



# LFB Quarterly Performance report

Quarter 3 2022/23

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# Introduction

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

## New 2022/23 Delivery Plan

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

## London Safety Plan

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



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



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

# Performance at a glance

## HOME FIRE SAFETY VISITS

**43,643**

up by 5.5% compared to last quarter

## ONLINE HOME FIRE SAFETY CHECKS

**3,827** (Apr-Dec)

Down by 24% compared to same period last year

## BUILDING CONSULTATIONS

**6,624** (Apr-Dec)

Up by 12% compared to same period last year

## TRAINEE FIREFIGHTER INTAKE

**24% ETHNIC MINORITIES**  
**30% WOMEN**

Ethnic minorities down by 1.3%, women down by 2.4% compared to last quarter

## STAFF SICKNESS

**7.88%**

Down by 0.6% compared to last quarter

## APPLIANCE ARRIVAL TIMES

**1<sup>st</sup> 5:18** (m:ss)

Up by 0.6% compared to last quarter

**2<sup>nd</sup> 6:43** (m:ss)

Up by 0.2% compared to last quarter

## RIDDOR INCIDENTS

**75**

Up by 8.7% compared to last quarter

## FIRES IN THE HOME

**5,025**

Down by 1.1% compared to last quarter



## CO2 REDUCTION

**59.1%**

Up by 0.3% compared to last year

## STATUTORY INFO REQUESTS handled on time

**93.28%**

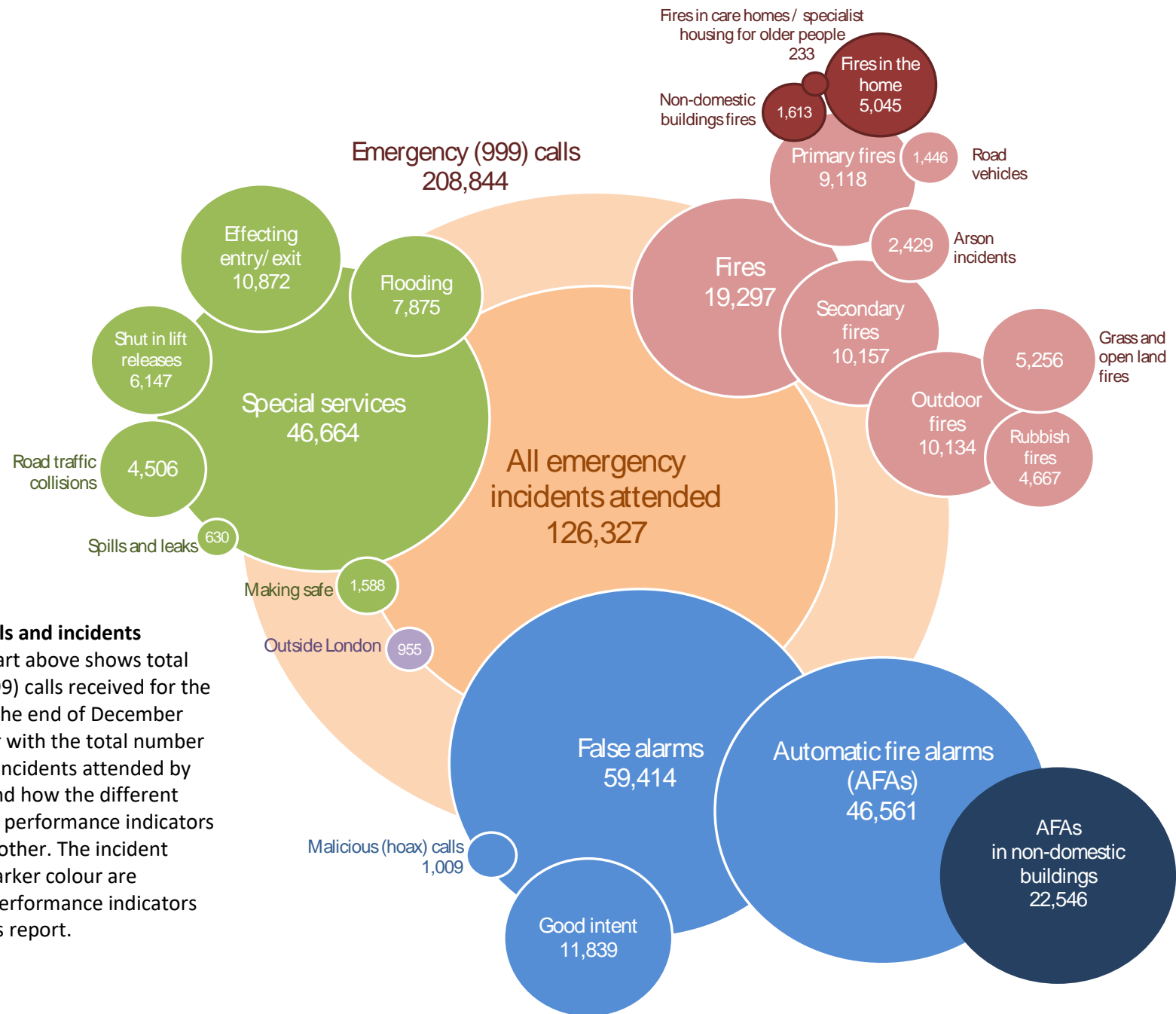
Up by 0.8% compared to last quarter

KEY

- Response
- Prevention & Protection
- Our People
- Resources

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

# Incidents in Numbers



## Emergency calls and incidents

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

# Our Delivery Plan

## Our Direction

LFB Purpose

“Trusted to serve and protect London”

LFB Vision

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

### Our four pillars

#### Engaging with YOU

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

#### Protecting YOU

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

#### Learning from YOU

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

#### Representing YOU

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

### Our eight commitments

#### Commitment 1

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

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

#### Commitment 2

We will make it easy for you to access our services

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

#### Commitment 3

We will adapt our services as your needs change

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

#### Commitment 4

We will design services around your needs and concerns

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

#### Commitment 5

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

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

#### Commitment 6

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

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

#### Commitment 7

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

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

#### Commitment 8

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

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

# Publicity and campaign news

## Safety awareness

This winter, the Brigade promoted messaging about ways to stay safe in the cold weather – this included road and cycle safety, heating safety and general weather-related safety. The Brigade issued a press release and shared content on social media offering advice on how people could safely stay warm through the winter following concerns that heating-related fires might soar. The public were urged to be cautious when using certain appliances such as portable heaters and electric blankets.

In October, we highlighted that 2021 had seen one of the busiest bonfire periods of recent years and we appealed to the public to think twice before holding fireworks displays at home. Assistant Commissioner Charlie Pugsley was interviewed by Sky News and Wimbledon Station Officer Mike Stephens was interviewed for BBC London evening news. Following the tragedy in West Midlands in December where four children died playing on ice, the Brigade issued a press release about frozen ponds and lakes. Assistant Commissioner Spencer Sutcliff urged members of the public not to walk on frozen ponds or lakes and spoke of the dangers of falling into cold water.

In the lead up Christmas, we promoted the Home Fire Safety Checker with a paid social media campaign, this campaign ran activity during 21 – 26 December on Facebook and Instagram and reached over 20,000 accounts.

## Incidents

In October, the Brigade promoted the successful prosecution of a hotel owner in Barking. The Brigade visited The Bank Hotel in May 2018 and found a lack of fire doors, no smoke detectors and no fire alarms. The Brigade pursued the case and took the hotel owner to court. He pleaded not guilty but was found guilty and ordered to pay £50,000 as he'd continued to take guests despite having been issued a prohibition notice for serious fire safety failings. He also received custodial sentences suspended for two years.

In the same month, there was significant coverage of an incident where a house caught fire in Plumstead due to a tealight. We issued a statement to the press promoting candle safety tips and advice to switch to LED candles and linked it to

Candle Safety Week. The story was picked up in the national and London media and also featured in the regional outlets across the country.

We also attended a fire at a restaurant in Mayfair in December, which attracted significant media attention. The fire was caused when an indoor sparkler set fire to a natural Christmas tree and the further Christmas decorations were set alight. The fire was extinguished before the Brigade arrived, but it resulted in around 300 people being evacuated. The Brigade issued a safety warning about keeping naked flames away from Christmas trees and decorations and it was featured in many national newspapers.

Footage from the restaurant was turned [into video content](#) for our social media channels. The content was viewed over 560,000 times and reached over 500,000 accounts across Instagram and Facebook.

In December we issued a statement about an incident at Euston Railway Station after an overhead power cable snapped on the roof of a train car. Crews worked with partners to move around 400 passengers on board the train. We issued updates on Twitter and it was featured in National papers.

## Campaigns

The cost of living continued to dominate media headlines and the Brigade issued fire safety messaging to ensure Londoners keep safe while trying to save money. As part of our Cost of Living campaign, our safer heating press release was issued in October. It included a tragic case study where one woman died after keeping her heater too close to the chair she slept in. Her daughter supported this campaign activity, sharing her story and the impact it has had on their family and reminding people to keep heaters at a safe distance. We facilitated an interview between Assistant Commissioner Charlie Pugsley and Bauer Media about the cost of living crisis, and he gave advice about heating homes safely and it was featured across the network and on breakfast bulletins. He was also interviewed by BBC Radio London.

In October, the Brigade supported partners in calling for an end to abuse towards emergency service staff as part of Emergency Services Day. We highlighted data showing a rise in incidents against staff, with abuse against our Control staff reaching a five year high. We issued a press release with examples of incidents

# Publicity and campaign news

where firefighters had been assaulted. We also produced a video of Deputy Commissioner Jonathan Smith talking about abuse, which was used on our social channels and used by the media.

In November, Group Commander Jim Flynn appeared on national ITV1's The Martin Lewis Money Show Live, giving viewers a range of hints and tips to ensure they know how to keep safe covering electric blankets, portable heaters and washing machines. We also worked closely with Electrical Safety First on their campaigns for Electrical Fire Safety Week and their 'Don't be Electricked' reminding people not to use fake and other dangerous electrical products. In December, LFB featured in Sky News' Cost of Living advent calendar reminding people to think about swapping from dangerous and costly halogen lights to LED lights – a far safer option.

## Community Engagement

During this quarter the induction for the LFB Community Forum members continued with the Forum meeting five times, including a visit to Control, a meeting about the Culture Review and learning about the Brigade's prevention activity.

Ongoing engagement with the Grenfell community has been essential, engaging on the development and the delivery against matters such as the Independent Review of Culture at the LFB. The community engagement team worked with North Kensington firefighters to design a plaque that was unveiled by members of the community at North Kensington Fire Station. This was a poignant moment for the Brigade and community and will stand as a lasting memorial from firefighters in memory of the 72 who lost their lives at the Grenfell Tower Fire.

## LFB Museum

LFB Museum continued to actively promote the virtual exhibition, covering the history of Lambeth River Station, launched in September. This included creating and sharing two new short videos, which provided more details on fireboat history and the drydock, which was part of the former Lambeth Headquarters.

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

- October - reviewed the Brigade's impact and work during both World Wars.
- November - to coincide with the national remembrance days, there was a focus on memorials, and the types of mementos collected, to remember those who have passed away.
- December - explored past events and shared historical images to celebrate the festive period.

The museum's website article on the Crystal Palace Fire was featured in the November newsletter of the Crystal Palace Foundation. This is distributed in print and digitally.



# Culture Review

In November, the Independent Culture Review was published, and the communications team prepared for this with activity to support internal and external engagement. In December, HMICFRS announced the Brigade would be moved into enhanced monitoring, which we also responded to.

## **Publication of the Independent Review of Culture at the London Fire Brigade**

A significant amount of communication activity was carried out to support the publication of the independent review of the Brigade's Culture. The independent review was carried out by Nazir Afzal OBE. Nazir and his team heard from over 2000 current and former staff and members of the Grenfell community who have shared their experiences with us. The report paints a bleak picture of shockingly poor behaviour and painful experiences over many years. The Commissioner took immediate action to address the issues raised in the report.

Activity was undertaken to prepare for the publication of the report, central to that was having internal communications ready in advance, including a series of briefings for specific staff groups and all staff meetings to enable conversations and questions. Key stakeholder and community engagement was undertaken on the publication of the report and following it. Very significant levels of media coverage followed the publication of the report running from 25 November, when the planned media embargo was broken, through to 28 November, the original embargo date. The planned joint press briefing from the Commissioner and Nazir Afzal OBE was brought forward to Saturday 26 November. The coverage was on all major media outlets for much of the weekend and included our position of accepting all the recommendations and putting in place actions including a zero tolerance approach to bullying and harassment.

## **HMICFRS announcement about enhanced monitoring**

On Wednesday 14 December, HMICFRS moved the Brigade into 'enhanced monitoring' following the publication of the Culture Review. We communicated this to staff and held a virtual all staff briefing.

There was extensive media coverage, including online, television and radio. The Commissioner took part in several media interviews where he welcomed the move and reiterated our commitment to change. Overall the coverage was factual and balanced.

# Grenfell Tower Fire

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

Closing overarching statements were made by some Core Participants including the LFC in November 2022 and the Panel is now drafting its Phase 2 report and associated recommendations.

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

Lawyers acting for the bereaved survivors and relatives have issued around 950 claims against the London Fire Commissioner (LFC) and other core participants in the Grenfell Tower Inquiry. A further 107 claims from firefighters and control room officers, and 36 claims from Metropolitan Police Officers against the same Defendants have also been made. The LFC, together with most other Defendants and most of the bereaved survivor and resident claimants, is participating in a confidential, alternative dispute resolution (ADR) process to try and resolve matters without the need for litigation. There is also a Restorative Justice element, it is expected that this ADR process will soon be successfully completed. In addition, the LFC with other Defendants is involved in a second ADR process which involves the firefighter and control room officer claimants.

# Financial Performance

## Introduction and Background

This presents the forecast financial position as at the end of December 2022 (Quarter 3).

All departments review their actual income and expenditure on a monthly/quarterly 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.

### Mayor's Final Draft 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. On the 18 January 2023 the Mayor published his Draft Consolidated Budget 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

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. The final audited Statement of Accounts is expected to be published in the coming weeks.

### Revenue

The forecast revenue outturn variance position at the end of December 2023 is for an overspend of £3,804k, which is 0.8 per cent of the net revenue budget.

The forecast overspend is a decrease of £1,038k since last reported at the end of September (LFC-0764) and made up of a combination of the following decreases which total £7,067k:

- £2,444k on income, mainly related to interest receivable, due to higher interest rates and increased cash balances.
- £2,075k on the use of reserves necessary to meet the revised forecast overspend position, , partly offset by new draw on other earmarked reserves including Pensions, Covid and Leadership reserves.
- £1,789k decrease in the forecast spend on FRS and Control staff due to vacancies, net of agency costs. At the end of December there were 197 vacancies across all departments, with 107 agency staff mitigating the impact of this.
- £650k underspend on the contingency following staff savings actioned under delegated authorities of £363k and a further £287k offsetting spends on lease cars, medicals and driver training related spend.
- £91k decrease in forecast overspend on employee related expenditure including reductions of £336k on professional development due to revised estimates of spend on training courses, partially offset by spend mainly on medical and welfare of £245k within Learning and Professional Development.
- £19k reduction in third party expenditure following a revised costs to the LFC's pensions administrator (LPPA), for work required on the Firefighter Pensions remedy as part of Immediate Detriment.

These above reductions are offset by the following increases of £6,029k resulting in a net reduction of £1,038k since last reported at the end of Quarter.2:

- £2,628k increase in the forecast overspend on operational staff overtime to maintain operational resilience and due to delays in implementing actions to reduce overtime, to allow time to consult staff representative bodies. The LFC has prepared an action plan to reduce PAO, and other overtime, and this will be presented to the Deputy Mayor's Fire & Resilience Board on 28 March 2023.
- £1,397k on Premises including £357k on Building Maintenance as a result of a number of costs below the accrual limit from the previous financial year falling into 2022/23, and additional energy costs of £181k.
- £894k movement on Transport as activity levels return to pre-pandemic levels, particularly in relation to home safety visits, alongside the volatility in fuel prices (£411k); lower activity volumes earlier in the year may have

# Financial Performance

masked some of the inflationary impact in the cost area and could potentially be met from reserves as with other exceptional inflationary pressures. A further £483k spend on vehicle repairs, and performance and abatement charges but this is partly offset by in year savings arising from third party insurance claims, resulting in a net impact of 93k.

- £459k on supplies and services due to Covid related spend on operational equipment that is offset by reserves.
- £580k reduction on specific grants due to a forecast reduction in related expenditure within the Central Programme Office following update to the staffing as part of the move to National Fire Chiefs Council (NFCC) by the end of March 2023.
- £72k additional spend on pension sanction charges.

The forecast overspend of £3,804k could have been considerably more but mitigating actions to address the overspend include:

- In year saving relating to a revenue transfer to capital that will no longer be required of £2,559k;
- Use of the Budget Flexibility reserve (BFR) applied to meet exceptional inflationary costs of £2,000k;
- £2,000k release of earmarked reserves no longer required, to help address the overspend position;
- £1,600k in-year saving reserve release to support our core budget for 2022/23;
- £1,083k relates to saving 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.
- £2,444k on interest receivable with higher interest rates and increased in cash balances.

## Fire Brigade Union (FBU) Industrial Action

The Fire Brigades Union (FBU) conducted a consultative ballot which concluded in November on whether to accept or reject the five per cent pay offer for its members. The result of that ballot was to reject the pay offer. The FBU then concluded a ballot for strike action on Monday, 30 January 2023, with the result

being in support of strike action. The LFC had already proposed an enhanced two year pay offer for operational staff in London comprising of six per cent in 2022/23 and five per cent in 2023/24. On 8 February 2023 the FBU announced that strike action had been postponed following a new national pay offer that had been put forward, comprising of seven per cent in 2022/23 and five per cent in 2023/24. The FBU moved to ballot members on this new national pay offer, with the leadership recommending acceptance of this offer. The ballot opens on 20 February and closes on 6 March.

Any strike action will have financial implications for the LFC and require the use of its Operational Contingency Arrangements contract. This will result in set up costs being incurred, and then additional expenditure for each period of strike action. This should then be partially offset by deductions from staff pay for any strike period. Any resulting additional financial pressure would need to be met from the LFC's Budget Flexibility Reserve.

## 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).

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 forecast capital outturn variance position as at the end of December 2022 is for an underspend of £11,364k against the revised budget of £29,192k, a movement of £5,378k since last reported at the end of Qtr.2 mainly due to project delays. The Brigade's Investment & Finance Board will shortly be carrying out review of the capital programme ahead of finalisation of the 2023/24 LFC Budget in March.

