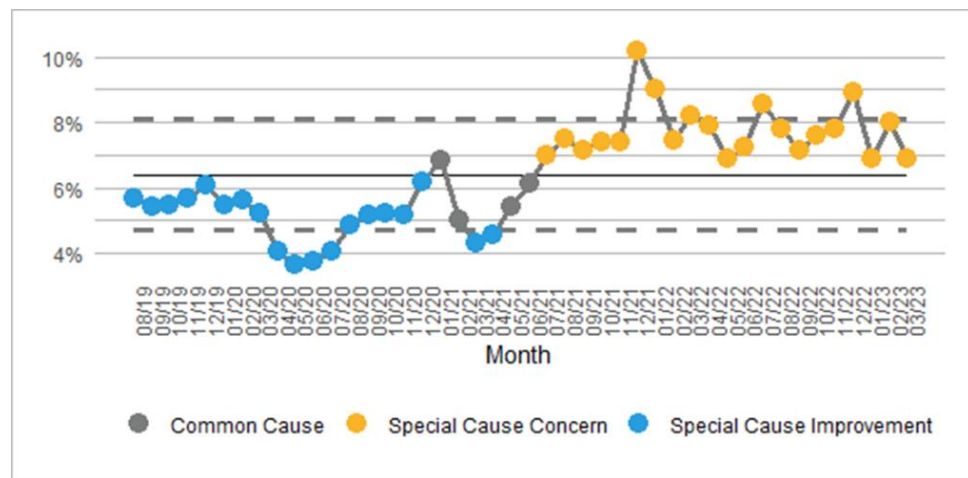
The People Survey concluded in May 2023 and received a 70% response rate, up from 47% in 2018. Analysis is underway with results being shared with all staff in June. The third annual People Awards is set to take place on 23 June 2023. This year saw 207 nominations, the highest yet. The awards seek to recognise and celebrate the outstanding achievements of staff in a number of areas including wellbeing, inclusion, team performance and leadership. The awards shine a light on excellent practice which can be replicated across the Brigade and compliment the long-service awards.

Performance Indicators – People

Indicator	Mar-2022	Jun-2022	Sep-2022	Dec-2022	Mar-2023	Target	Annual change	Orly change
NEW : Av. no. working day lost to sickness, all staff - 12 month rolling	7.26%	7.77%	7.93%	7.87%	7.55%	5.75%	+4.0%	-4.1%
NEW : % working days lost to stress, anxiety & depression - monthly	1.57%	1.55%	1.79%	1.87%	1.81%	N/A	+15.5%	-3.2%
CO6A : Av. no. working day lost to sickness, Operational - 12 month rolling	8.21%	8.79%	8.93%	8.81%	8.39%	3.65%	+2.2%	-4.8%
CO6B : Av. no. working day lost to sickness, FRS - 12 month rolling	3.71%	3.97%	4.22%	4.33%	4.34%	2.48%	+16.9%	+0.2%
CO6C : Av. no. working day lost to sickness, Control - 12 month rolling	6.73%	7.25%	7.50%	8.01%	7.90%	4.70%	+17.4%	-1.4%
CO7A : Trainee firefighter intake, % BAME - 12 month rolling	46.9%	25.0%	24.2%	23.9%	21.3%	40%	-54.7%	-11.2%
CO7B : Trainee firefighter intake, % Women - 12 month rolling	37.5%	37.5%	31.1%	30.3%	28.5%	35%	-24.0%	-6.0%
CO8 : Gender diversity (men) of Control staff - as at	23.2%	24.3%	24.1%	26.3%	24.6%	35%	+5.8%	-6.7%
CO9 : Black, Asian and Minority Ethnic FRS staff top earners - as at	15.4%	15.3%	16.4%	16.6%	15.7%	16%	+1.9%	-5.4%
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	-4.36%	-4.36%	-4.36%	-4.36%	-5.46%	+/-3%	+25.2%	N/A
CO11 : RTCs involving Brigade vehicles - 12 month rolling	421	428	475	493	504	390	+19.7%	+2.2%
CO12 : Injuries from operational incidents - 12 month rolling	110	131	180	192	204	100	+85.5%	+6.3%
CO13 : RIDDOR - 12 month rolling	56	63	69	75	74	62	+32.1%	-1.3%

People and Resources – delivering a positive and healthy culture

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



Monthly target 5.75% | Mar 2023: 7.55%

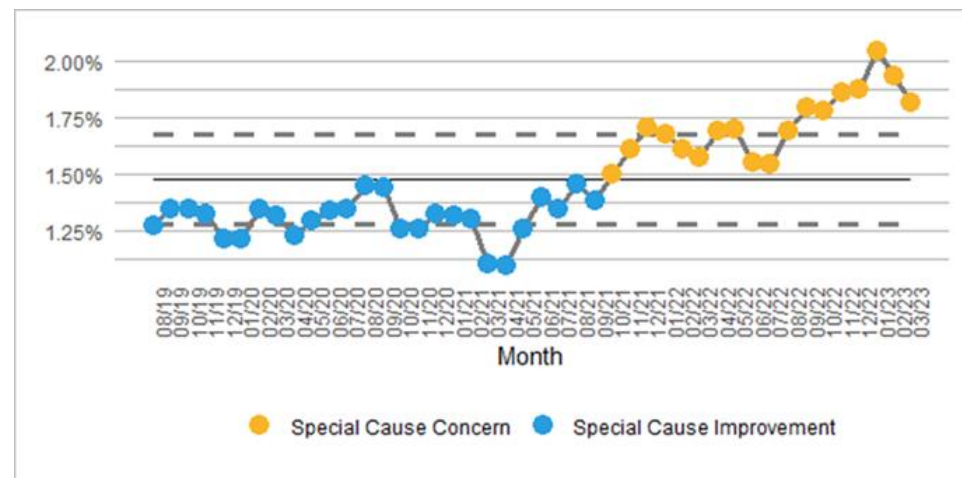
X

The Brigade are retendering the Occupational Health contract and as part of this process will aim to provide an improved service to staff. The Workplace Adjustment Passport is in User Acceptance Testing (UAT) with an aspiration to launch in June 2023, this will help managers make reasonable adjustments to support staff in a more consistent and timely way.

The wellbeing strategy moves towards prevention activity which focuses on mental health, stress anxiety and depression at present.

Management training continues on the effective use of the Occupational Health service, alongside revised processes to support individuals' engagement with Occupational Health; this is resulting in higher levels of referrals to Occupational Health and more timely advice being received.

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



Mar 2023: 1.81%

N/A

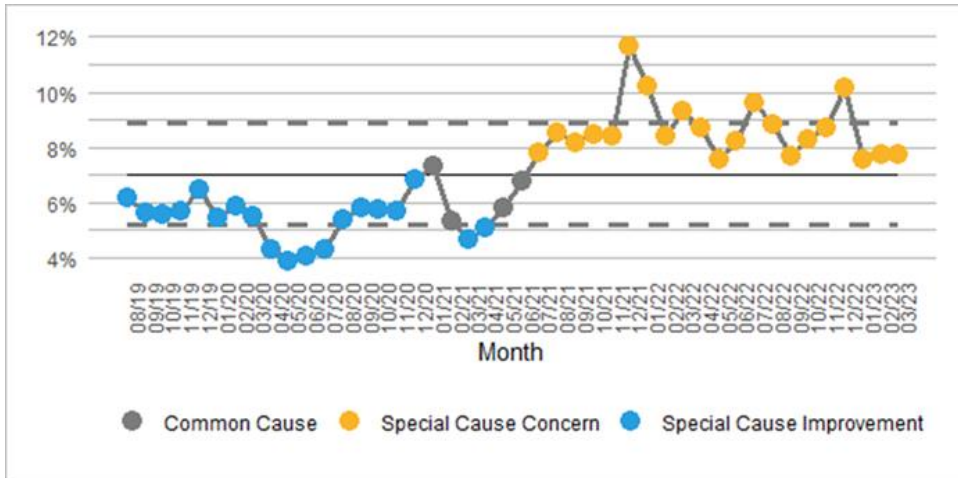
The Brigade continues to deliver a variety of activity to support staff and managers, including:

- The provision of online resources for staff and managers, with signposting to the support available via posters at stations, in the above conversations and at all staff briefings.
- Data related to staff presenting with SAD to LFBs Counselling and Trauma Service and to colleagues at the Fire Fighters Charity indicates that "life pressures" account for the majority (70%) of these cases. Work pressures are also cited, with a specific focus on the lack of resource availability to adequately discharge role responsibilities and increasing workloads, as being the main contributors to SAD
- LFBs Recognising and Managing Stress Anxiety and Depression training course has been designed to provide managers and staff with coping mechanisms to deal with these circumstances. Over 800 people have now attended this course since April 2022 and courses are being delivered on a weekly basis.

People and Resources – delivering a positive and healthy culture

- LFBs Wellbeing Dog initiative has also begun, providing staff with an opportunity to discuss wellbeing concerns in a relaxed, supportive and facilitated (by a trained LFB Mental Health First Aider) environment. This programme is being expanded to 12 dogs.
- Walk and Talk 999 continue to expand and run outdoor walks for men to come and talk about their mental health in a non-judgemental and supportive environment.
- Over 200 Mental Health First Aiders are trained with an aspiration to grow that to one MHFA per watch.
- 12 Peer Trauma Support Volunteers are being recruited from the MHFA network and trained to provide additional support for operational watches and Control Room staff following critical incidents.

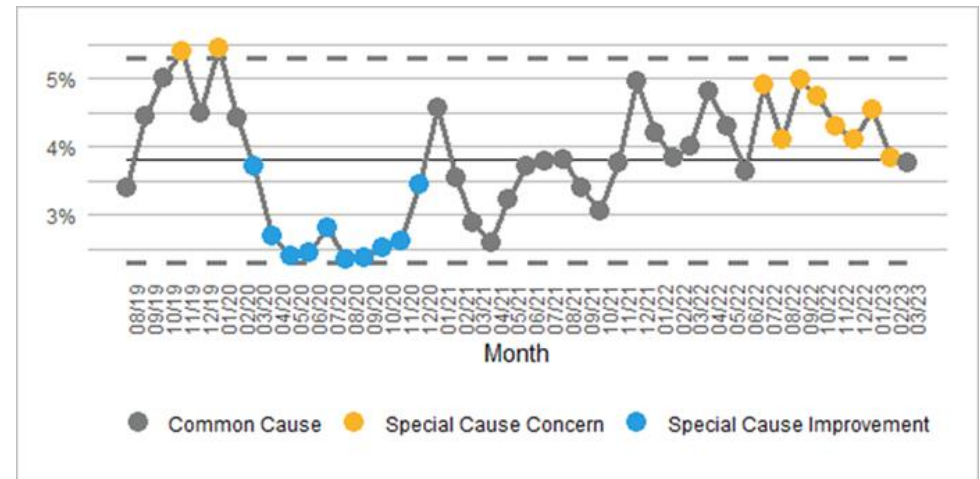
CO6A : % working days lost to sickness, operational staff – monthly



12 month rolling target 3.65% | Mar 2023: 8.39%



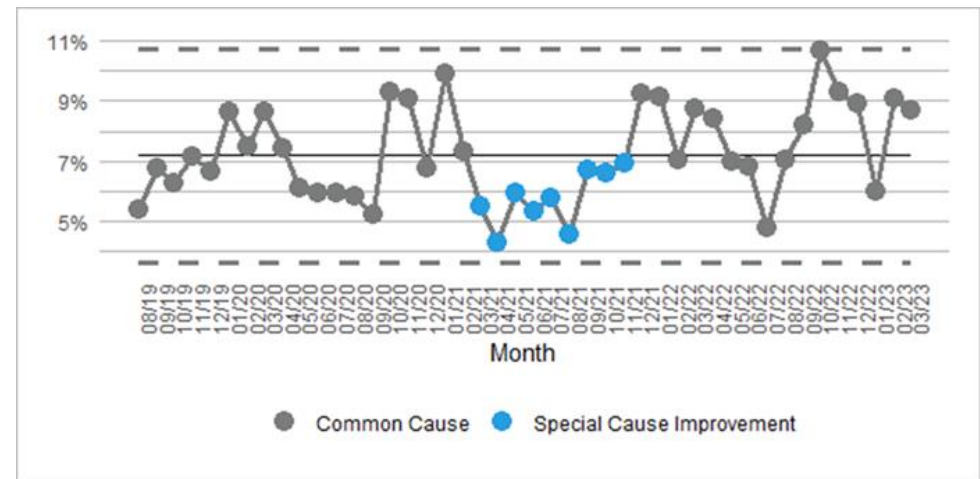
CO6B : % working days lost to sickness, FRS staff - monthly