# Financial Performance

## London Fire Commissioner Financial Position

LFC Revenue (£000s)	Year to date Budget	Year to date Spend	Year to date Variance	Budget	Forecast Outturn 31 Dec 2022	Forecast Outturn Variance (under)/Over	Forecast Outturn Variance at 30 Sep 2022	Movement between variance figures
Operational staff	205,106	216,671	11,565	272,909	296,357	23,449	20,821	2,628
Other staff	52,522	51,133	(1,389)	69,949	68,273	(1,676)	113	(1,789)
Employee related	25,067	25,260	193	27,092	27,350	258	349	(91)
Firefighter Pensions - Injury and Ill Health	16,556	15,857	(699)	21,772	21,518	(254)	(326)	72
Premises	32,945	34,140	1,195	46,304	46,091	(213)	(1,610)	1,397
Transport	16,111	17,394	1,283	17,320	18,372	1,052	158	894
Supplies and services	26,300	32,382	6,082	31,449	33,234	1,785	1,326	459
Third party	1,107	807	(300)	1,413	1,651	238	257	(19)
Capital financing	765	193	(572)	9,624	9,624	0	0	0
Contingency	6,512	0	(6,512)	11,212	7,437	(3,775)	(3,125)	(650)
Income	(42,178)	(60,701)	(18,523)	(45,880)	(49,173)	(3,293)	(849)	(2,444)
<b>Net revenue expenditure</b>	<b>340,813</b>	<b>333,136</b>	<b>(7,677)</b>	<b>463,163</b>	<b>480,735</b>	<b>17,572</b>	<b>17,115</b>	<b>457</b>
Use of reserves	344	0	(344)	(2,042)	(15,932)	(13,890)	(11,815)	(2,075)
<b>Financing Requirement</b>	<b>341,156</b>	<b>333,136</b>	<b>(8,020)</b>	<b>461,121</b>	<b>464,803</b>	<b>3,682</b>	<b>5,299</b>	<b>(1,618)</b>
Financed by:								
Specific grants	(28,962)	(22,479)	6,483	(39,321)	(39,199)	122	(458)	580
GLA funding	(316,350)	(72,666)	0	(421,800)	(421,800)	0	0	0
<b>Net Financial Position</b>	<b>(4,156)</b>	<b>237,991</b>	<b>(1,537)</b>	<b>(0)</b>	<b>3,804</b>	<b>3,804</b>	<b>4,841</b>	<b>(1,038)</b>

# Financial Performance

## London Fire Commissioner Capital Summary

LFC Capital (£000s)	Revised Budget reflecting Q2 reprofiling	Forecast Outturn at 31 Dec 2022	Forecast Outturn Variance (under)/Over	Forecast Outturn Variance at 30 Sep 2022	Movement between variance figures	Comments for movements from Q2 to Q3
ICT	4,647	808	(3,839)	0	(3,839)	£3,894k forecast underspend is due to a combination of supply chain and resourcing delays due to manufacturing, component availability and shipping challenges. Expenditure will therefore fall into the 2023/24 financial year including Mobile Data Terminals Replacement £1,586k, VM Server Environment Hosts £254k, Replacement of laptops £540k, New computer terminals - Thin Client £764k. Project rescheduled on Core Network Component Replacement £500k and Data Centre Switches 3750 Replacement £1,95k due to a fundamental review of network security and the development of a new network strategy designed to meet the future needs of LFB.
Property	9,664	10,024	360	644	(284)	There is an overspend of £360k due to forecast increase to the Plumstead refurbishment project following a revised cost plan received by the lead consultants. The forecast overspend has decreased by £284k due to delay in spend on the Brigade wide security upgrade work project for the 2022/23 financial year.
Fleet and Equipment	6,681	6,846	165	1,420	(1,255)	£1,255k forecast underspend is mainly due to projects delays including Thermal Imaging Camera (TIC) project, Lightweight Portable Pump project and savings of £67k expected from Cold Cutting Vehicles project now closed.
Operational Policy	8,200	150	(8,050)	(8,050)	0	The capital budget for Respiratory Protective Equipment and Radio Equipment was reprofiled to 2023/24 at the end of September (LFC-0764) due to delays to the procurement process and the current global supply chain issues.
<b>Total Capital Expenditure</b>	<b>29,192</b>	<b>17,828</b>	<b>(11,364)</b>	<b>(5,986)</b>	<b>(5,378)</b>	

# Financial Performance

## Reasons for the Revenue Position

The forecast revenue outturn position at the end of December 2022 is for an overspend of £3,804k, which is 0.8 per cent of the net revenue budget. The main reasons for the overspend position are explained in more detail below.

### Operational Staff

The forecast overspend on operational staff is £23,449k, a movement of £2,628k since last reported at the end of Qtr.2 (LFC-0764) due to increase in the forecast overspend on operational staff overtime to maintain operational resilience and due to delays in implementing actions to reduce overtime, to allow time to consult staff representative bodies. The LFC has prepared an action plan to reduce PAO, and other overtime, and this will be presented to the Deputy Mayor's Fire & Resilience Board on 28 March 2023.

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. There is also a reduction in average vacancies of 29, forecast at the end of December is an average vacancy margin of 267 compared to budgeted of 296.

It should also be noted that there is a year to date revenue variance of a £11,565k overspend as at the end of Qtr.3, which pro rata would equate to a £15,420k variance at outturn. This is compared with a forecast outturn overspend of £23,449k. The difference is primarily as a result of the forecast impact of a proposed five per cent pay award for operational staff which is two per cent above that budgeted (assumed to be agreed in Qtr.4, with this now being the national offer at 7%), as well as average vacancy levels in the final quarter expected to be lower than earlier in the year. The forecast set out here does not reflect the latest national pay offer of a seven per cent, this will be updated in quarter 4.

### Other staff

FRS staff budgets are forecast to underspend by £1,155k due to vacancies, a movement of £1,747k (£1,789k when Control staff are included), since last

reported at the end of Qtr.2 (LFC- 0764). This is after the impact of the vacancy margin of £1.3m for the year. At the end of September there were 197 FRS vacancies across all departments, with 107 agency staff mitigating the impact of this.

### Employee related

Employee related budgets are forecast to overspend by £258k, a decrease of £91k since last reported at the end of Qtr.2. This includes a revision to the previously forecast overspend on professional development (£336k) due to revised estimates of spend on training courses, partially offset by £50k reduction in forecast underspend on agreed compensation based on current position with known number of cases and £195k spend on medicals and driver training related spend.

### Firefighter Pension Scheme

The Firefighter Pension Scheme budget is forecast to underspend by £254k. As previously reported at the end of September (LFC-0764), there is a forecast underspend of £326k on injury pensions with a reduction in overall injury pensioner numbers offset by additional £72k on pension sanction charges.

### Premises

There is a forecast underspend of £213k on Premises, a reduction in the previously forecast underspend since last reported at the end of September of £1,397k due to Covid related spend on cleaning that is offset by reserves (£767k), planned building maintenance (£357k) on Mechanical, electrical and plumbing (MEP) due to a number of costs below the accrual limit from the previous financial year falling into 2022/23 and additional energy costs of £181k.

### Transport

There is a forecast overspend on transport of £1,052k due to an increased cost of accident and modification repairs £518k partly offset by third part insurance claims (£255k), vehicle and equipment contract due to abatements £188k, running costs due to fuel price volatility and increased home visits £127k and overspend on travel £177k.

# Financial Performance

## Supplies and services

There is a forecast overspend on Supplies and Services of £1,785k, an increase of £459k since the last quarter due to Covid related spend on operational equipment that is offset by reserves. As previously reported at the end of Qtr.2, the forecast overspend is mainly due to Professional Services on Grenfell Tower Investigation legal costs that is offset by income from the insurer. This will also be subject to review of further costs and income in Q4.

## Third party

There is a forecast overspend of £238k on Third Party, a decrease of £19k since last reported at the end of Qtr.2 (LFC-0764) following a revised cost to the LFC's pensions administrator (LPPA), for work required on the Firefighter Pensions remedy as part of Immediate Detriment. As previously reported at the end of September, the additional expenditure, at a revised forecast of £371k, with the LPPA relates to work required on the Firefighter Pensions remedy, that is offset by use of reserves. There is a further underspend of £133k on other local authorities that offset overspends within Communications.

## Contingency

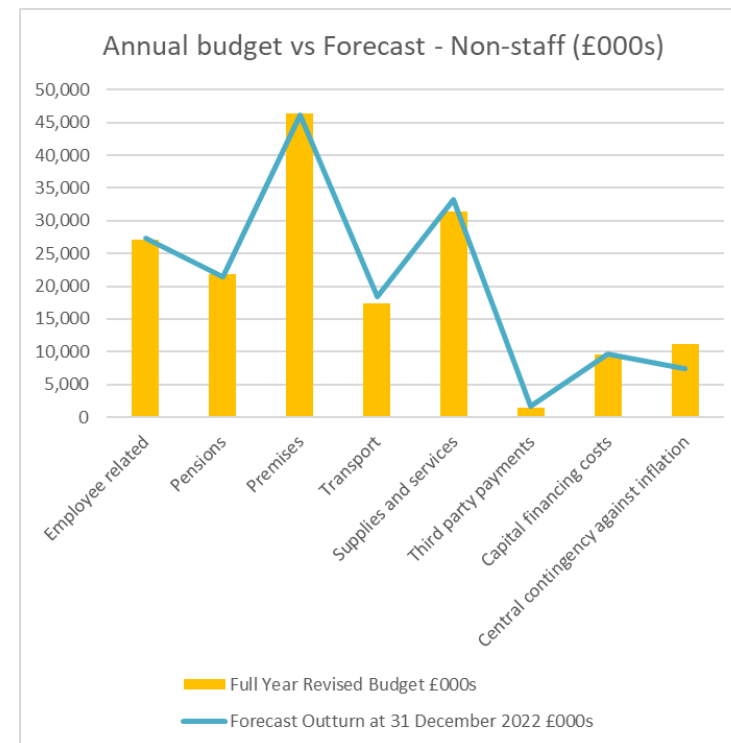
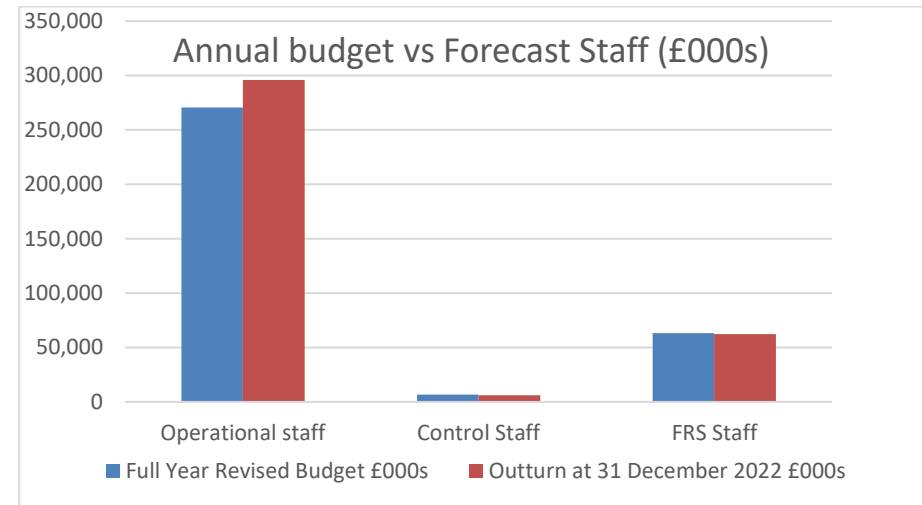
As previously reported at the end of September £3,775k underspend is expected on Contingency based on forecast requirements and in-year saving offered as part of the ongoing review of approved growth for 2022/23. There is a movement of £650k since last reported at the end of September (LFC-0764) due to staff savings actioned under delegated authorities (£363) and a further (£287k) offset spends on lease cars, medicals and driver training related spend.

## Income

There is an over recovery of £3,293k on Income, an increase of £2,444k since last reported at the end of September (LFC-0764) mainly relating to interest receivable with higher interest rates and increased cash balances.

## Specific grant

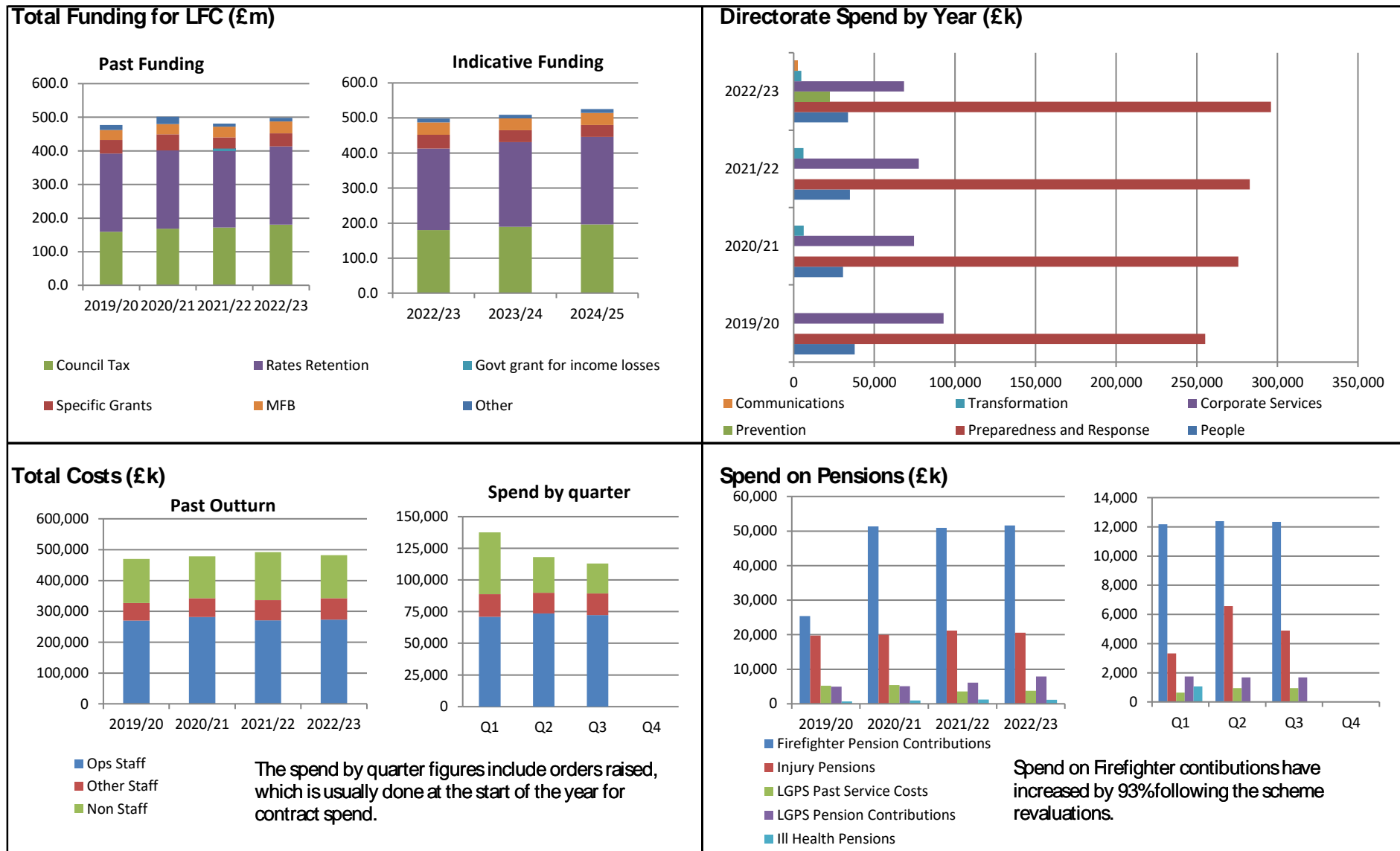
Reduced income of £580k on specific grants offsets forecast reduction in related expenditure.





# Financial Performance

## Financial trends

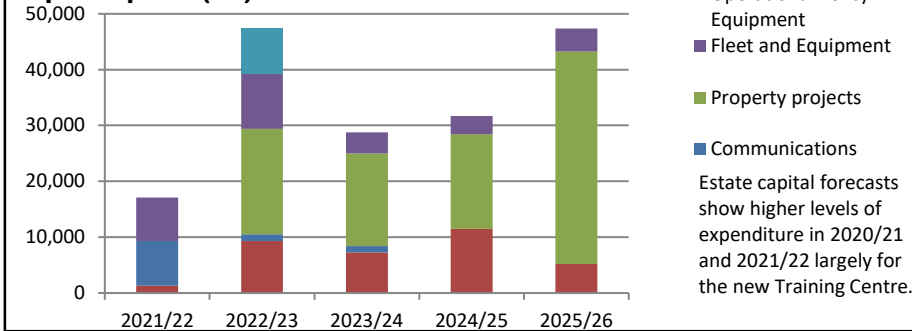


# Financial Performance

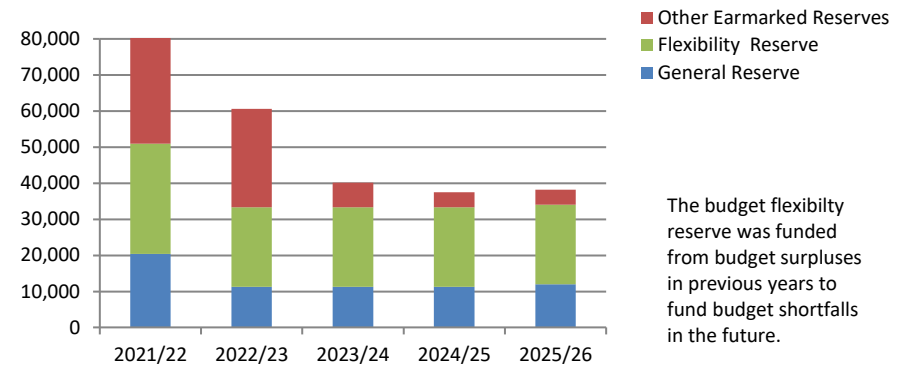
## Capital, borrowing and reserves

### Capital, borrowing and reserve

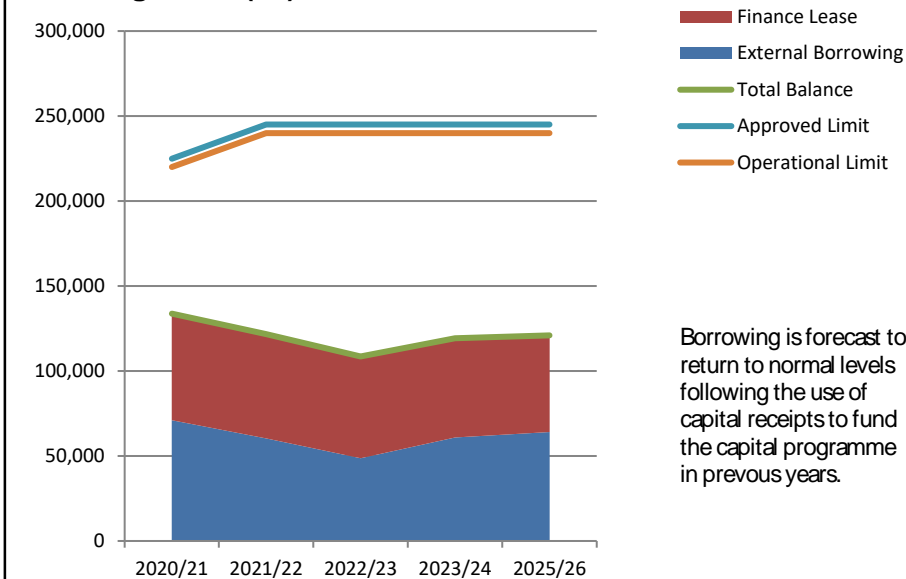
#### Capital Spend (£k)