12 month rolling target 2.48% | Mar 2023: 4.35%



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

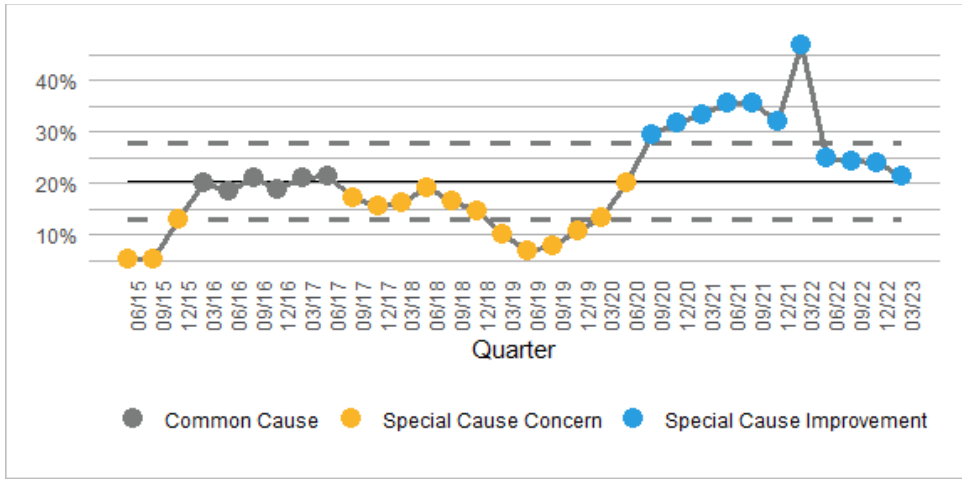


12 month rolling target 4.70% | Mar 2023: 7.90%



People and Resources – delivering a positive and healthy culture

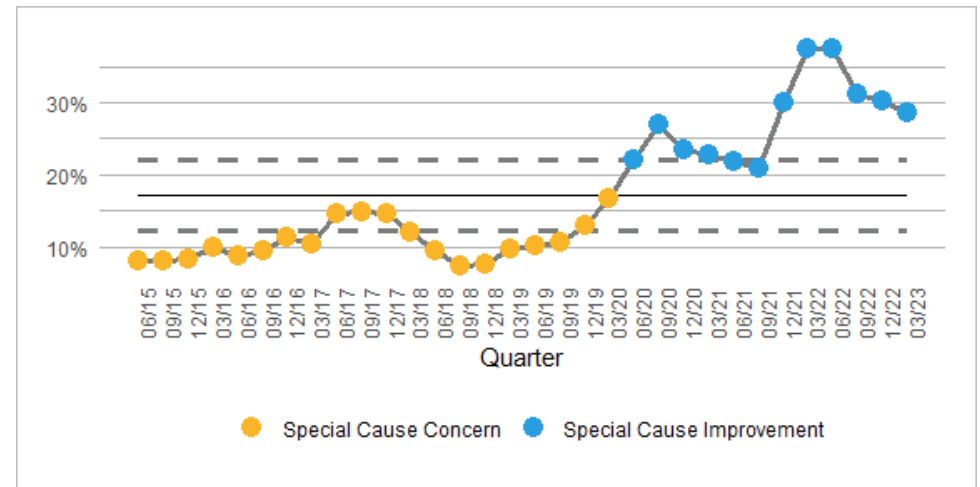
CO7A: Trainee firefighter intake - % Black, Asian and Minority Ethnic – 12 month rolling



12 month rolling target 40% | Mar 2023: 21.3% X

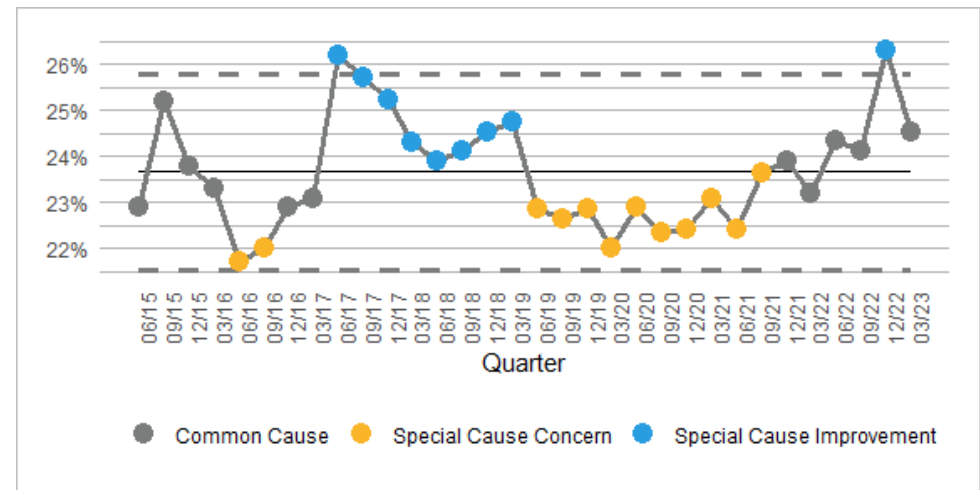
The culture review and cost of living have impacted building a talent pool of diverse candidates as both have impacted attraction levels. The outreach team have actively re-commenced a high programme of community and career events, as well as future digital media campaigns to increase under-represented numbers in 2023. The Brigade's Outreach team are also carrying out Positive Action initiatives such as fitness support for women which has been proven to improve successful assessment outcomes. The Outreach team have also introduced station experience days to allow potential candidates (particularly from under-represented groups) to ask questions about the culture and gain a realistic perspective of the role and environment to improve attrition rates.

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



12 month rolling target 35% | Mar 2023: 28.5% X

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

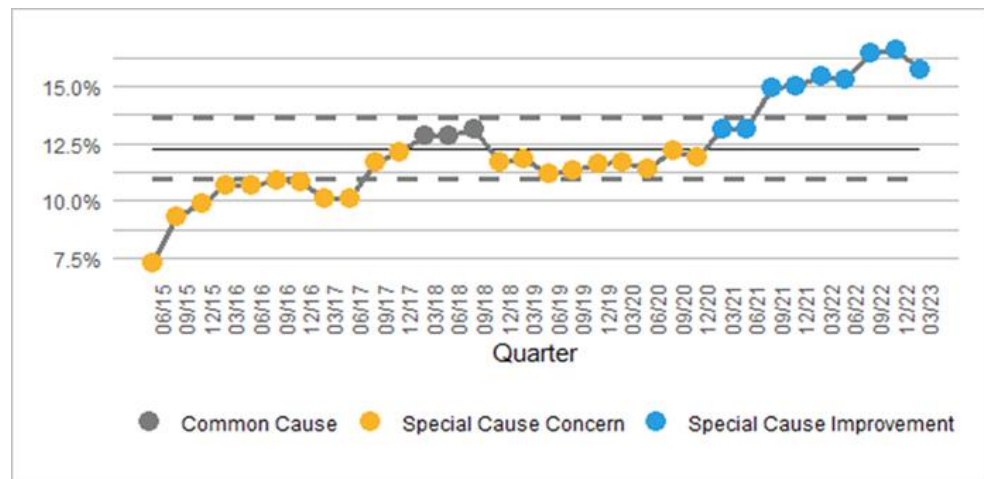


12 month rolling target 35% | Mar 2023: 24.55% X

People and Resources – delivering a positive and healthy culture

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

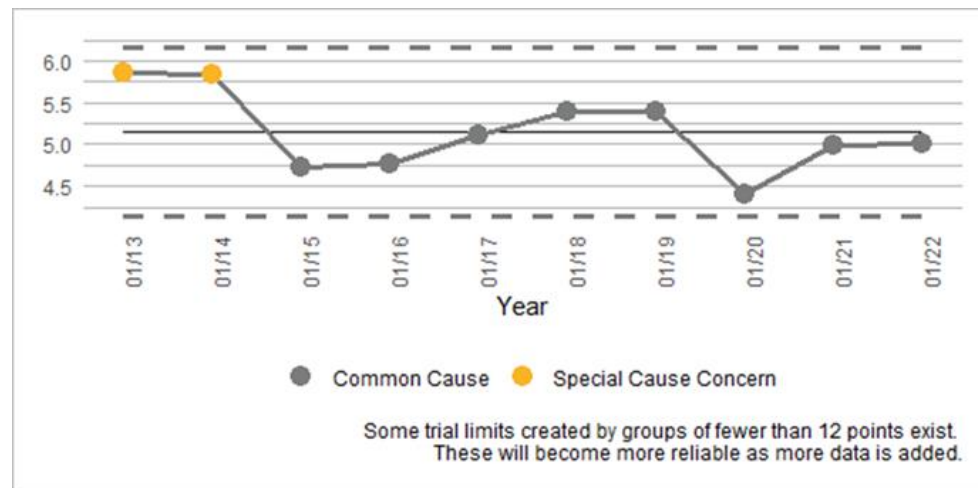
CO9: Ethnic diversity (Black, Asian and Minority Ethnic) of FRS staff top earners - 12 month rolling



12 month rolling target 16% | Mar 2023: 15.69% X

The percentage of FRS Black, Asian and Minority Ethnic Top Earners has fallen just below the 16% target, after previously being on target for two quarters in a row. The new Head of Recruitment and Resourcing is currently designing the recruitment strategy which will support the Brigade in maintaining and where required improving on, diversity targets.

CO10A: Pay ratio between highest & median salary – annual

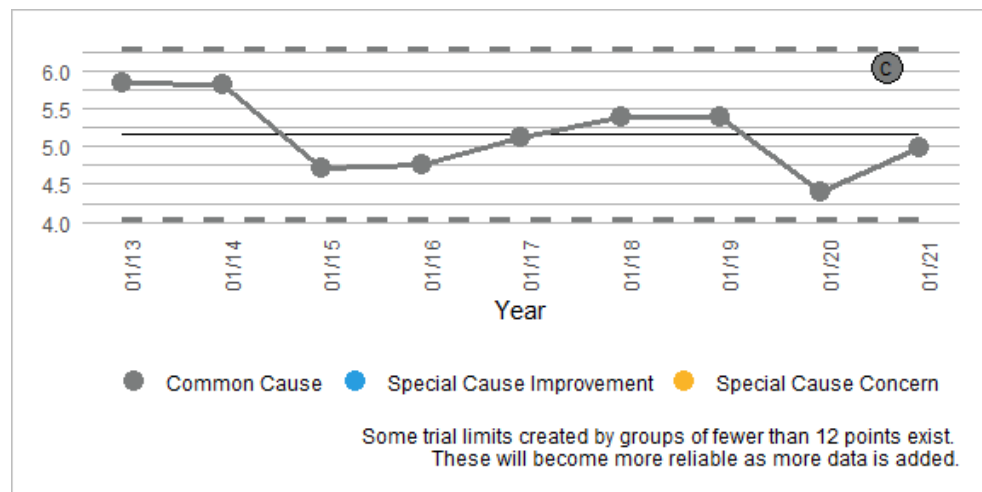


Annual target 6.0 | 2021/22: 5.00 ✓

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.

People and Resources – delivering a positive and healthy culture

CO10B: Gender pay gap %, all staff - annual

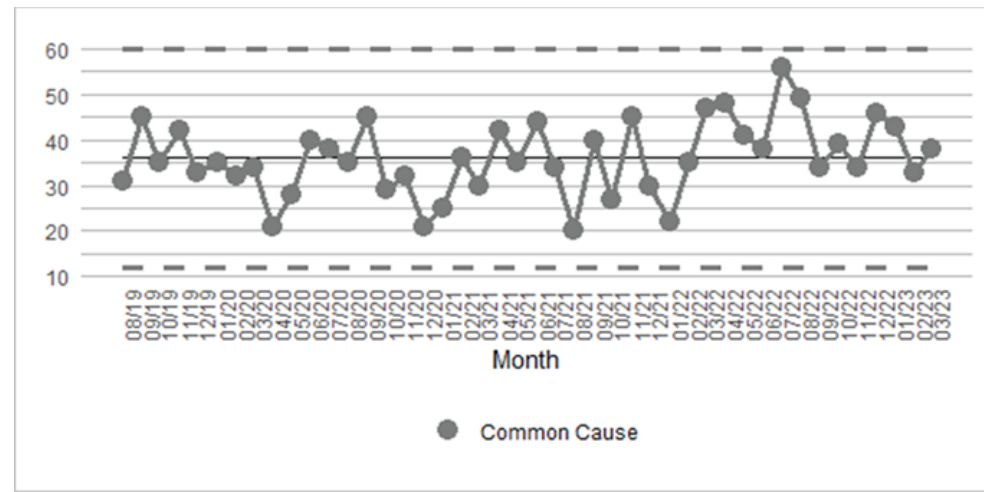


Annual target +/-3% | 2020/21: -4.36%

X

The Brigade has procured an external partner to undertake a full review of FRS and TMG pay. The organisation has been appointed and initial project meetings are being set up. This piece of work will take into account the findings of the previous pay gap reports across gender, disability and ethnicity, seeking to make improvements in each of these areas.