#### Reserve Balance in Future Years (£k)



#### Borrowing Levels (£k)



#### Reserves

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

Earmarked Reserves (£k)	22/23	23/24	24/25	25/26
Capital Expenditure Reserve	7,045			
Compensation	500	500	500	500
Emergency Services Mobile Com	888	888	888	888
Hre Safety and Youth Engagemer	4,160	2,103	-	-
Grentell Infrastructure Reserve	327	-	-	-
Hydrants	120	-	-	-
ICT Development Reserve	1,117	591	591	591
In Year Savings Reserve	2,000			
LHB Museum Project	179	59	-	-
London Resilience	771			
Community Risk Management Pla	991	491	47	47
Pension Earmarked Reserve	420	420	420	420
Sustainability	179	179	179	179
Transformation Delivery Plan	1,598	598	598	598
Vehicle & Equipment Reserve	2,215	918	918	918
Leadership reserve	220	70	20	20
<b>Earmarked reserves total</b>	<b>22,730</b>	<b>6,795</b>	<b>4,139</b>	<b>4,139</b>

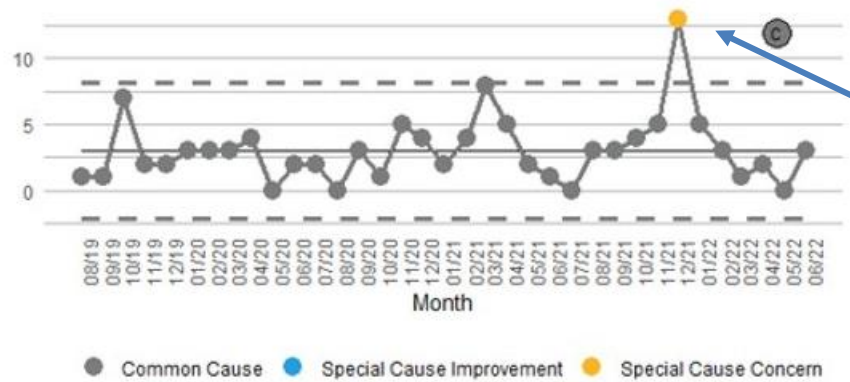
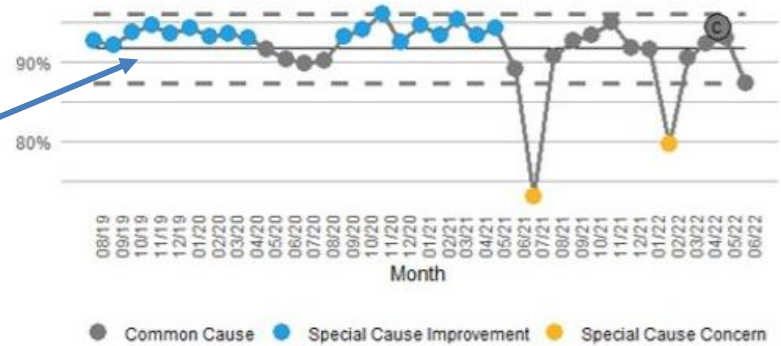
# Key and SPC Chart Example

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

SPC charts are used to study how a system or process changes over time. It allows us to understand what is 'different' and what is the 'norm'. By using these charts, we can understand where the focus of work needs to be concentrated in order to make a difference. We can also use SPC charts to determine if an improvement (i.e., a project) is actually making the positive change we expect and use them to predict statistically whether a process is capable of meeting a target.

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

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



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

# Key and SPC Chart Example

## RAG Status

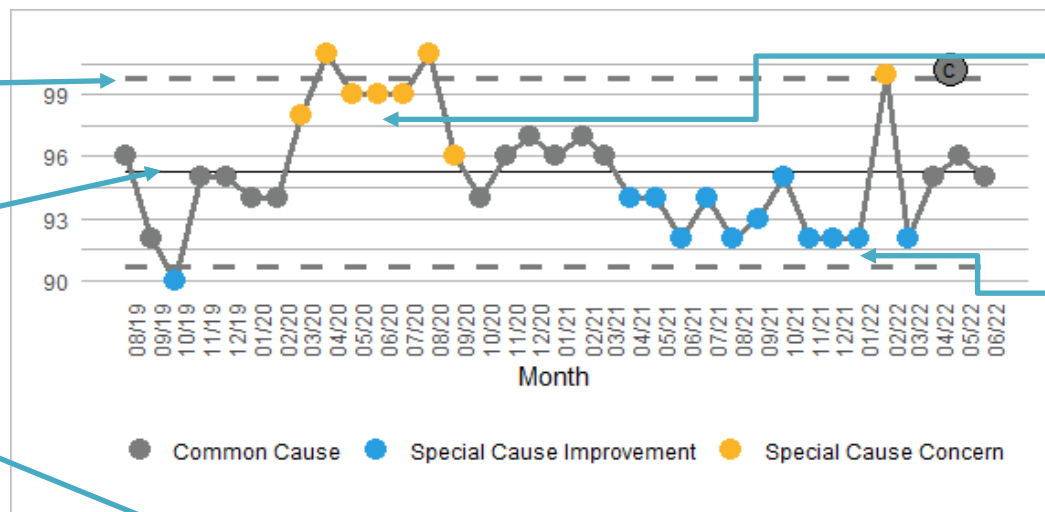
Indicators	Projects	Risks
Performance on target	Time/ cost targets will be achieved and all quality criteria satisfied	Minor risks (green 1-3 rating): These risks would impact on a department or team in a department or local piece of work and/ or the risk is unlikely to materialise.
N/A	N/A	Moderate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

## SPC Chart

**Grey dashed lines** represent the upper and lower control limits

The **thin black line** represents the mean

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



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

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

12 month rolling target 100 | Jun 2022: 94 ✓

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

## Key points

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

We'll deliver this aim by:

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

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

## Prevention

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 has now been agreed and this will incorporate a new triage and out of hours process, as well as new content and delivery training. 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. This included community engagement work at the Ideal Home Show in 2022, improving the safety of youth centres across London and a trial of a drop-in retail unit at Westfield Stratford in September/October.

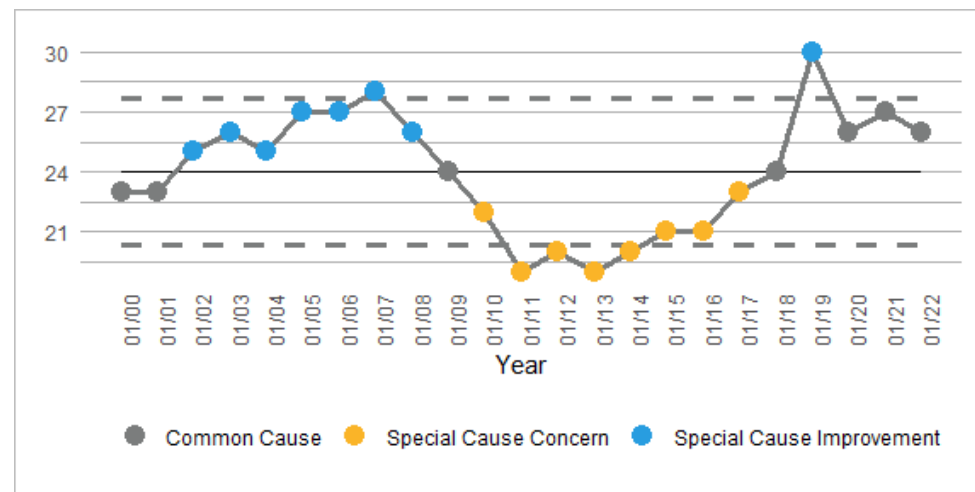
Work is underway to formulate a standard approach across the organisation to evaluate our prevention activities in a meaningful way, which will incorporate HFSVs, Youth Services as well as Road and Water safety activities. A dedicated resource has been allocated to this project, with an action plan spanning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

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

## Performance Indicators – Prevention

Indicator	Dec-2021	Mar-2022	Jun-2022	Sep-2022	Dec-2022	Target	Annual change	Qrly change
<b>H1</b> : Boroughs below nat av. for primary fires - <i>annual</i>	27	26	26	26	<b>26</b>	25	+3.7%	N/A
<b>H4</b> : Fires in care homes - <i>12 month rolling</i>	227	237	244	244	<b>233</b>	400	+2.6%	-4.5%
<b>H4</b> : Fires in care homes - <i>rate per 100 care homes</i>	8.24	8.61	8.86	8.86	<b>8.46</b>	N/A	+2.6%	-4.5%
<b>H5</b> : All fire deaths - <i>10 year average</i>	46	46	46	45	<b>45</b>	50	-2.0%	0%
<b>CX3A</b> : All fire deaths - <i>12 month rolling</i>	50	45	43	44	<b>33</b>	N/A	-34%	-25%
<b>H6</b> : Accidental fire deaths in the home - <i>10 year average</i>	36	35	35	35	<b>35</b>	35	-2.5%	0%
Accidental fire deaths in the home - <i>12 month rolling</i>	38	36	31	34	<b>23</b>	N/A	-39.5%	-32.4%
<b>H7</b> : Injury from fire - <i>5 year average</i>	819	814	779	767	<b>750</b>	1000	-8.4%	-2.2%
Injury from fire - <i>12 month rolling</i>	715	731	666	702	<b>692</b>	N/A	-3.2%	-1.4%
<b>H8</b> : Home Fire Safety Visits - <i>12 month rolling</i>	30,233	35,206	38,459	41,401	<b>43,854</b>	76,000	+45.1%	+5.9%
<b>NEW</b> : % of P1 people HFSVs as proportion of overall target - <i>monthly</i>	18.87%	22.48%	23.26%	30.73%	<b>22.47%</b>	75%	+19.1%	-26.9%
<b>NEW</b> : Number of online HFSV triages – <i>year end cumulative</i>	5,053	7,009	1,122	2,343	<b>3,827</b>	15,000	-24.3%	N/A
<b>H9</b> : Educating young people - <i>12 month rolling</i>	49,757	44,531	62,442	69,986	<b>81,452</b>	100,000	+63.7%	+16.4%
<b>CO1</b> : Time by station staff on Community Safety - <i>12 month rolling</i>	6.71%	7.43%	8.23%	8.77%	<b>9.20%</b>	10%	+37.1%	+4.9%

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



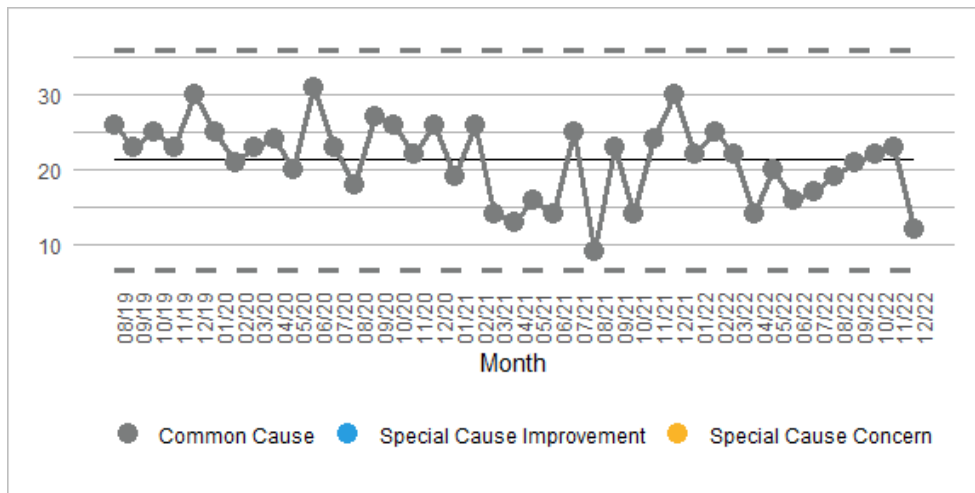
Annual target 25 | 2021/22: 26



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 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.

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

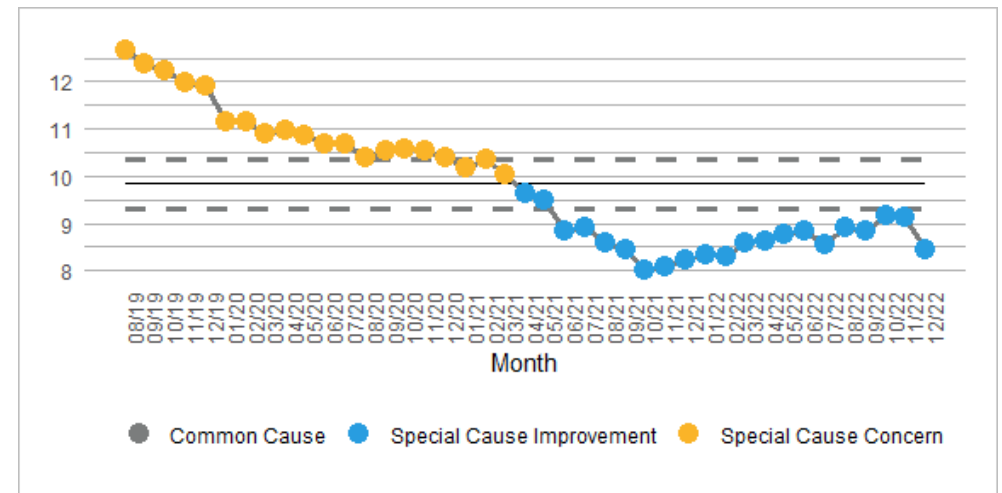
## H4 : Fires in care homes / specialist housing for older people - monthly



12 month rolling target: 400 | Dec 2022: 233



## 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 | Dec 2022: 8.46

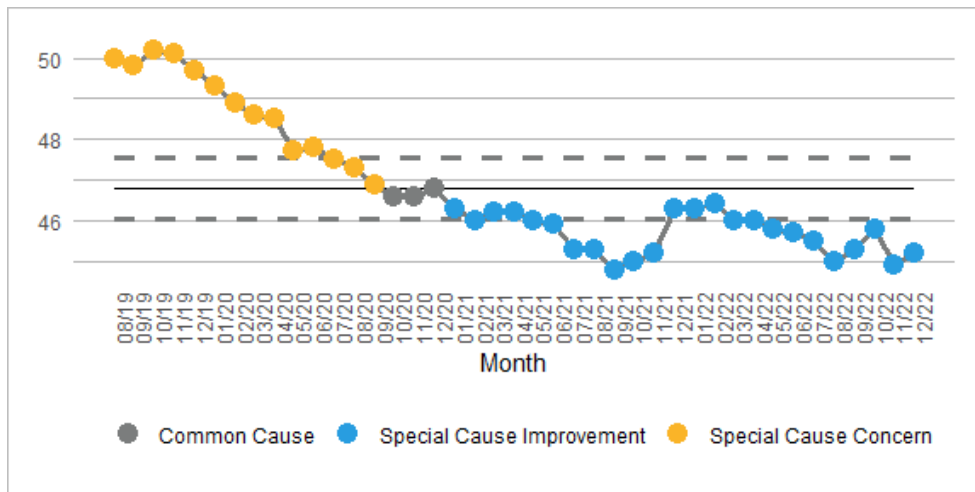
n/a

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.

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

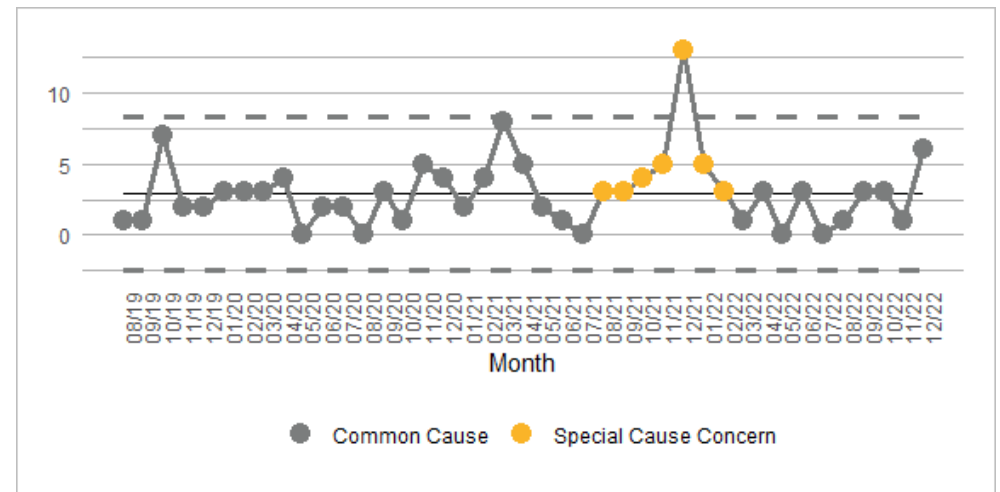
**H5 : All fire deaths - 10 year average**



10 year average target 50 | Dec 2022: 45



**All fire deaths – monthly**



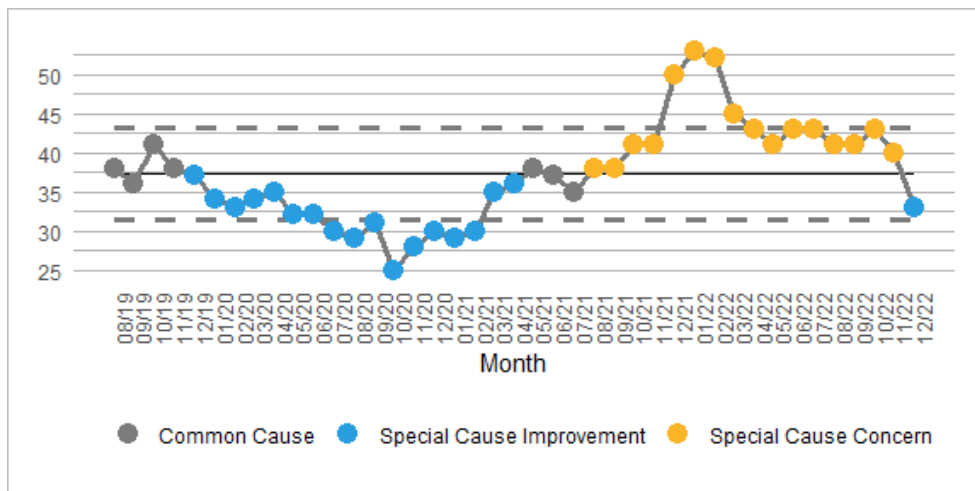
Target n/a | Dec 2022: 6

n/a

The number of all fire deaths (10 year average) is reporting as on target at an average of 45.