CO11: RTCs involving Brigade vehicles - monthly



12 month rolling target 390 | Mar 2023: 504

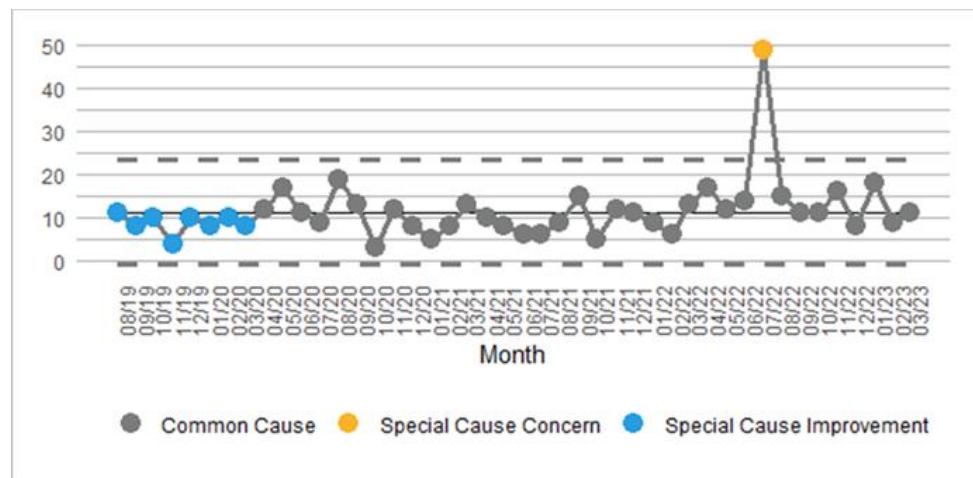
X

The target for Road Traffic Collisions (RTCs) involving Brigade vehicles for 2022/23 has not been met (504 versus a target of 390). The Emergency Response Driver refresher training programme is now established, with all appliance drivers completing the Emergency Response Driving Revalidation (Appliance) course. This training includes a reassessment of driver skills. Staff have also recently been provided with information and instruction in preventing accidental damage to the fire appliance when attending incidents.

Actions to reduce RTC's are being monitored through the Management of Occupational Road Risk (MORR) group. Actions include the promotion of positive driving behaviours through Operational News articles, with further articles on driving behaviours planned for the next two issues of Operational News (the latest article was published in November 2022). Officers are also working to produce a video/animation to support key messaging to reduce RTCs while responding to emergencies.

People and Resources – delivering a positive and healthy culture

CO12: Injuries from operational incidents – monthly



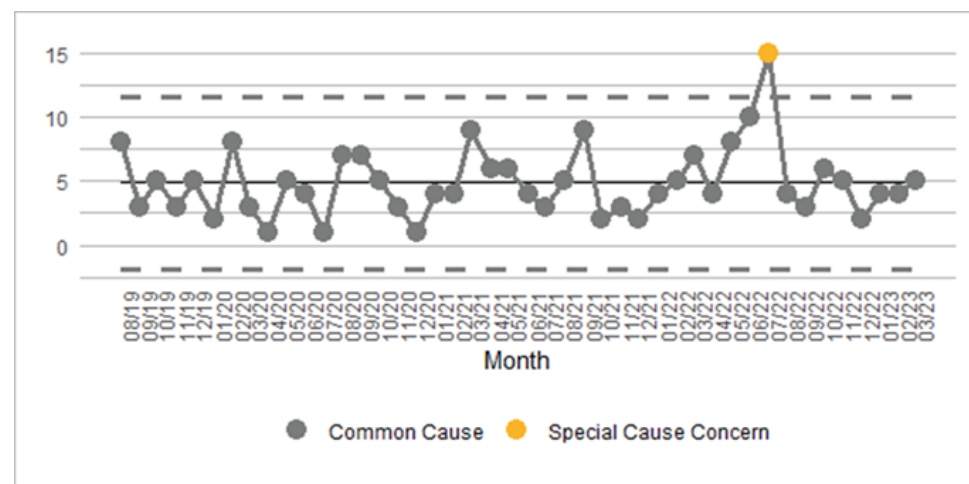
12 month rolling target 100 | Mar 2023: 204

X

The target for injuries from operational incidents for 2022/23 has not been met (204 versus a target of 100). The extreme heat conditions seen throughout July and August resulted in increases in injuries to staff, particularly heat-related injury/illness. Officers have introduced the Operational Safety Management model, including operational (analytical) risk assessment, to make improvements to incident ground safety by focussing further attention on the review of hazards, risks and control measures on the incident ground. This policy change has started to be implemented on the incident ground.

Trends in injury data are monitored to identify targets for intervention to reduce injuries. In response to the heat-related injuries of July and lessons regarding management of injured firefighters on the incident ground November's issue of Operational News contained information and instruction on the role of Welfare Officers on the incident ground. Officers are working to improve data analysis of operational injuries by integrating injury investigation data with incident monitoring data to better identify actions to target further reductions in operational injuries.

CO13: RIDDOR – monthly



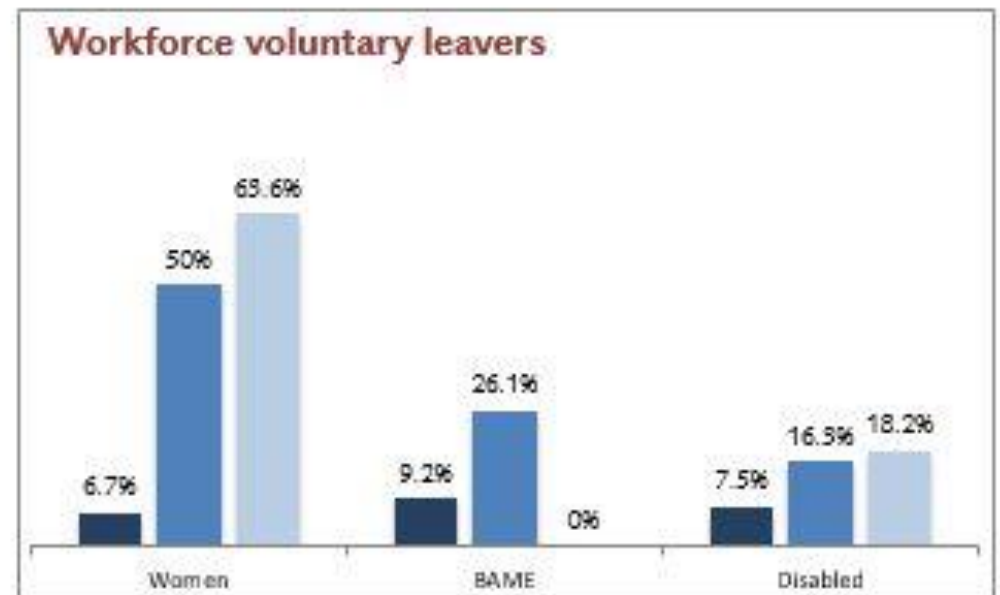
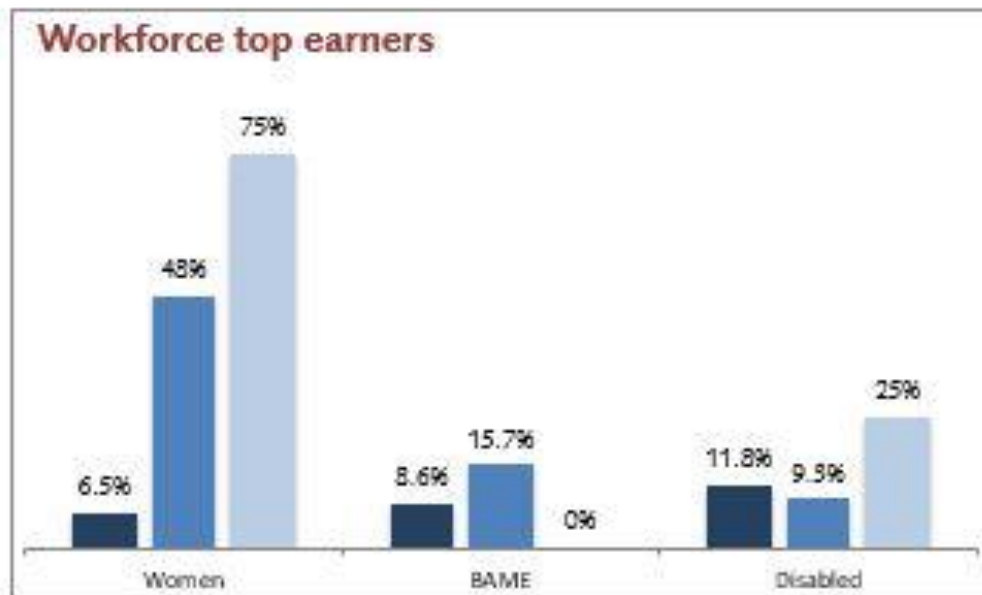
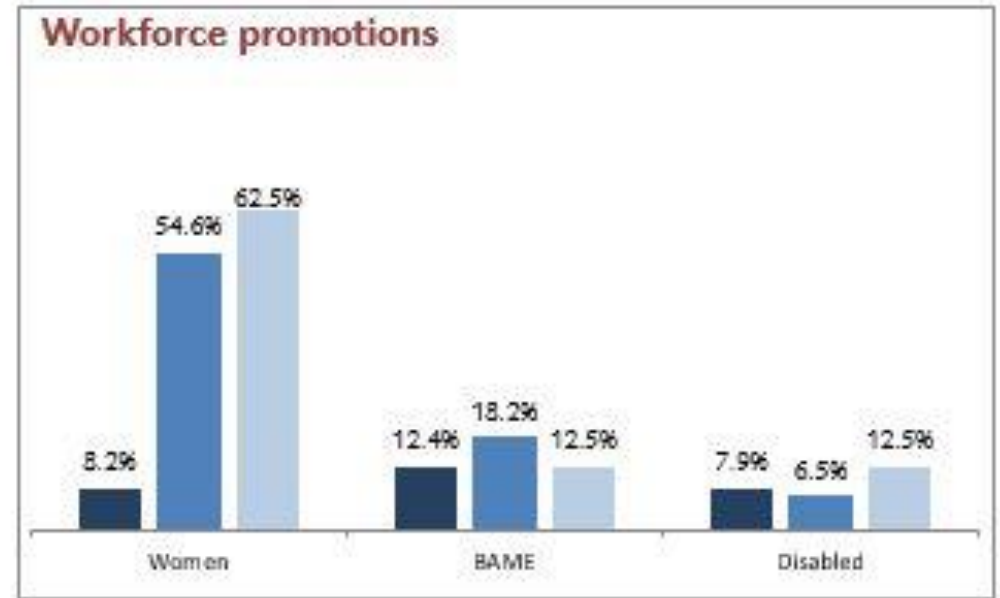
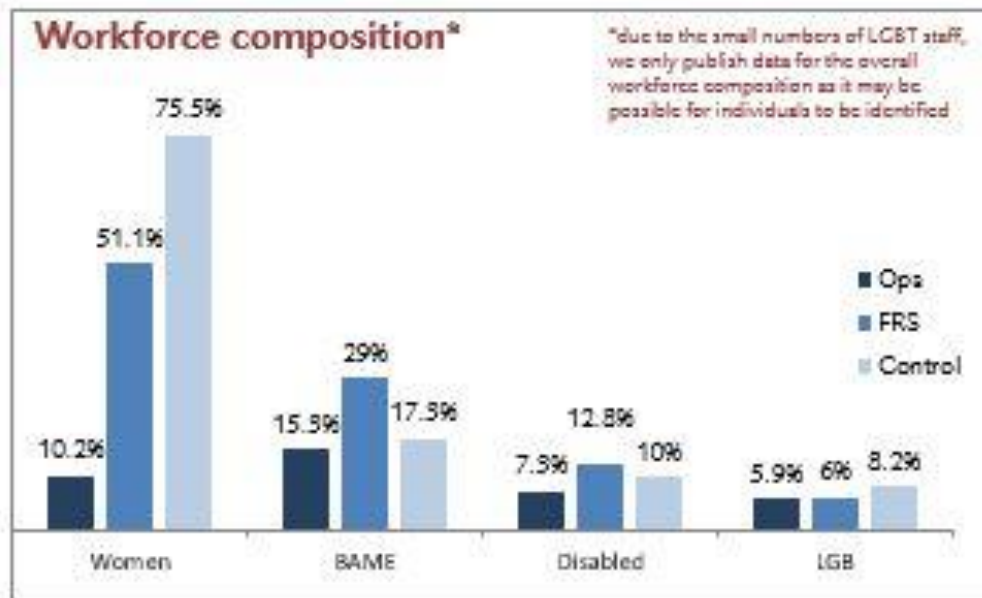
12 month rolling target 62 | Mar 2023: 74

X

The target for injuries reportable to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) for 2022/23 has not been met (74 versus a target of 62). The extreme heat conditions in July resulted in a significant increase in RIDDOR-reportable injuries to staff, particularly heat-related injury/illness. Officers have introduced the Operational Safety Management model, including operational (analytical) risk assessment, to make improvements to incident ground safety by focussing further attention on the review of hazards, risks and control measures on the incident ground. This policy change has started to be implemented on the incident ground.