Since January 2022 there have been 34 fire deaths. The coroner has found that one of the deaths were not as a result of fire related injuries, meaning that there were 33 fire fatalities in the rolling 12 months to the end of November 2022. Of these, 23 fire fatalities occurred during accidental dwelling fires.

**CX3A : All fire deaths – 12 month rolling**



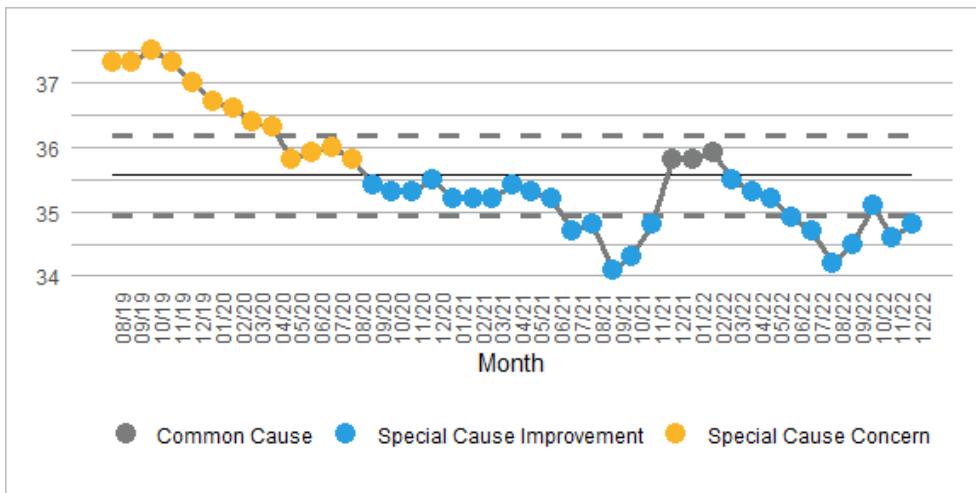
Target n/a | Dec 2022: 33

n/a



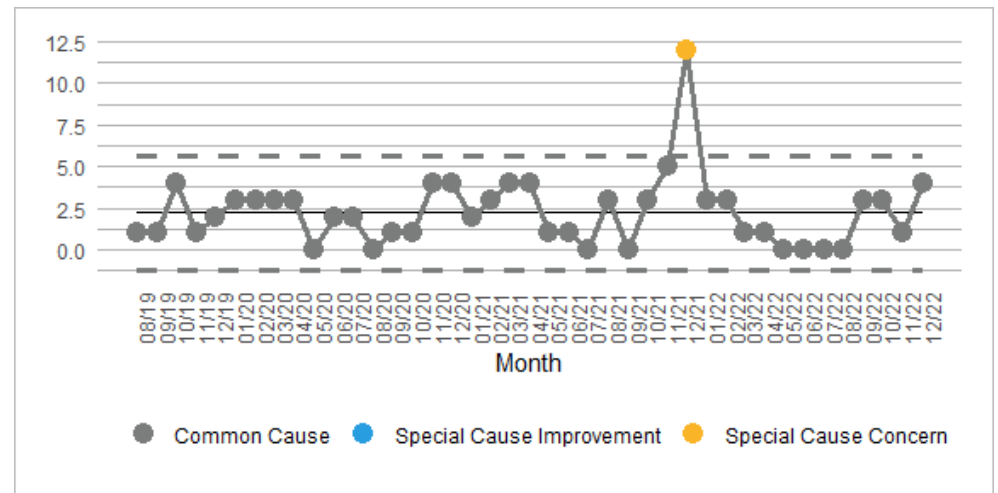
# Prevention and Protection – where fires are happening and who we're targeting

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



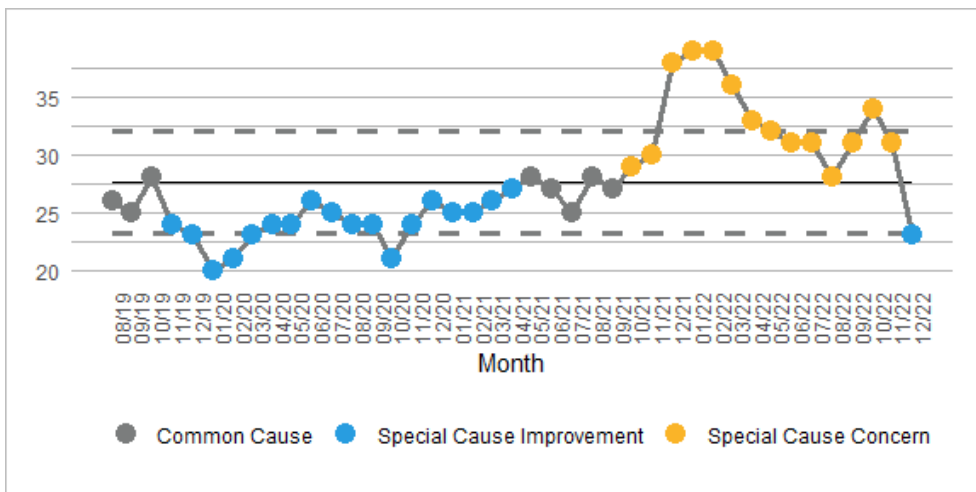
10 year rolling average target 35 | Dec 2022: 35 ✓

**Accidental fire deaths in the home – monthly**



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

**Accidental fire deaths in the home – 12 month rolling**



Target n/a | Dec 2022: 23 n/a

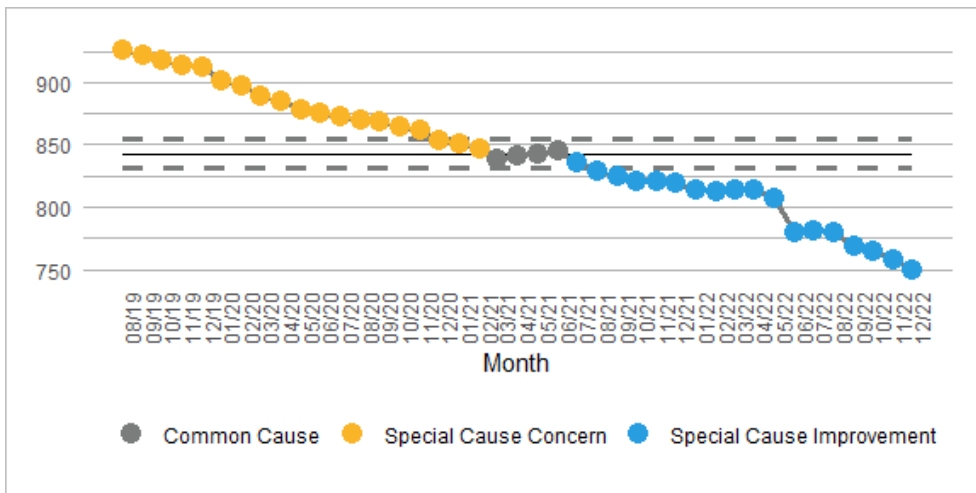
Despite our prevention activity, fatal fires do still occur across London. Each fatal fire is reviewed, and our Operational response is investigated. The learning from these reviews informs our prevention work both locally and Pan London and helps to focus our work with partner agencies

The accidental fire deaths in the home (10 year average) is reporting on target at 35.

The majority of those who died in an accidental dwelling fire in the last 12 months were previously unknown to the Brigade.

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

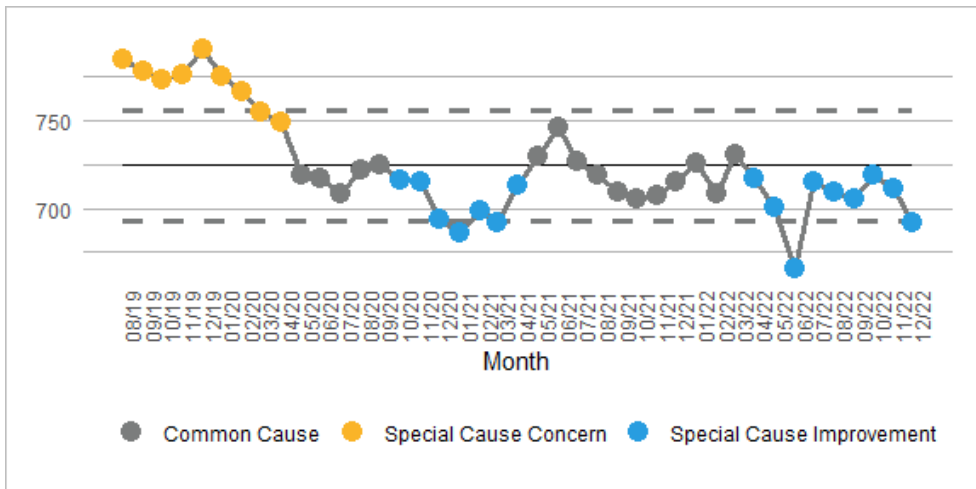
## H7 : Injury from fire - 5 rolling year average



5 year rolling average target 1000 | Dec 2022: 750



## Injury from fire – 12 month rolling

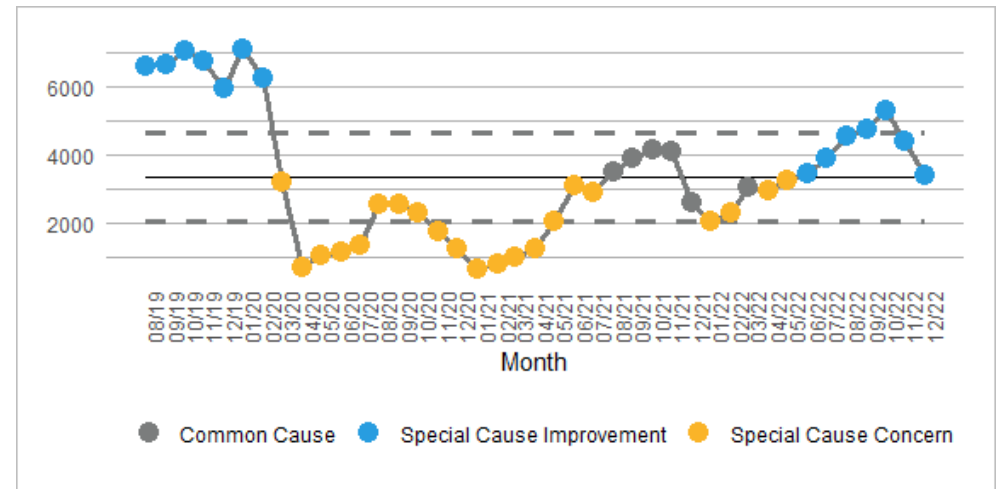


Target n/a | Dec 2022: 691

n/a

The number Injuries from fire (5 year average) continues to report on target and has shown steady improvement having fallen by 8.4% over the last year.

## H8 : Home Fire Safety Visits - monthly



12 month rolling target 76,000 | Dec 2022: 43,854

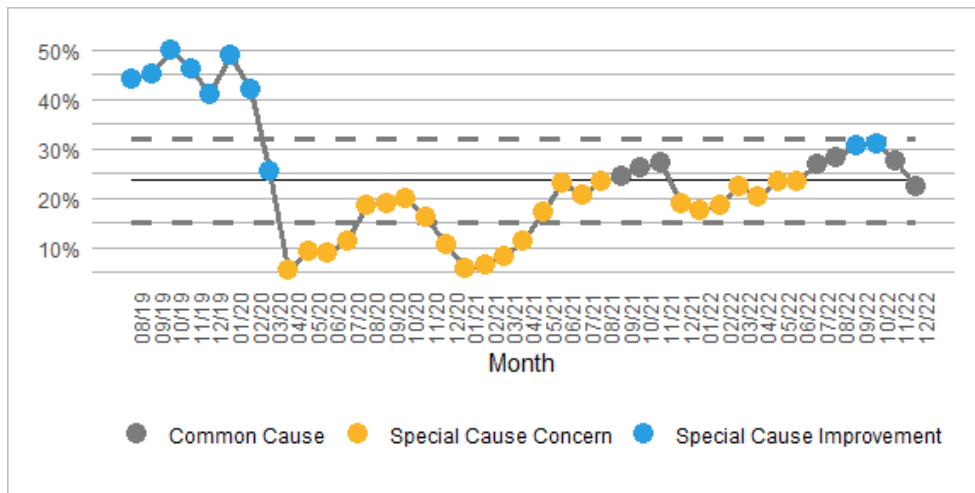


There is a continued challenge to meet the targets assigned to HFSV's including:

- 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

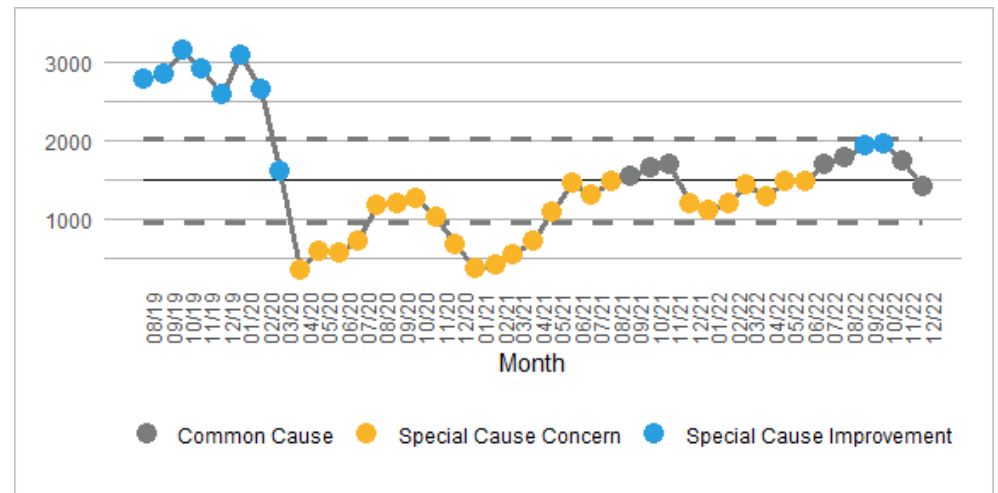
# Prevention and Protection – where fires are happening and who we're targeting

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



Monthly target 75% | Dec 2022: 22.47% X

**No. of P1 people HFSVs - monthly**



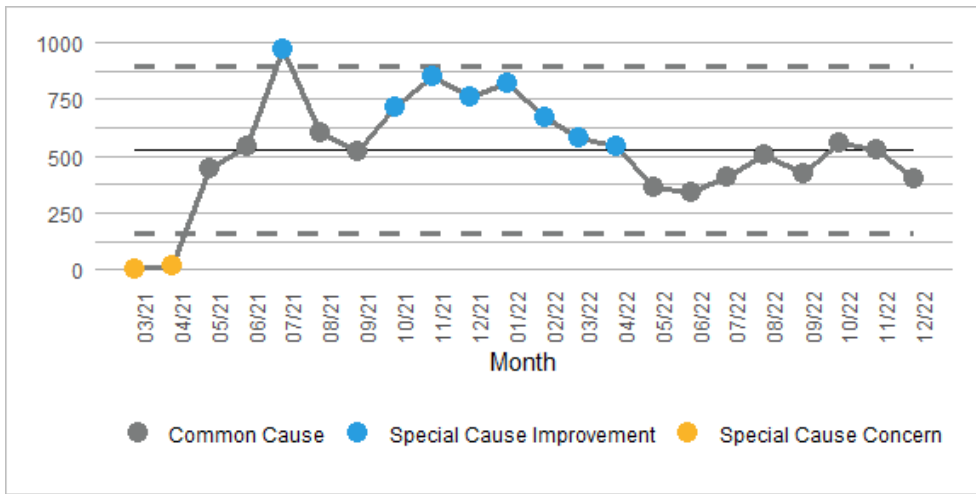
Dec 2022: 1,423 n/a

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.

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

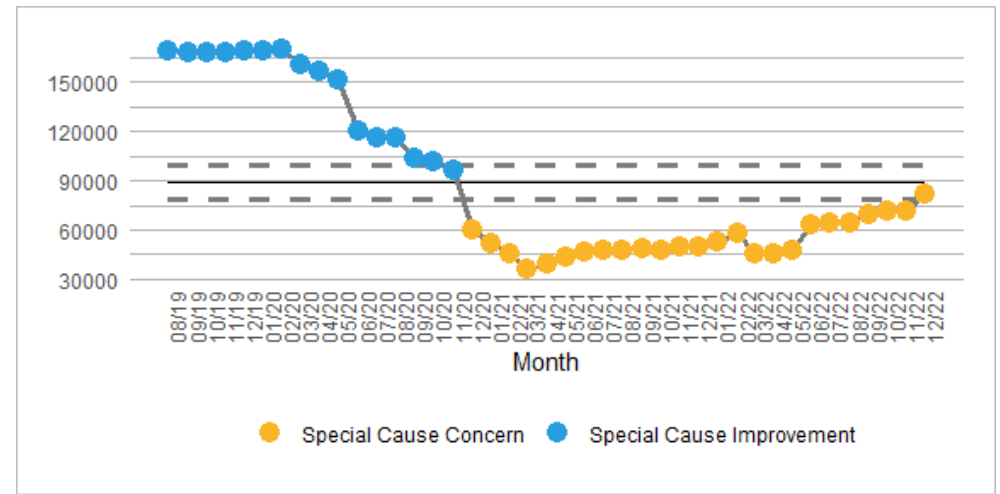
**NEW : Number of online HFSV triages – monthly**



**Year end cumulative target 15,000 | Apr-Dec 2022: 3,827** X

The new home fire safety visit (HFSV) strategy is expected to deliver an increase in use of the HFSV Checker when fully implemented. The checker will become the default intervention for lower risk homes and the primary method of booking HFSVs. Prevention and Protection continue to promote the checker through our communication channels to encourage its use.

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



**12 month rolling target 100,000 | Dec 2022: 81,452** X

12 month rolling data	Mar 22	Jun 22	Sep 22	Dec 22
Children reached school visits	41,959	45,072	47,330	48,503
FIS	95	98	105	118
Fire Cadets (annual data)	212	212	212	339
Safe Drive, Stay Alive	0	0	0	0
Junior citizens	2,265	17,060	22339	32,492
<b>Overall</b>	<b>44,531</b>	<b>62,442</b>	<b>69,986</b>	<b>81,452</b>

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

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

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

Since April 2022, 17,495 young people have been engaged with under the Safety First provision into secondary schools, which at present do not count toward the indicator.

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

## **Youth Services**

The Brigade has a long-standing history of delivering child and youth engagement, intervention, and education schemes to reduce fire risk; raise awareness of fire danger; safety and prevention; detection and escape from fire in the home. The schemes are aimed mainly at primary and secondary school age children and young people, but some also cover children as young as five years old which includes visits to nurseries and children's centres. All youth programmes delivered by the Brigade are attended by a wide range of participants and provide the opportunity to increase awareness of the Brigade amongst diverse communities.

The Brigade's children and youth programmes include a central core offer of the Education Team, Safety First, Fire Cadets, and Fire Setters Intervention Scheme (FIS). There are also a range of wider youth engagement schemes delivered at borough level; Safe Drive, Stay Alive (SDSA); and Junior Citizens. Following a review of all youth activities, a new structure for youth work has now been introduced in line with the 2022/23 academic year. This coincides with a full-scale review and evaluation of the Youth Services offer, to ensure that the youth schemes meet the needs of young people across London.

## **Firesetters Intervention Scheme (FIS)**

In quarter three, the Firesetters Intervention Scheme (FIS) received 31 referrals and currently have 71 open cases across London. Unfortunately, during this quarter there was 1 reopened case, and there are currently 12 cases on the waiting list. However, it is encouraging to note that 31 cases were processed for closure during this quarter. As a routine part of the service, a Home Fire Safety

Visit (HFSV) is offered with 16 accepted as high priority upon referral to the scheme.

FIS continues to support Borough Commanders with quarterly data on child/youth set fires in each borough. Incident Management System (IMS) data on child set fires is monitored and where appropriate crews are contacted to ensure consideration of a referral to FIS.

## **Education Team**

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

During quarter three, the Education Team continued to promote the return to face-to-face visits, as well as virtual visits via Teams, with 85 percent of visits to schools now being completed face-to-face; engaging with 165 schools (24 virtual visits and 141 face-to-face visits) and delivering to approximately 14,200 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 three, 14 schools received face-to-face visits, reaching 2130 young people.

In the remaining 3 months of the original Safety First MOPAC funding period, we are continuing to focus on the most vulnerable children. Safety First visits to Pupil Referral Units will increase however due to the lower number of children in each class, lower numbers of children seen are to be expected.

## Fire Cadets

Quarter three saw the opening of 15 Fire Cadets units to a new cohort of Fire Cadets. These units saw engagement with 264 new Fire Cadets, and the re-engagement of 75 Officer Cadets, showing a total number of young people engaged increase to 339, from 212 the previous academic year.

Cohort	Total Cadets Recruited	Female (%)	Male (%)	Gender Neutral or Not Declared (%)	Black, Asian, and Ethnic Minority (%)	SEN (%)	Physical disability (%)
Cadet (13-17 yrs.)	264	116 (44%)	142 (54%)	6 (2%)	124 (47%)	60 (23%)	27 (10%)
Officer (15-17 yrs.)	75	36 (48%)	39 (52%)	0 (0%)	28 (37%)	15 (20%)	1 (1%)

<b>Total</b>	<b>339</b>	<b>152 (45%)</b>	<b>181 (53%)</b>	<b>2 (1%)</b>	<b>152 (45%)</b>	<b>75 (22%)</b>	<b>28 (8%)</b>
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It is pleasing to note that when analysing the data currently available, the gender gap has reduced by 6%, 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.

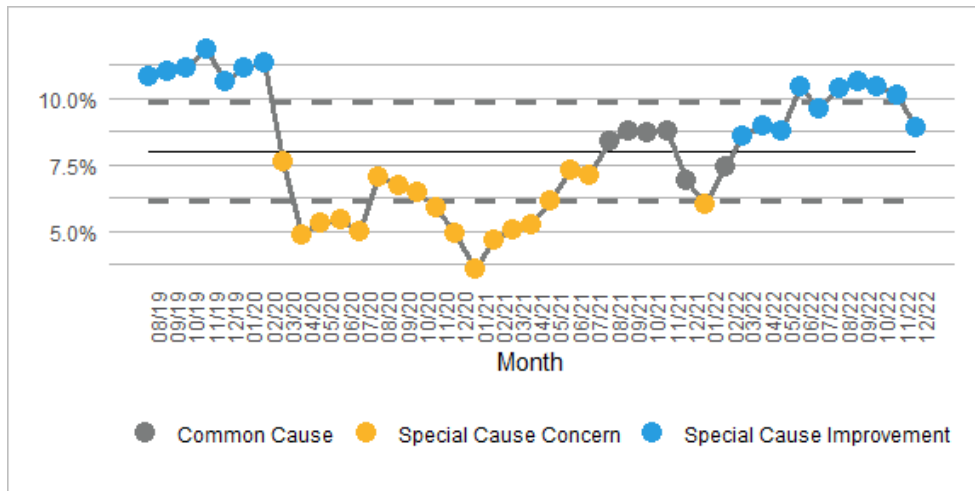
The popularity of volunteering opportunities with Fire cadets continues. Currently there are 169 active Volunteer Cadet Instructors engaging at units across London:

Cohort	Total Cadets Recruited	Female (%)	Male (%)	Gender Not Declared (%)	Black, Asian, and Ethnic Minority (%)	SEN (%)	Physical disability (%)
Volunteer Cadet Instructors	169	64 (38%)	103 (61%)	2 (1%)	64 (38%)	22 (13%)	14 (8%)

The remaining 12 units are due to open in January 2023, which will see 27 Fire Cadet units providing a service to young people from across all 33 London boroughs.

## CO1 : Time by station staff on community safety - monthly

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



**12 month rolling target 10% | Dec 2022: 9.20%** X

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.

The Government has made a risk-based prioritisation tool for fire risk assessments available to responsible persons who hold portfolios of residential properties and is supplemented by a ‘factsheet’. We await details of enforcement guidance the Government proposes to issue on enforcement of the clarified requirements. Officers continue to work with NFCC and the Home Office on this matter through our representation on NFCC Committees and direct meetings with the Home Office including what is termed ‘the Early Adopters Group’ which will be looking at the impact of the Fire Safety Act. It remains the case that full guidance that is unlikely to be available until later in the 2022/23 reporting cycle, however clarity is being sought from Home Office.

The Fire Safety (England) Regulations 2022 were made on 18 May 2022 and 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. Officers are working to provide enforcement advice for inspecting officers and have ensured that systems for receipt, triage, dissemination, and storage of the information are in place. Officers have been working with stakeholders including the Home Office due to the potential challenges of Local Authorities and Responsible Persons sending LFB data relating to thousands of blocks, with work to ensure that appropriate templates/data sets were finalized. We continue to work with the OneRisk Project Team to ensure

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

storage and dissemination of received information will be available once implemented.

The new regulations exclude implementation of the recommendation for Personal Emergency Evacuation Plans. Instead, the Government ran a new consultation on proposals for 'Emergency Evacuation Information Sharing' to which we responded. The 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 building in the light of the deficiencies found following the Grenfell Tower fire. It brings in national regulators for building safety (Health and Safety Executive) and construction product safety (Office of Product Safety & Standards). It will also strengthen the building regulation and RRFSO regimes when the relevant parts of the Act are brought into force over the coming months.

Much of the detail for operation of the Act, including funding for work undertaken by fire and rescue service will be contained in secondary legislation. Consultation documents from the HSE covering some aspects of the proposals came out for consultation during the period was responded to in Quarter 3. Our understanding is that the RRFSO will continue for day-to-day monitoring of high-risk buildings covered by the new regime. Officers continue to meet with NFCC with Health and Safety Executive (HSE) staff and other government officials to discuss and further the development of the new regime including the practical interaction between the new and existing legislative regimes.

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

more detail of how the Building Safety Regulator intends to operate become clearer.

## **High Risk Premises**

LFB continue to maintain a dedicated team who are responsible for data and enquiries relating to when a building design strategy moves from 'stay put' to simultaneous evacuation or returns to 'stay put' following remediation.

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 13 January, we currently have 129 buildings of the 1152 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, information is required to be sent through to the fire rescue services. This information may incorporate:

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

The Brigade 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



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

presented in a compatible format enabling the sharing of information between relevant departments.

## **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 three FEG have continued to support NFCC colleagues in the comments resolution for the review of BS991 Fire safety in the design, management, and use of residential buildings - code of practice and supported the latest publication of the joint code of practice for fire safety on construction sites. FEG have also supported with the work relating to the publication of the NFCC positions statements on the use of single stairs within residential building design and modern methods of construction.

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 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 three stands at 83 new complex consultations received and 114 responded to. There remains a backlog of work that had initially resulted from an increase in the number of consultations received during 2021. We were able to use pre-arranged overtime in quarter three to reduce the backlog by around 30-

35%. Output has been impacted by staff absences (using leave carried from 2020-21) together with a significant reduction of 1.5 competent Fire Engineers. We are continuing the essential development process for new members of the team, but this necessarily requires

## **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). The next cohort will begin their training in February 2023, with further cohorts planned in line with the workforce planning proposals.

In an exploration of career pathways and opportunities for operational colleagues, CLE is aiding the delivery of a pilot course, consisting of six firefighters and one Control staff member, launched in April 2022. All candidates will continue their rolling schedule of six weeks in fire safety and two weeks maintaining their operational requirements. The pilot has given the candidates the opportunity to work in Fire Safety as an FSA, whilst still maintaining their

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

operational competencies and will look to redress the balance of operational staff in Fire Safety roles by delivering a new operating model. Feedback so far has shown that there are clear benefits to this new way of working.

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 have completed 559 fire safety audits in the last nine months.

## **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. The income generated by the group will total £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 Communities (DLUHC), Office for Zero Emission Vehicles and the Department for Transport in understanding the risks electric vehicle charging equipment may have on the built environment and a petrol filling stations (PFS). Identification and advise on potential risk to members of the public and firefighters where electric vehicle charging equipment and battery energy storage systems are incorporated into the built environment is underway, however due to the fast-paced development of alternative fuels, engagement is continuing at a national level to ensure risks are appropriately managed and the necessary guidance and

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

procedures are put in place, including carrying out a review of the qualification/training program to ensure the competence of staff is maintained..

## **Hospitals, Heritage & Sprinklers**

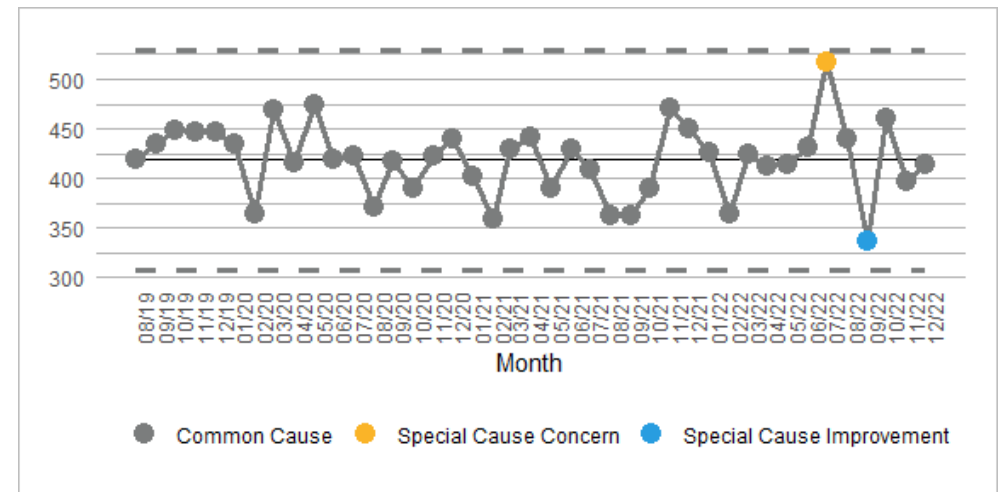
The Automatic Fire Suppression Systems (AFSS), Healthcare and Heritage Coordinator has continued to offer support to the cadre of Fire Safety Advisors/Inspecting Officers and engaged with NHS Trusts pan London regarding current and planned hospital projects, including carrying out fire safety audits. This also includes continuing driving forward the Memorandum of Understanding (MoU) work with NHS Trust's across London.

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

## Performance Indicators – Protection

Indicator	Dec-2021	Mar-2022	Jun-2022	Sep-2022	Dec-2022	Target	Annual change	Qrly change
<b>H2</b> : Fires in the home - <i>12 month rolling</i>	4,894	4,918	4,914	5,080	<b>5,045</b>	6,000	+3.1%	-0.7%
Fires in the home - <i>rate per 10,000 pop</i>	5.44	5.46	5.46	5.64	<b>5.60</b>	N/A	+3.1%	-0.7%
<b>H3</b> : Fires in other buildings - <i>12 month rolling</i>	1,294	1,414	1,501	1,588	<b>1,613</b>	2,500	+24.7%	+1.6%
Fires in other buildings - <i>rate per 1,000 non-dom buildings</i>	4.18	4.56	4.84	5.13	<b>5.21</b>	N/A	+24.7%	+1.6%
<b>H10</b> : All fire safety audit/inspections - <i>year end cumulative</i>	7,019	9,217	1,774	3,892	<b>5,996</b>	9,000	-14.6%	N/A
<b>NEW</b> : Fire safety audit/inspections in high-risk premises - <i>monthly</i>	319	380	295	344	<b>175</b>	420	-45.1%	-49.1%
<b>NEW</b> : Number of building consultations - <i>year end cumulative</i>	5,929	7,995	2,204	4,292	6,635	N/A	+11.9%	N/A
<b>NEW</b> : Number of Fire Safety Checks - <i>year end cumulative</i>	2,890	6,145	3,617	6,992	<b>10,183</b>	20,000	+252%	N/A
<b>CO2</b> : Alleged Fire Risks addressed within 3 hrs - <i>12 month rolling</i>	92.59%	92.73%	94.67%	95.97%	<b>98.28%</b>	90%	+6.14%	+2.40%
<b>H11</b> : False alarms due to AFA non-domestic - <i>12 month rolling</i>	20,249	21,571	22,172	22,112	<b>22,546</b>	20,000	+11.3%	+2.0%

### H2 : Fires in the home - monthly

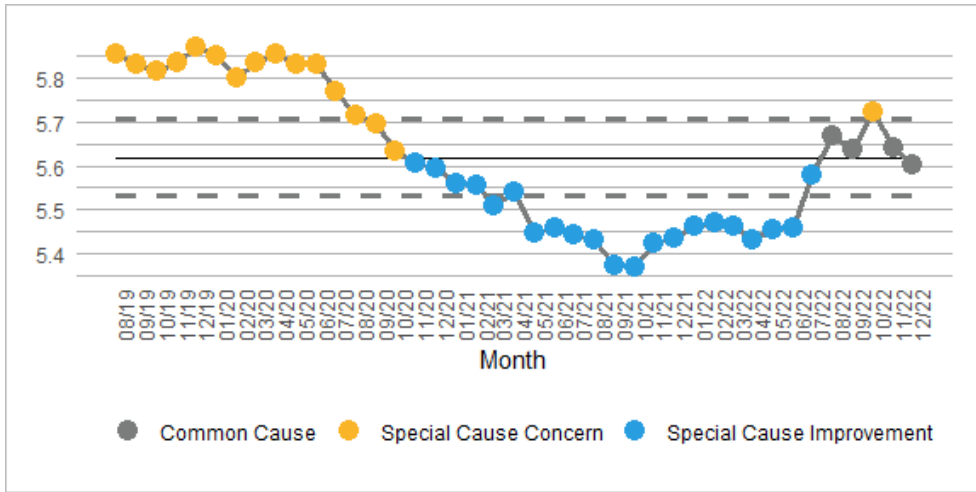


12 month rolling target 6,000 | Dec 2022: 5,045



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

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



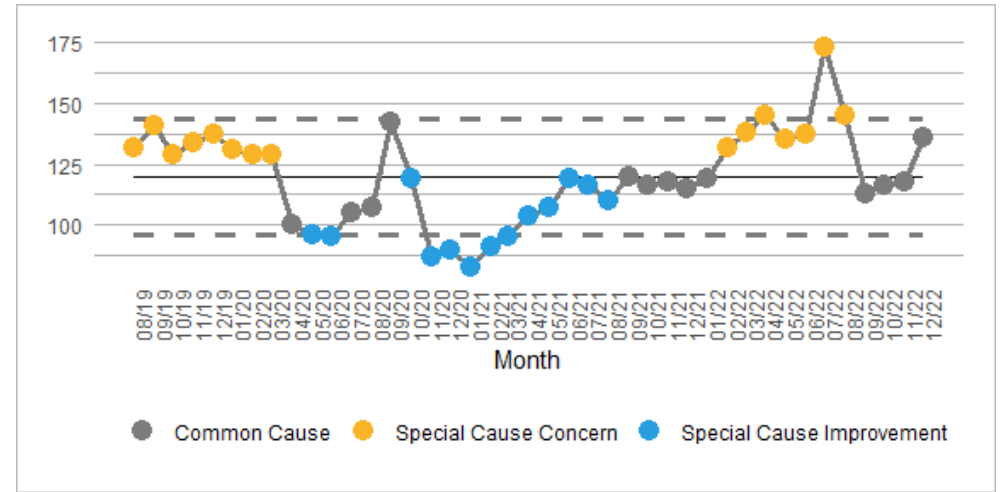
\*rate per 10,000 population is calculated based on 12 month rolling data

Target n/a   Dec 2022: 5.60	n/a
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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.

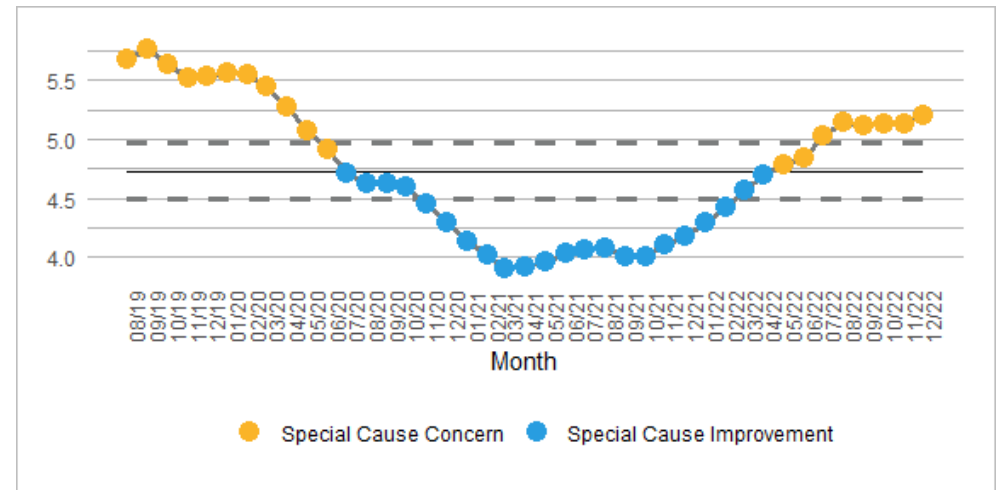
The Brigade continues to work with partners to reduce dwelling fires and the Borough Risk Management Plans will be central to this work to target those most at risk and reduce fires in the home.