Trends in injury data are monitored to identify targets for intervention to reduce injuries. Officers are working to improve data analysis of operational injuries by integrating injury investigation data with incident monitoring data to better identify actions to target further reductions in operational injuries.

People and Resources – delivering a positive and healthy culture



People and Resources – delivering a positive and healthy culture

Sustainable Development Strategy

The Brigade's updated Sustainable Development Strategy covering 2023-25 reflects on progress to date, and the emerging issues that provide both challenges and opportunities for how we deliver a more sustainable fire and rescue service.

The aim of this strategy is to:

- Define what sustainable development means for London Fire Brigade
- Identify the emerging issues that are affecting how we deliver our service
- Highlight the progress already made
- Outline the proposed approach to sustainable development for the London Fire Brigade
- Identify how performance will be monitored and reported.

Our Vision for Sustainable Development

We aim to be the leader on sustainable development within the UK Fire and Rescue Service.

2023 – 25 Objectives

Our objectives provide focus for achieving our vision

- To target London's most vulnerable people
- To target London's most high-risk buildings
- To protect Londoners from highest risk incidents
- Protect and promote the health, safety and wellbeing of our staff
- Developing a diverse and inclusive workforce, supported by a diverse and inclusive supply chain, serving diverse communities
- Embed carbon zero principles, with particular focus on net zero by 2030, waste management and behavioural change

- Ensure that we have the capacity to respond to the challenges posed by climate change
- Protect the environment from harm through emergency response and how we deliver our service
- Support skills and employment for Londoners through the provision of apprenticeship opportunities
- Continually improve the social value obtained from the public money we spend
- Support our staff to ensure that Sustainability runs through all our activities

Internal audit plan

All work that formed part of the 2021/22 annual plan has been completed.

Work against the 2022/23 annual plan is progressing as follows:

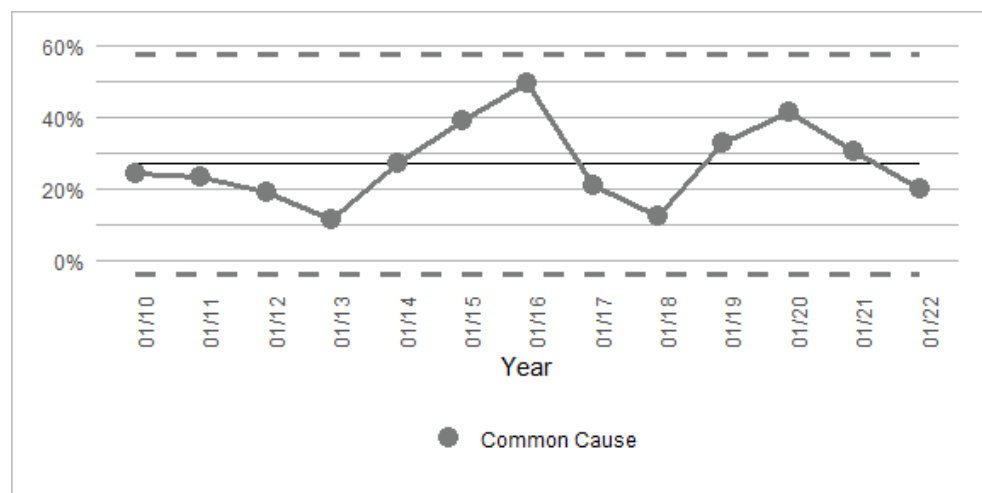
- 12 final reports have been issued (four risk and assurance and eight follow ups).
- Draft reports have been issued for five reviews (three risk and assurance and two follow ups) and Internal Audit are in the process of finalising these with management.
- Fieldwork has concluded for one risk and assurance review and the report is being drafted for issue to management.
- Fieldwork is underway for 10 reviews (four risk and assurance and six follow ups).
- Scoping is underway for four reviews (three risk and assurance and one advisory).

People and Resources – delivering a positive and healthy culture

Performance Indicators – Resources

Indicator	Mar-2022	Jun-2022	Sep-2022	Dec-2022	Mar-2023	Target	Annual change	Qrly change
CO14 : Spend with SMEs	20.0%	20.0%	20.0%	20.0%	20.4%	33%	+1.9%	N/A
CO15 : CO2 reduction from 1990 levels (%)	63.0%	63.0%	63.0%	63.0%	66.5%	60%	+5.6%	N/A
CO16 : Statutory info requests handled on time (%)	71.64%	85.68%	93.11%	94.48%	96.09%	95%	+34.1%	+1.7%

CO14: Spend with SMEs



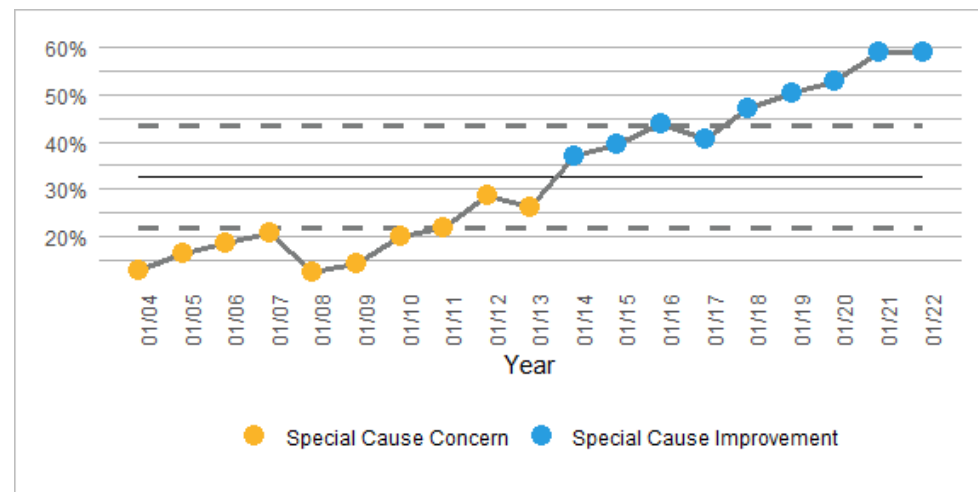
Annual target 33% | 2022/23: 30.59%

X

Total Direct & Indirect Spend with SMEs (%) 30.59%

SME spend increased during 2022/23, key supplier spend with SMEs has increased, due to increased levels of engagement from suppliers and data submission. Additionally, build our SME contractor working on the Plumstead Fire Station redevelopment has an SME spend with their suppliers of 100%.

CO15: CO₂ reduction from 1990 levels (%)



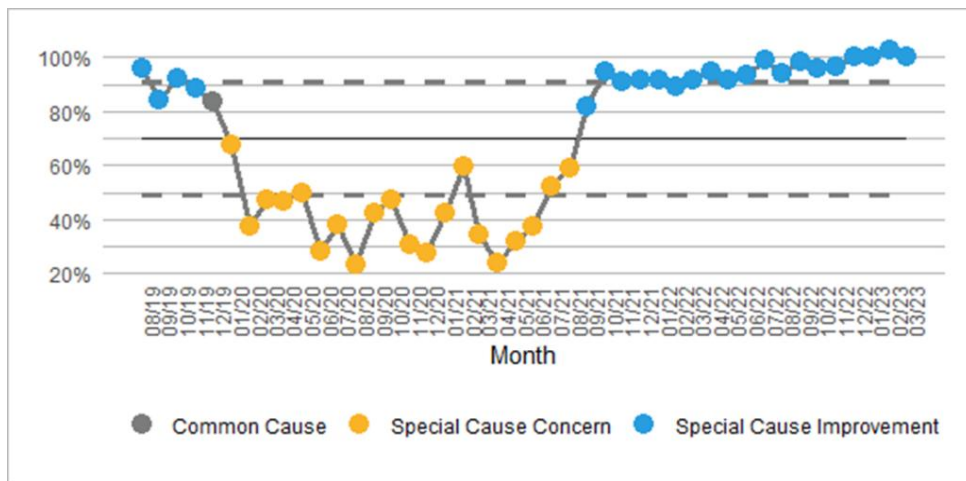
Annual target 60% | 2022/23: 66.5%

✓

CO₂ emissions have increased since 2021/22. Reductions are mostly attributed to the CO₂ associated with buildings, with carbon reduction works undertaken during 2022/23 and the implementation of a Buildings Energy Management System (BEMS). CO₂ from our air travel has significantly reduced in 22/23.

People and Resources – delivering a positive and healthy culture

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



12 month rolling target 95% | Mar 2023: 96.09%



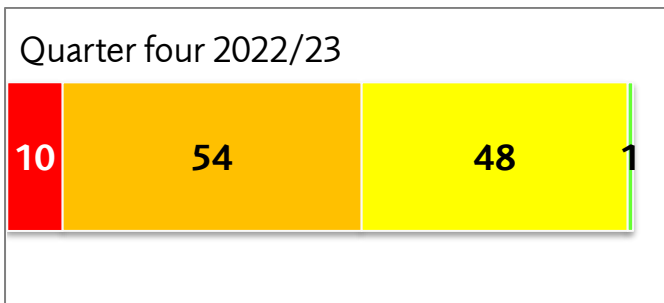
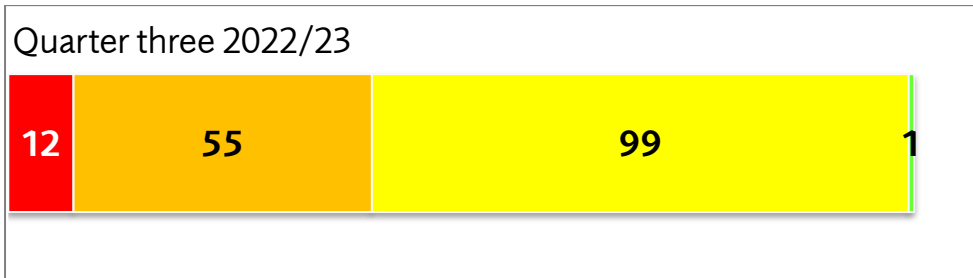
This indicator measures how quickly the Brigade responds to statutory information requests under the freedom of information and data protection law and the extent to which it meets statutory deadlines (20 working days and one calendar month respectively).

Performance for 2022/23, at just over 96%, means that the Brigade exceeded its target for the year (95%) which means that a majority of requestors received their response within statutory timescales. Some complex requests (some 4% in 2022/23) will always take slightly longer to deal with and can fall outside the statutory response periods.

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 the last quarter there has been a decrease of 3 red risks, a decrease of 1 amber risk, and a decrease of 51 yellow risks. The decrease in lower yellow risks has resulted from a corporate review.

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 9 risks overall. The change relates to the de-escalation of the industrial action risk (ORC14), the firefighter development risk (P1) and the market forces inflation risk (CS2) to amber.

Securing business continuity

Business Continuity Management (BCM) is a holistic management system that relies on both the information captured through the departmental Business Impact Analysis (BIA) programme to identify potential threats to business operations, and the development of a single framework through which organisational resilience and response arrangements can be built. The BCM programme has enabled us to successfully identify critical organisational activities and develop business continuity plans. Underpinning the BCM work that is undertaken across the Brigade are the International Standard for Business Continuity Management (ISO 22301) and the statutory requirements imposed on us as a Category 1 responder by the Civil Contingencies Act 2004, which requires all Cat1 responders to put BCM arrangements in place and to test those arrangements through staged exercises. The focus for the Brigade over the last quarter has been our response to the coronavirus (Covid-19) pandemic, this is explained in detail on page 12.

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 is underway because of the coronavirus; this will provide a framework to update the policy and incorporate

Our Risk Perspective

the learning gained from exercising the arrangements and live activation of the policy.

Storm Eunice

On the 18th February the Met Office issues a RED weather warning indicating widespread winds or up to 60-70mph. A RED weather warning is not common in London and usually impacts more on the coastal areas of the South West.

In preparation for the potential impacts of the storm communications were sent out to staff informing them to take the relevant precautions with unnecessary travel, postponing risk assessed training and securing station premises.

Due to the volume of calls taken the Brigade declared a Major incident (approximately 1950 calls taken over the 24 hour period of the storm). Prior to the declaration of a Major incident the duty Assistant Commissioner had convened a group of duty officers (on call duty officers and subject matter experts) to ensure oversight and situational awareness.

Throughout the duration of the Major incident the duty Assistant Commissioner represented the Brigade at the Strategic Coordination Group.

Ukraine

In response to the potential impacts of the continuing situation in Ukraine the brigade set up a Monitoring Group to link into and support the London Resilience Group as well as assessing and responding any risks such as disruptions in the supply chain. Currently there has been no direct impact on the Brigade but we continue to monitor the situation. The Brigade continue to offer support on a local and national level.

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

* Category definitions can be found in the appendix.

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

G	Time and cost targets will be achieved and all quality criteria satisfied according to the agreed scope.
A	Currently off plan, but impact to overall project delivery will be minor and/or remedial actions are in place.
R	Currently off plan and will not meet time, cost and/or quality expectations.
B	Completed.
Grey	Project is in preproject
W	Project not started
P	Project delivering but not reporting

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/>