## H3 : Fires in other buildings (RRO) - monthly



12 month rolling target 2,500   Dec 2022: 1,613	✓
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## Fires in other buildings – rate per 1,000 non-domestic buildings (RRO)\*



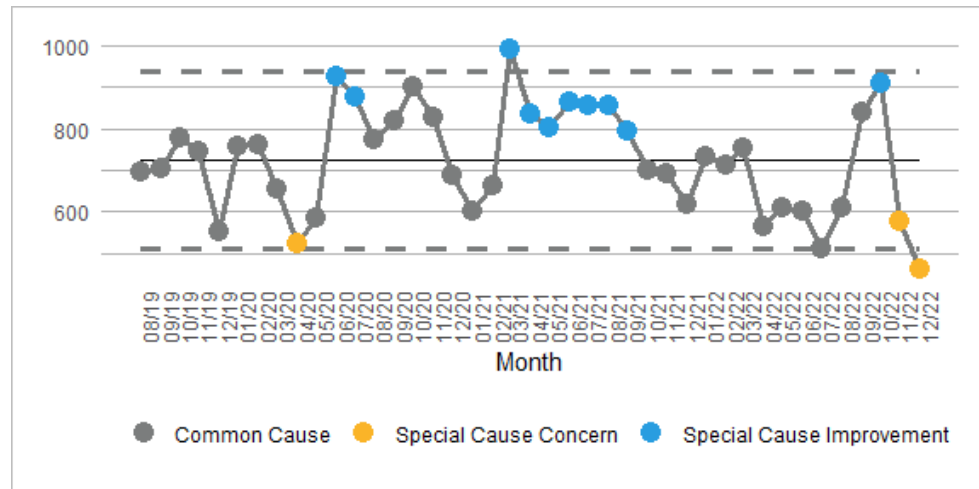
\*rate per 1,000 non-domestic buildings calculated based on 12 month rolling data

Target n/a   Dec 2022: 5.21	n/a
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# Prevention and Protection – where fires are happening and who we're targeting

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

## H10 : All fire safety audit/inspections - monthly

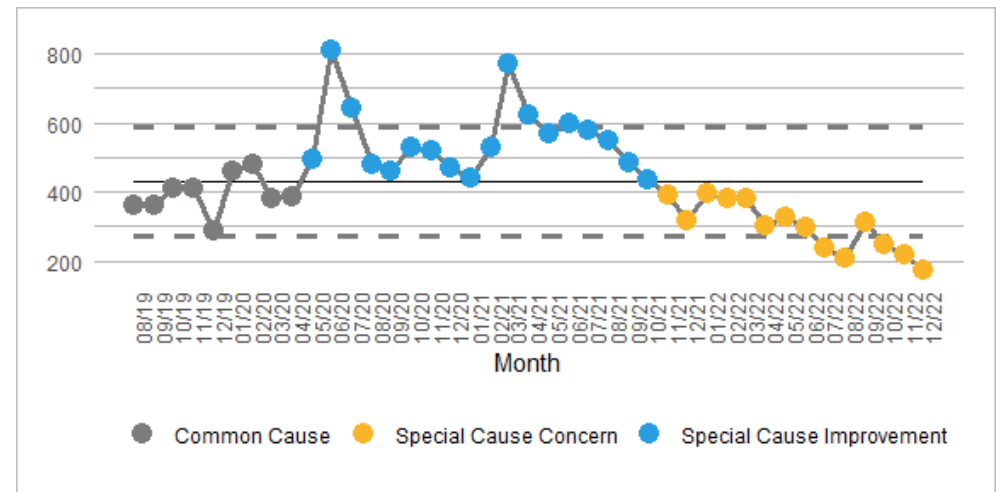


**Year end cumulative target 9,000 | Apr-Dec 2022: 5,996** X

Audit numbers did rise outside of the current trend in September and October, this was due to the hot strikes carried out during Operation London Bridge. The impact seen in December is that these audits required processing, and physical audits in November would have been lower resulting in a lower audit output for the following months.

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.

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



**Monthly target 420 | Dec 2022: 175** 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 is holding around the 3% point. This is an increase in comparison to the same period in 2121/22.

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 65 enforcement notices having been vetted in quarter three. There are currently 25 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

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

number vetted compared to the number served, reflects those referred back for further work. This reduces the risk to the Brigade of enforcement notices being challenged or appealed.

Notices of Deficiencies (NODs) levels have seen a large drop in numbers served overall and in comparison, to the previous quarter. This is directly linked to legal guidance which restricts the type of premises Fire Safety Advisors (FSA) can inspect and work they can undertake. However, proposals for the development of an additional training course and modules added to the FSA Professional Development Record were approved at Commissioners Board in quarter 3. Courses are currently allocating to close the skills gap and allow our Fire Safety Advisors' to undertake a wider range of work. 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 46 ANs issued in quarter three all of which relate to underground stations).

Period	Total Audits	No. of NODs	% of NODs	No. of ENs	% of ENs
Q1 2022/23	1649	370	22.57	31	1.89
Q2 2022/23	2014	323	16.34	85	4.3
Q3 2022/23	1990	227	12.56	56	3.1
<b>2022/23 Total</b>	<b>3530</b>	<b>625</b>	<b>17.63%</b>	<b>69</b>	<b>2.54%</b>

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

## Fire Safety prosecutions

In quarter 3 we had 3 prosecutions within the court system which are ongoing.. We currently have 10 cases with General Counsel's Department, 4 of which are being reviewed by Counsel, and a further 20 are being actively investigated by Central Regulatory Enforcement Group

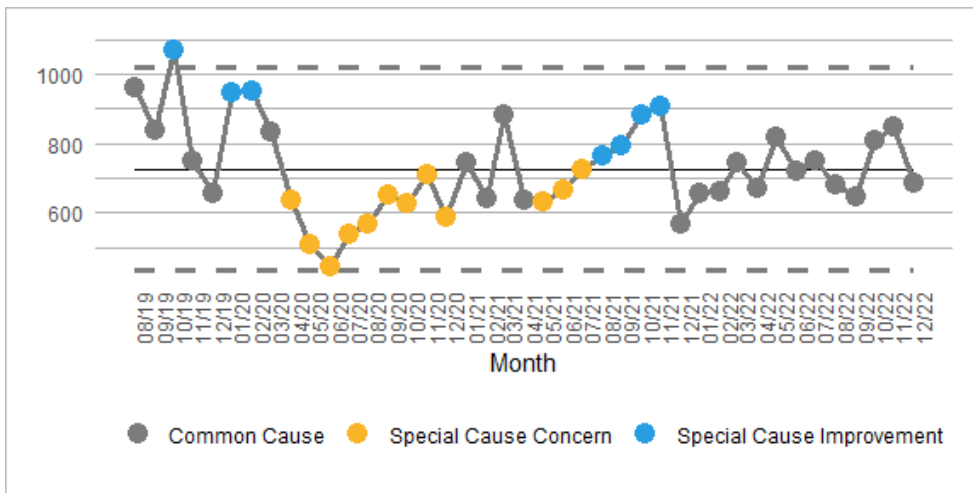
In quarter two we had a successful Prosecution which was sentenced in quarter three. This was The Bank Hotel, 1 Ripple Road Barking IG11 7NP. Sentencing of the Responsible Person was as follows: -

- 1) Art 8 - included lack of sufficient fire doors, numerous perforations between the first and second floors, the single means of escape neither safe nor effective due to potential hazards along the route. £4,000 fine.
- 2) Art - 13 lack of appropriate fire detectors and alarms. £4,000 fine.
- 3) Art 15 - lack of emergency evacuation plans. £4,000 fine.
- 4) Art 31 - breach of prohibition notice (May-June ). £14,000 fine
- 5) Art 31 breach of prohibition notice (June-July). £14,000 fine
- 6) Costs awarded was £10,000 and a victim surcharge of £170. The total amount is to be paid within 3 months

As well as the fines the judge imposed a custodial sentence of 6 months custody on charges 1-3 and 12 months custody on charges 4 & 5, all suspended for 2 years.

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

## NEW : Number of building consultations



Apr-Dec 2022: 6,635

N/A

The Building Design and Consultation Hub (BDCH) has now transitioned from a pilot project into a permanent team within Central Teams, Protection & Prevention and now undertakes the Building Regulations Consultation (BRC) workstream for 16 London Boroughs.

The key objectives of BDCH are to respond to BRC requests in a more efficient and effective manner, providing a greater level of consistency in advice, application of Brigade policy and direct accountability.

During quarter three, BDCH has undertaken 637 BRC's, completing 98 percent of those received within the statutory timescale of 15 working days, continuing to demonstrate an improvement in service.

Performance for this work across Protection for meeting the statutory timescales has been at circa 74 percent and work is underway to develop an appropriate metric that aligns with national standards/expectations (e.g., HMICFRS criteria).

## ALL LFB Building Control Consultation - D Elapsed Days

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

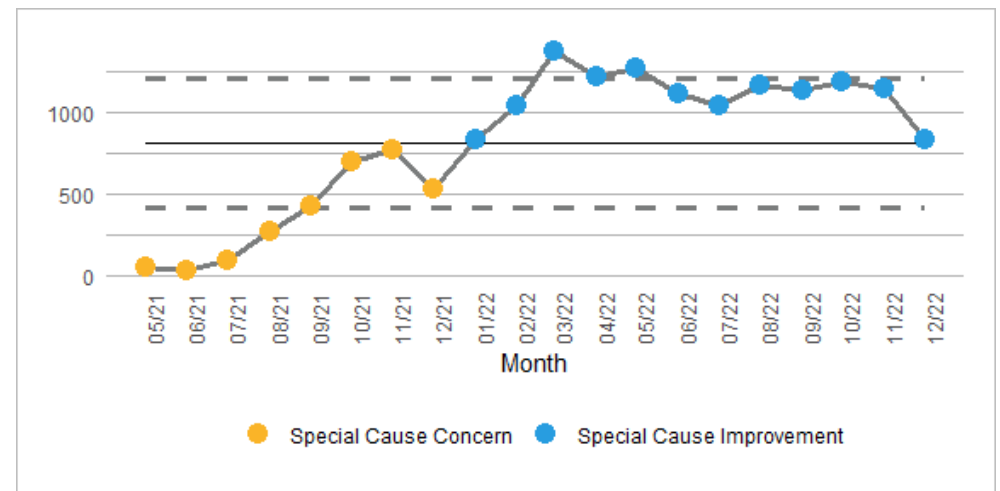
No. Jobs	Response Within 15 Working Days
<b>1,243</b>	<b>74.19%</b>

## BDCH Building Control Consultation – D Elapsed Days

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

No. Jobs	Response Within 15 Working Days
<b>637</b>	<b>98.0%</b>

## NEW : Number of Fire Safety Checks - monthly



Year end cumulative target 20,000 | Apr-Dec 2022: 10,183

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.



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

Station based Operational staff carrying out FSCs highlight any medium or high-risk premises to officers within Prevention and Protection generating further inspection and joint working. These checks enable us to give Fire Safety advice to the Responsible Persons, while allowing crews to gain further knowledge and understanding of the premises types and any associated risks located within various fire stations grounds, thus increasing firefighter safety at incidents.

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

Initial training for all station-based staff has been completed, with further inputs to be scheduled to capture legislative change bought in under the Fire Safety Act 2021. A quality assurance process has been implemented, facilitated by local Fire Safety Delivery Teams, by carrying out a joint visit with operational crews, enabling a two-way transfer of knowledge and experience. Further enhancements are now being made to the FSC processes following feedback from station based operational staff, to give further guidance and support as they carry out this work.

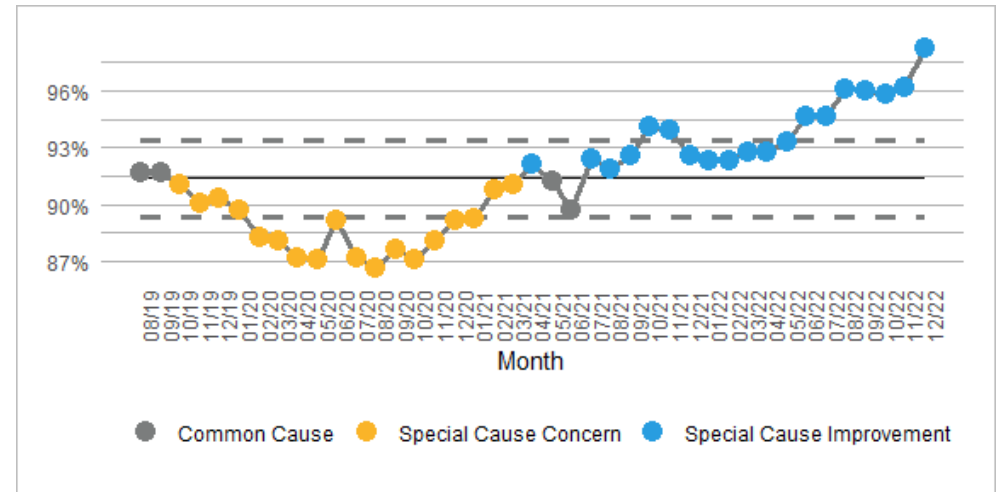
Internal reporting mechanisms have been updated to allow enhanced filtering and auditing for managers together with a hotspot map showing non-residential fires and where Fire Safety Checks have been carried out. Premises information reports containing all Farnor premises are also available to crews,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

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

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

qualification appropriate to role of operational staff undertaking protection activities is currently underway.

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

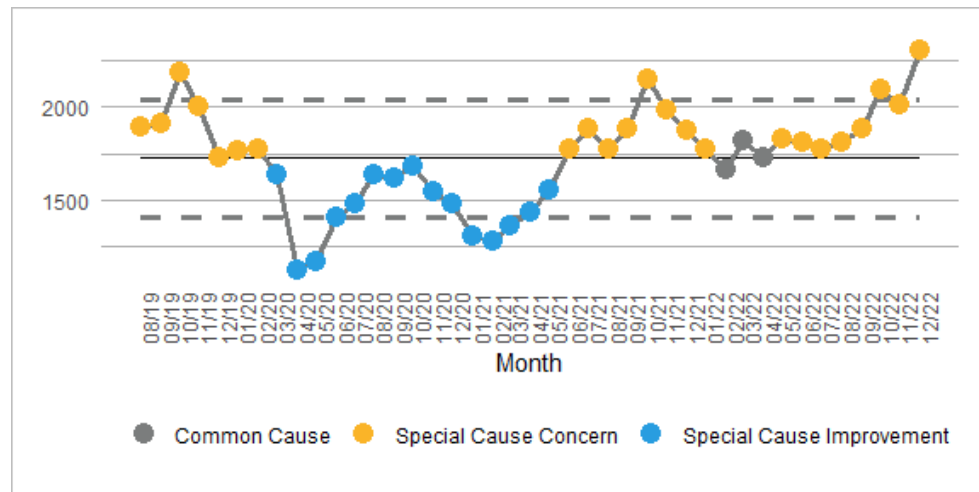


**12 month rolling target 90% | Dec 2022: 98.28%** ✓

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.

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

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



12 month rolling target 20,000 | Dec 2022: 22,546



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 working its way through 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 UwFS calls per day. Legal advice has been provided that indicates that a consultation process is required before the strategy progresses.

# 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.*

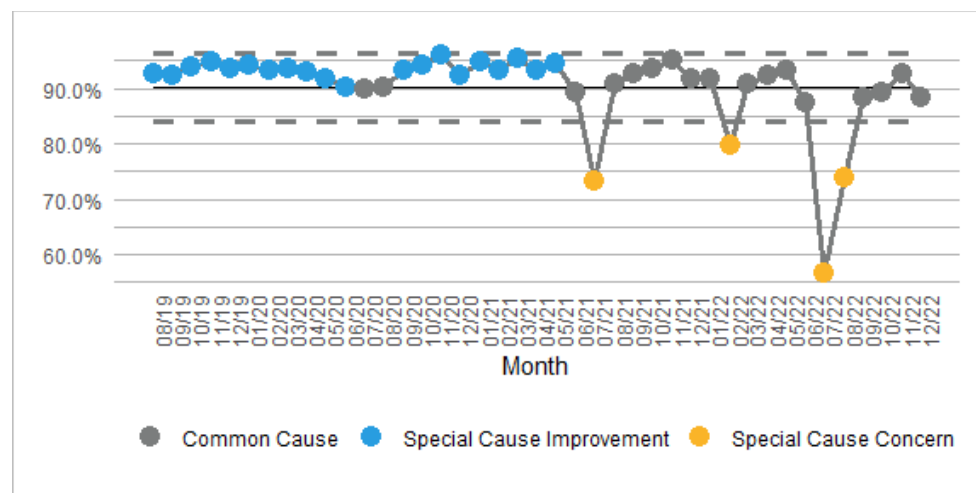
Our work under this aim focus on activities that help deliver a world class operational response service, and by working with our partners to address identified risks, at a local and national level to ensure continuity of service. Indicators under response and resilience focus on the emergency call handling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

## Performance Indicators - Response

Indicator	Dec-2021	Mar-2022	Jun-2022	Sep-2022	Dec-2022	Target	Annual change	Qrly change
<b>CO3</b> : 999 calls answered within 7 seconds - 12 month rolling	90.68%	89.11%	88.83%	84.68%	<b>84.03%</b>	92%	-7.33%	-0.76%
<b>H12</b> : Av. time from 999 call to dispatch (seconds) - 12 month rolling	94	94	94	96	<b>96</b>	100	+2.1%	+0.0%
<b>H13</b> : Av. arrival time 1st appliance (mm:ss) - 12 month rolling	05:10	05:12	05:12	05:16	<b>05:18</b>	06:00	+2.6%	+0.6%
<b>H14</b> : Av. arrival time 2nd appliance (mm:ss) - 12 month rolling	06:31	06:38	06:41	06:42	<b>06:43</b>	08:00	+3.1%	+0.2%
<b>H15</b> : 1st appliance arrival 10 mins or less - 12 month rolling	96.99%	96.83%	96.85%	96.41%	<b>96.25%</b>	90%	-0.77%	-0.17%

<b>H16</b> : 1st appliance arrival 12 mins or less - 12 month rolling	98.71%	98.67%	98.70%	98.45%	<b>98.39%</b>	95%	-0.33%	-0.06%
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### CO3 : 999 calls answered within 7 seconds – monthly

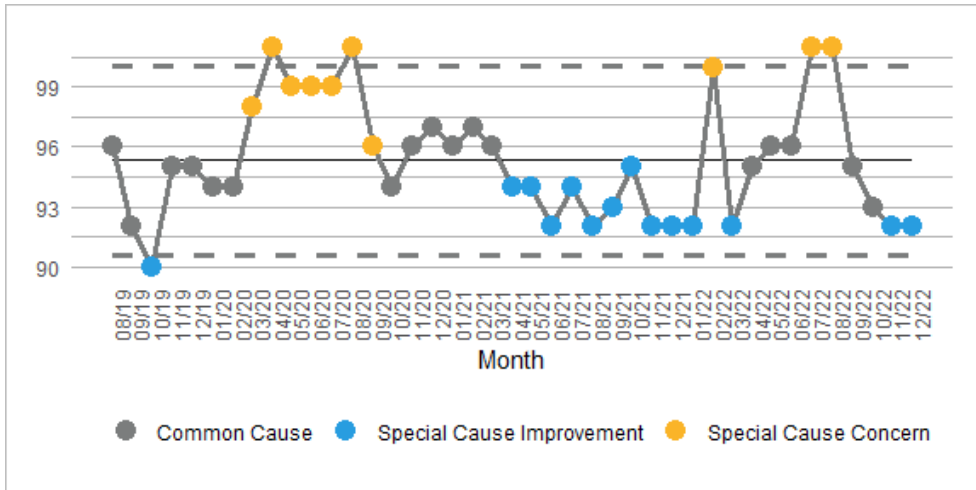


**12 month rolling target 92% | Dec 2022: 84.03%** X

Performance in this area has remained steady, however the rolling 12 month average is still slightly below target following the spate conditions due weather events. Our new performance monitoring tool continues to assist the management of call live performance as our pilot staffing model now improves our operational cover and training capacity.

# Response and Resilience – providing a high quality, effective response

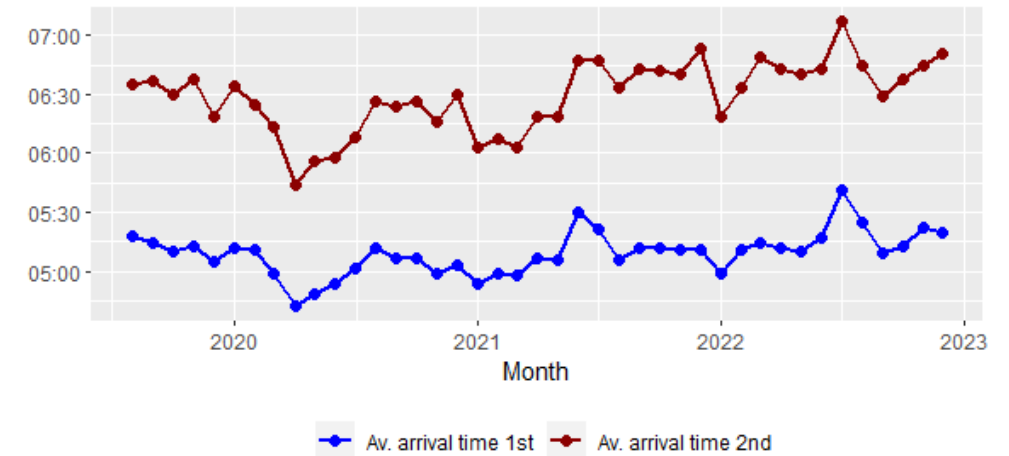
**H12 : Av. time from answering a 999 call to appliance dispatch (seconds) - monthly**



**12 month rolling target 100 | Dec 2022: 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 1<sup>st</sup> and 2<sup>nd</sup> appliance (mm:ss)**



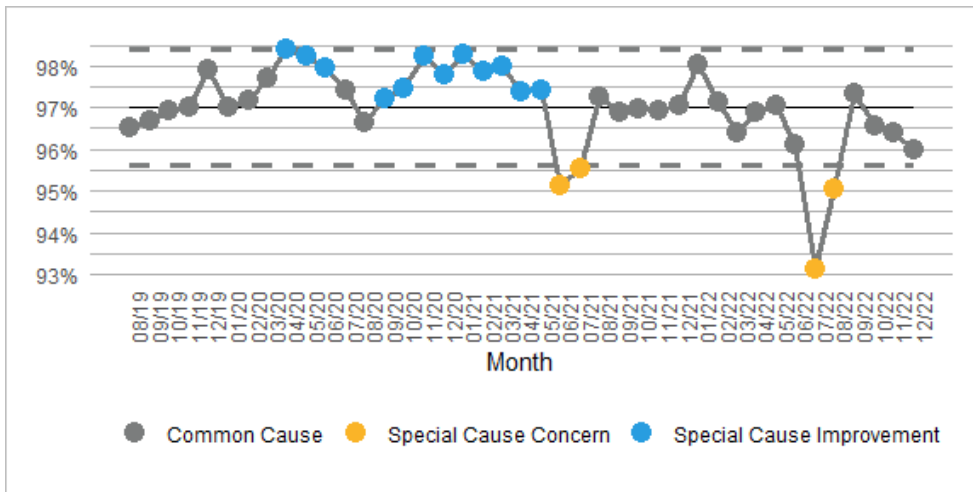
**1<sup>st</sup> app - 12 month rolling target : 6:00 | Dec 2022: 5:18** ✓

**2<sup>nd</sup> 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.

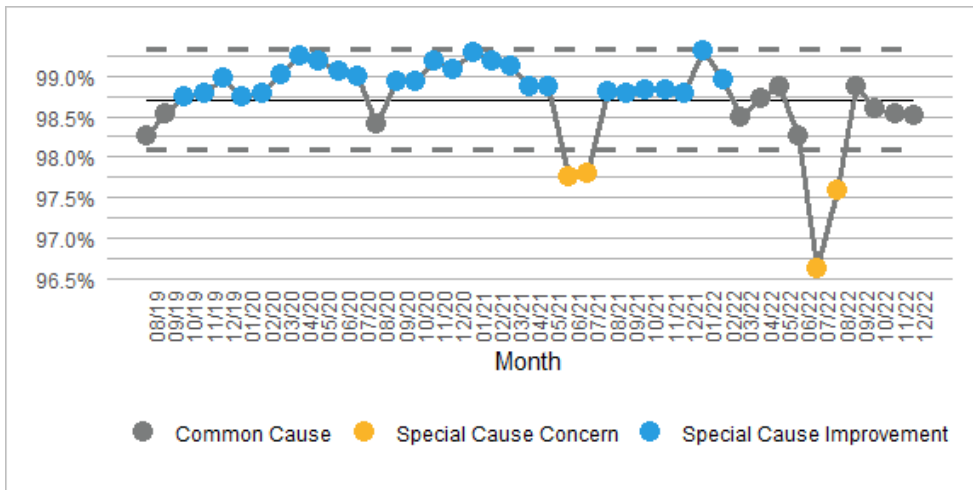
# Response and Resilience – providing a high quality, effective response

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



12 month rolling target 90% | Dec 2022: 96.25% ✓

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



12 month rolling target 95% | Dec 2022: 98.39% ✓

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

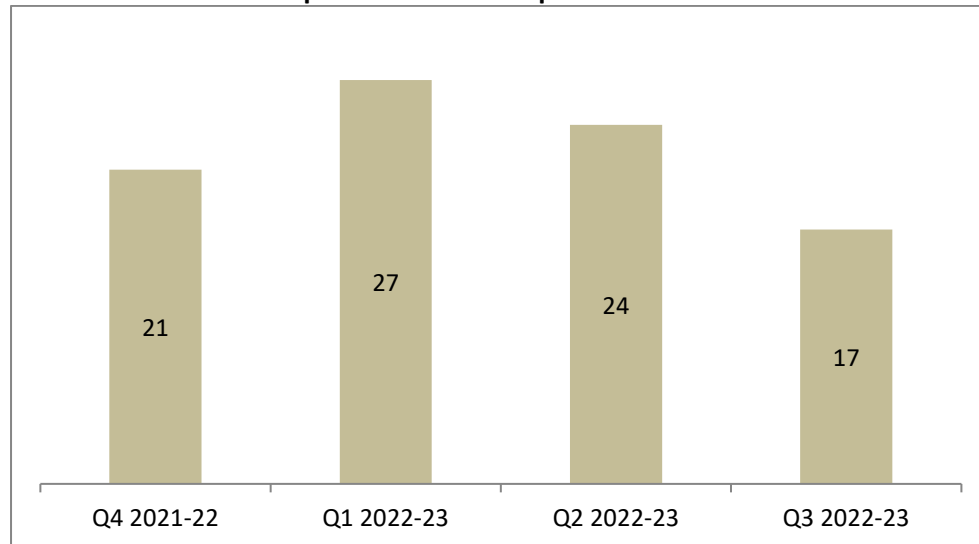
## London Resilience

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

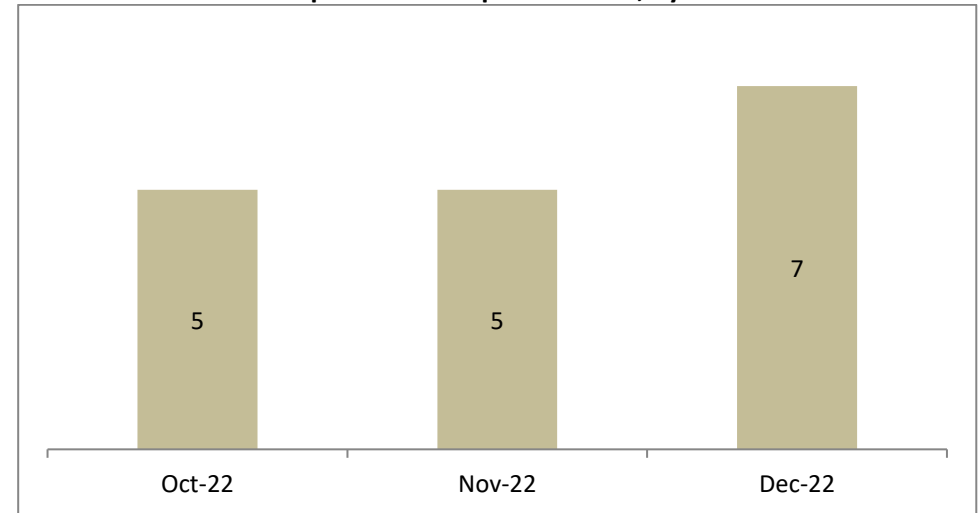
Typically, a response will be to an incident that:

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

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



**Number of incidents responded to in quarter three, by month**



On average LRG responds to around two incidents each week (7 incidents per month over the previous 12 months). The graph above shows that in quarter three LRG responded to 17 incidents.

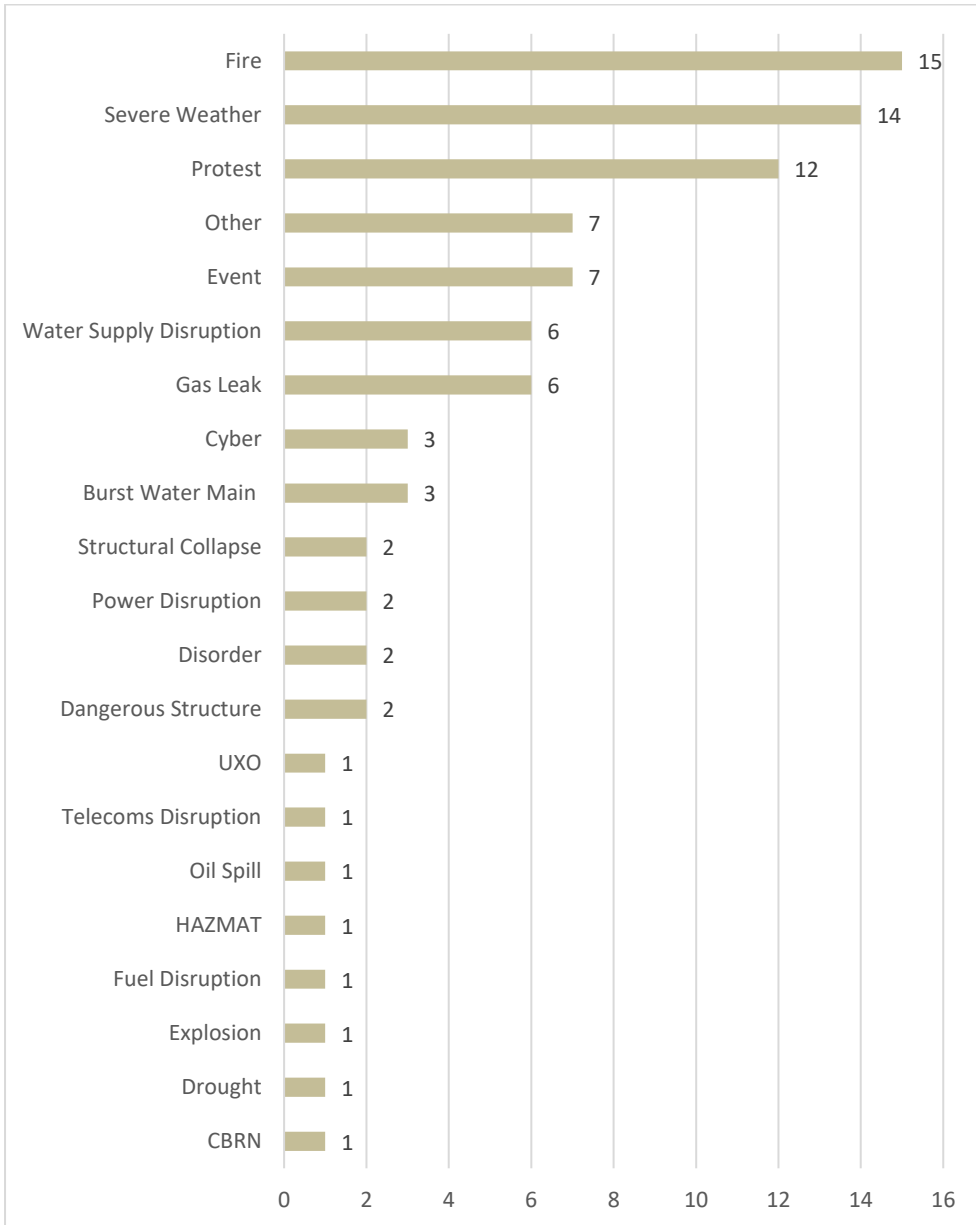
Incident responses can vary from a weeklong response supporting partnership teleconferences and providing communications to the partnership and key stakeholders to a couple of hours to determine that no further action is required and to assure key stakeholders that an adequate response is already in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

In December there was a very busy week before Christmas with 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.

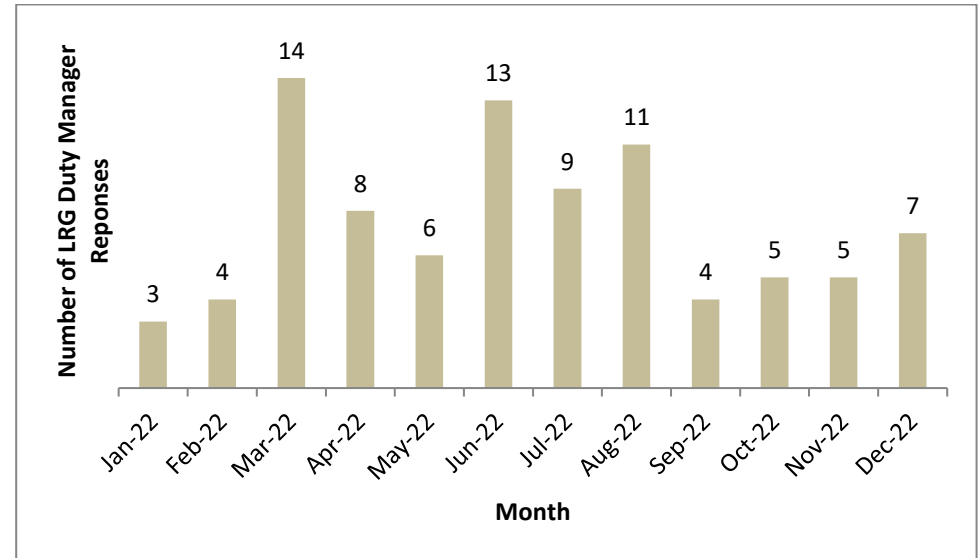
The incident type responded to over the past 12 months have been varied and demonstrates the wide range of incidents we respond to. The high proportion of fires responded to is in part due to the complexity and potential for attention this type of incident receives, and in part due to the good working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

# Response and Resilience – providing a high quality, effective response

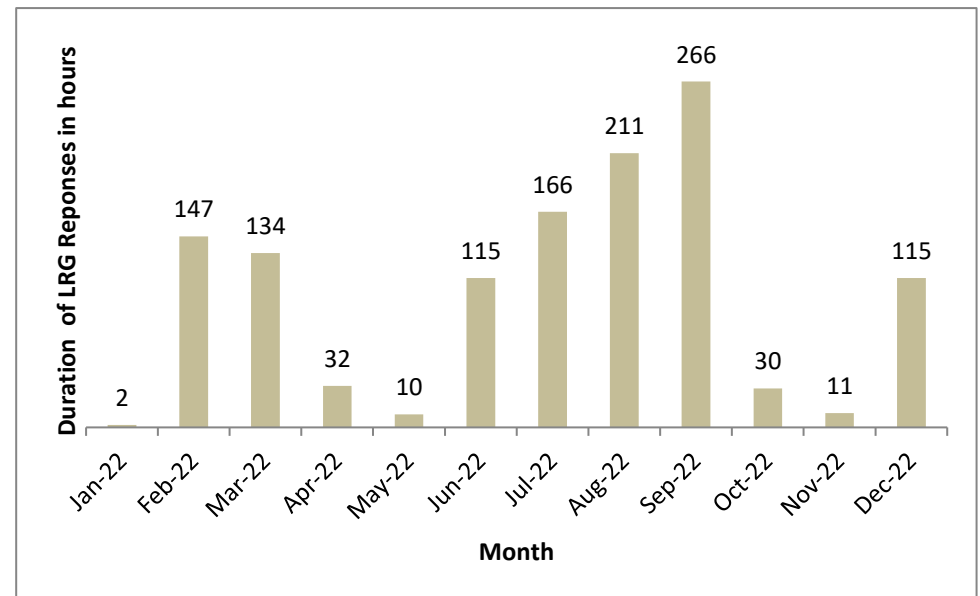
Incident types responded to by LRG - 12 months ending December 2022



LRG Responses 12 months ending December 2022



LRG Response Duration 12 months ending December 2022



# People and Resources – delivering a positive and healthy culture

## Key points

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

We'll deliver this aim by:

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

Our work under this aim focuses on activities that develop a positive and healthy culture ensuring that our staff have the right knowledge and skills to do their jobs, and by minimising our costs and providing value for money for Londoners. Indicators under people and resources focus on sickness levels, improving diversity, pay ratios, health and safety, spend with small to medium sized enterprises (SMEs), CO<sub>2</sub> emissions, and information requests.

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

## Equality, Diversity and Inclusion

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

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

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

A Workplace Reasonable Adjustments Passport has been designed and is in development. The passport will be a single document in which all adjustments will be collated, with access given to appropriate staff members, including line managers. The new system is expected to be launched no later than April 2023.

## Leadership Development

The Brigade continues to progress its investment in middle leaders through the Frank Bailey Middle Leadership Programme. The Programme launched the first module on 21 November. The second module began delivery on 19 January. The next three modules will be delivered with an approximate six week gap between modules.

The Brigade continues to progress a number of different mental health and wellbeing interventions designed to support the workforce. There are now 131 trained Mental Health First Aiders and another training course is programmed for early February 2023 for up to 16 people. There have been over 20 expressions of interest to become an in-house Mental Health First Aid Trainer. A selection process is in progress to identify five people who will take on this role to enable LFB to deliver its own accredited Mental Health First Aid training courses without having to rely on the availability of external trainers. The Peer Trauma Support training programme has been finalised and 12 people have been selected to be



# People and Resources – delivering a positive and healthy culture

the first cohort to receive the training in early 2023, although the training provider has yet to confirm their availability. Over 600 staff have now completed the Recognising and Managing Stress Anxiety and Depression course, with further course dates planned throughout 2023. Koli and Peggy, LFBs new Wellbeing Dogs, are continuing to visit teams/departments and have been well received. LFB's Strategic Health and Wellbeing Manager continues to work closely with the Fire Fighters Charity and LFB Welfare Fund to co-ordinate an approach to better promote mental health and wellbeing to staff on fire stations, as well as engaging further with the National Fire Chiefs Council and awaiting the publication of their work into the health and wellbeing of the UK's fire service workforce. This document will be used to inform ongoing wellbeing strategies for LFB. Following the approval of LFB's Wellbeing Strategy by the Fire Resilience Board in late 2022, work has been ongoing to promote its messaging to staff via in-house communication channels and a newly created page on LFB's intranet. Work to finalise the training that will underpin LFB's new Suicide Investigation Guidance is ongoing and it is envisaged that the training to underpin this new guidance will be available by April 2023. LFB continues to support the work of the Asian Fire Service Association (AFSA) researching the issue of suicide in the wider UK fire and rescue service and has accepted an invitation to support their conference in September 2023 with a presentation focused on the varied mental health interventions available for LFB staff. This was originally scheduled for February 2023, but was re-arranged to await the findings from additional research undertaken by the NFCC. LFB's Mental Health policy was published in November 2022.

## Employee Engagement and Recognition

Onboarding surveys to all occupational groups launched in July 2022 to better understand all new recruits experience of joining and working in the organisation in their first six months. Data from the onboarding surveys has been building and initial analysis has been shared with stakeholders to make improvements throughout the recruitment and onboarding process. The main themes emerging from this feedback are: new firefighters (trainees and operational staff) feel that the organisation is welcoming. Trainees report that the training course is well

designed, and the training facilities are good. Both trainees and operational transferees report finding the length and pace of their courses 'intense'. All new joiners report that role clarity, development and support are positive, however they feel that there needs to be more joined up working between departments to ensure new joiners consistently have the right information and access at the right time. This will be taken forward between the relevant departments to improve the experience of our operational joiners.

The People Survey will now launch in February 2023 at the LFB's staff conference. The survey was rescheduled to take account of both the Culture Review and HMICFRS surveys which took place in 2022. Survey questions have been aligned with the Culture Review and HMICFRS Cause of Concern actions, so the Brigade can actively track improvements that staff experience specifically in these areas.

The LFB's conference is being planned for 22 February 2023. The approach is different to previous conferences with delegates ranging from front line Firefighters to Directors with a workshop style content. The purpose is to bring about staff-led changes in each aspect of the employee lifecycle, and to develop values that staff own and are invested in.

The People Awards 2023 is planned for the 23 June 2023 in London's Southbank. Nominations will open dependant on the outcome of the ballot for industrial action, potentially pushing nominations to later in the year with the event in November 2023. The event will build on the success of previous years, with inspirational stories about staff achievements to demonstrate the endeavour and commitment of staff and to help inspire others.

A bespoke LFB and Queen's Platinum Jubilee memento pin-badge was produced and distributed to all eligible FRS and Control staff. This memento is to signify that the Brigade recognise both its Control and FRS staff as being an essential part in delivering the fire service in London. Home Office rules for the official Queen's Platinum Jubilee Medal are being mirrored for distribution, which non front-line staff across the emergency services, armed forces and prison services did not qualify for. Further wearable recognition is being considered for long service for non-operational staff, to help reinforce togetherness for all Brigade professions.

# People and Resources – delivering a positive and healthy culture

The Safe to Speak scheme pilot began in September 2021. To date 31 members of staff have accessed the scheme (14 FRS and 17 Operational) Topics raised include Bullying/Harassment; the Uniformed Promotion process; the FRS Fixed Term process; Wellbeing (physical/mental); Inappropriate management/colleagues (behaviour/language); and the Transfer and Station Allocation process (on promotion) A range of actions were taken as appropriate to each individual case, and which varied from taking immediate action in relation to a report of bullying, to sharing the experiences of the individual about a particular process with the relevant person to ensure lessons are learnt.

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

Following the outcome of the Culture Review in November 2022, staff are being encouraged to contact CMP, the External Complaints Service who have been engaged to deal with any complaints of discrimination, harassment and bullying.

From when the CMP service went live on 28 November, to end December 2022, there were 113 contacts made with the service via phone, email and webform.

In that time eight LFB staff were suspended, and 23 complaints were resolved. No dismissals were made.

Safe to Speak up will also be included in the review of the Harassment, Bullying, Grievance and Discipline policies to ensure alignment.

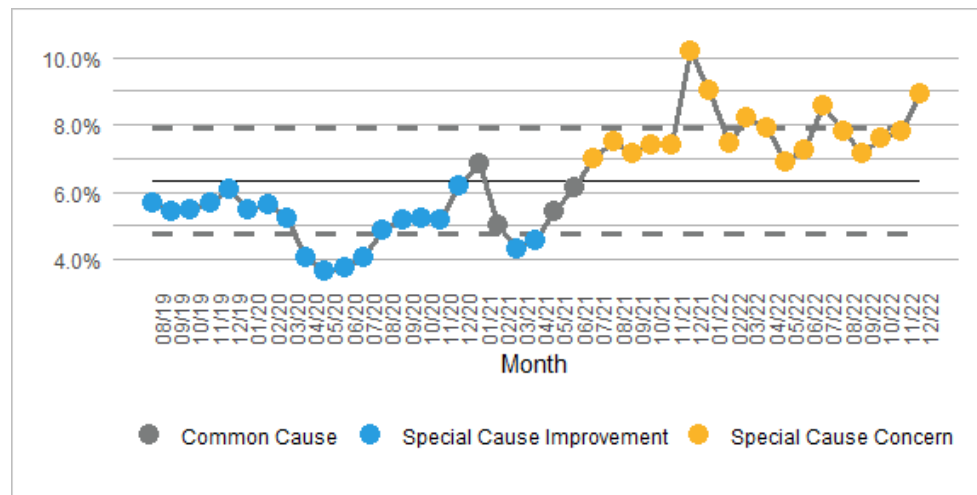
## Performance Indicators – People

Indicator	Dec-2021	Mar-2022	Jun-2022	Sep-2022	Dec-2022	Target	Annual change	Qrly change
<b>NEW</b> : Av. no. working day lost to sickness, all staff - <i>12 month rolling</i>	6.56%	7.26%	7.77%	7.93%	<b>7.88%</b>	5.75%	<b>+20.1%</b>	<b>-0.6%</b>
<b>NEW</b> : % working days lost to stress, anxiety & depression - <i>monthly</i>	1.71%	1.57%	1.55%	1.79%	1.87%	N/A	<b>+9.8%</b>	4%
<b>CO6A</b> : Av. no. working day lost to sickness, Operational - <i>12 month rolling</i>	7.32%	8.21%	8.79%	8.93%	<b>8.81%</b>	3.65%	<b>+20.4%</b>	<b>-1.4%</b>
<b>CO6B</b> : Av. no. working day lost to sickness, FRS - <i>12 month rolling</i>	3.61%	3.71%	3.97%	4.22%	<b>4.33%</b>	2.48%	<b>+19.8%</b>	<b>+2.6%</b>
<b>CO6C</b> : Av. no. working day lost to sickness, Control - <i>12 month rolling</i>	6.52%	6.73%	7.25%	7.50%	<b>8.01%</b>	4.70%	<b>+22.8%</b>	<b>+6.8%</b>
<b>CO7A</b> : Trainee firefighter intake, % BAME - <i>12 month rolling</i>	32.0%	46.9%	25.0%	24.2%	<b>23.9%</b>	40%	<b>-25.2%</b>	<b>-1.3%</b>
<b>CO7B</b> : Trainee firefighter intake, % Women - <i>12 month rolling</i>	30.0%	37.5%	37.5%	31.1%	<b>30.3%</b>	35%	<b>+1.1%</b>	<b>-2.4%</b>
<b>CO8</b> : Gender diversity (men) of Control staff - <i>as at</i>	23.9%	23.2%	24.3%	24.1%	<b>26.3%</b>	35%	<b>+10.1%</b>	<b>+9.2%</b>
<b>CO9</b> : Black, Asian and Minority Ethnic FRS staff top earners - <i>as at</i>	15.0%	15.4%	15.3%	16.4%	<b>16.6%</b>	16%	<b>+10.6%</b>	<b>+1.0%</b>
<b>CO10A</b> : Pay ratio between highest & median salary - <i>annual</i>	4.99	4.99	4.99	5.00	<b>5.00</b>	6.0	<b>+0.2%</b>	N/A
<b>CO10B</b> : Gender pay gap - all staff (median) - <i>annual</i>	-2.69%	-4.36%	-4.36%	-4.36%	<b>-4.36%</b>	+/-3%	<b>+62.1%</b>	N/A
<b>CO11</b> : RTCs involving Brigade vehicles - <i>12 month rolling</i>	408	421	427	472	<b>489</b>	390	<b>+19.9%</b>	<b>+3.6%</b>
<b>CO12</b> : Injuries from operational incidents - <i>12 month rolling</i>	109	112	132	181	<b>188</b>	100	<b>+72.5%</b>	<b>+3.9%</b>

# People and Resources – delivering a positive and healthy culture

CO13 : RIDDOR - 12 month rolling	57	56	62	69	75	62	+31.6%	+8.7%
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## NEW : % working day lost to sickness, all staff - monthly



12 month rolling target 5.75% | Dec 2022: 7.88% X

### High-level commentary & current mitigating actions

It is a recognized trend within the Brigade and nationally, that sickness rates will increase during the winter months. However, through the implementation of the new People Partner team the Brigade aims to drive accountability to managers for better management of staff absence, and proactive support for staff to prevent ill health and poor wellbeing. This renewed focus on accountability is supported by the Wellbeing Strategy which promotes a preventative approach to poor health and wellbeing whilst continuing to maintain a high level of service amongst our treatment services.

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.

Provision of digital in-ear hearing aids for staff in roles which preclude the wearing of NHS given over-ear hearing aids: research and trial concluded; single

tender action completed to support provision with full procurement exercise also due to commence imminently.

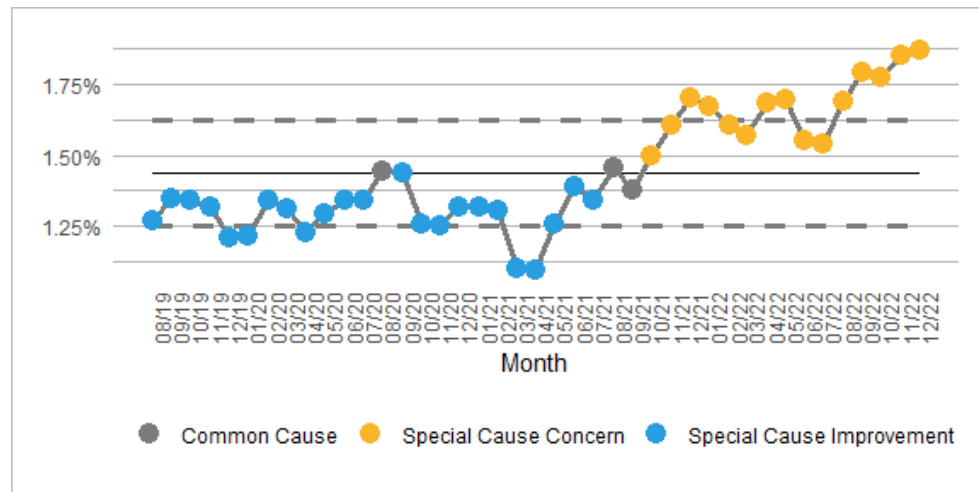
Launch of the Supporting Your Health and Wellbeing Policy with associated mandatory training in April 2023. Revised capability/ sickness management processes published December 2022.

Recognising the high rate of musculoskeletal sickness, particularly relating to lower limb, a research study has been launched into the use of knee braces in an operational environment. The use of knee braces has been clinically proven to reduce the need for a total knee replacement by up to 20 years, Firefighter to Station Officer-level staff are presently Ill-Health retired following a total knee replacement. The study has now clinically assessed the suitability of the trial participants who will be invited to participate in a controlled operational environment to test the compatibility of the knee brace with operational activities. This will take place in January 2023.

Continued work to develop the Workplace Adjustment Passport which will support and provide a mechanism for recording conversations regarding Reasonable Adjustments, as required under the Equality Act 2010. To be launched in April 2023.

# People and Resources – delivering a positive and healthy culture

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



Monthly | Dec 2022: 1.87%

N/A

### High-level commentary & current mitigating actions

The publication of the Culture Review had some negative impact on staff in respect of some cases of stress, anxiety or depression although the data indicates that these instances have been small in number, which is in part attributable to the range of actions that People Services took to support staff and managers, including :

- Setting up an independent complaints and advice service for staff experiencing bullying and harassment. This service includes advice to managers on how to manage difficult cases, which should improve confidence and the quality of action taken.
- Senior leaders from across the organisation continuing to meet with all watches and teams to emphasise the need to create a supportive, dignified workplace, clearly setting out the behaviours which are unacceptable and will not be tolerated.

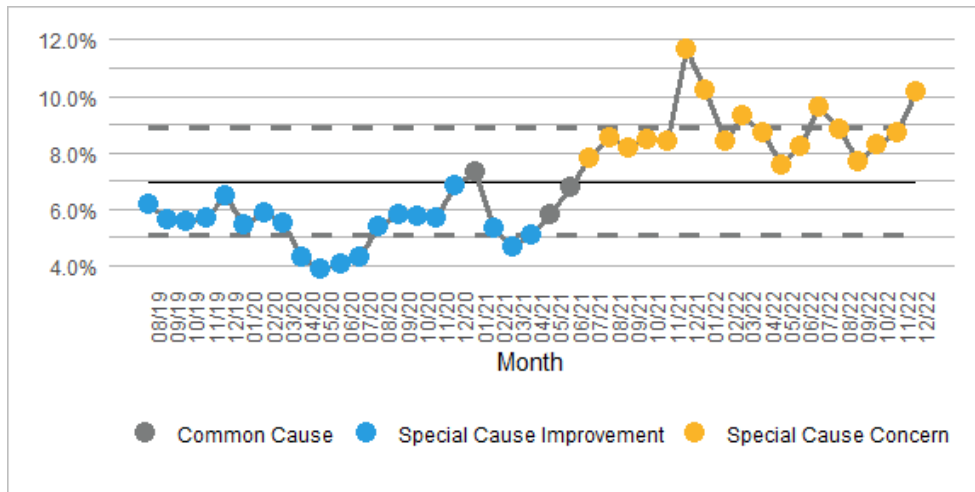
- The provision of online resources for staff and managers, with signposting to the support available via posters at stations, in the above conversations and at all staff briefings.

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 500 people have now attended this course since April 2022 and courses are being delivered on a weekly basis.
- 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.
- Work is underway to establish Local Wellbeing Partners across the organisation. These staff will be focal points to provide local signposting to the support available for staff, plus they will gather local information that can be shared with People Partners and the Wellbeing Team to better inform wellbeing support/service structures and improvements.
- LFB local Area initiatives are also being supported and staff are being provided more signposting to wellbeing resources that can be accessed via the Wellbeing support hub on Hotwire, which launched in November 2022.
- The continued roll out of the actions detailed in LFB's Wellbeing Strategy will also serve to provide more support to staff experiencing SAD

# People and Resources – delivering a positive and healthy culture

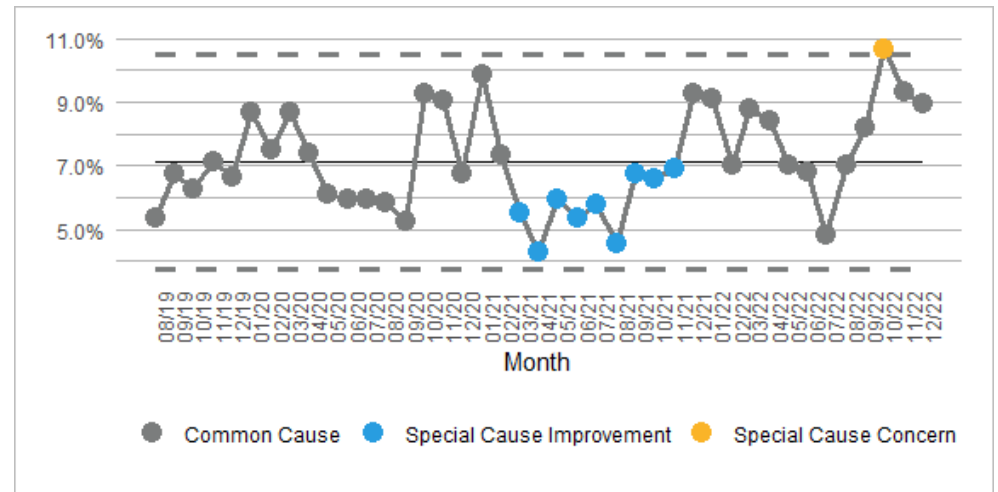
**CO6A : % working days lost to sickness, operational staff - monthly**



12 month rolling target 3.65% | Dec 2022: 8.81%



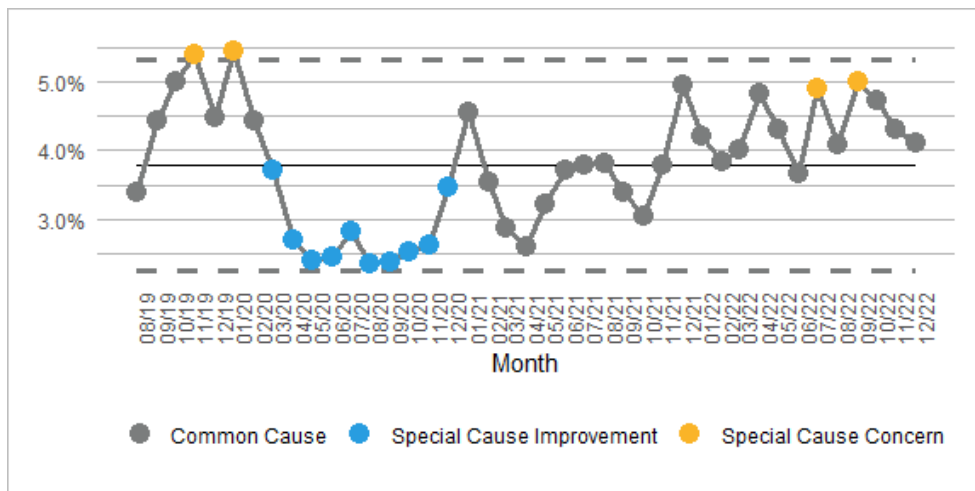
**CO6C : % working days lost to sickness, control staff - monthly**



12 month rolling target 4.70% | Dec 2022: 8.01%



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

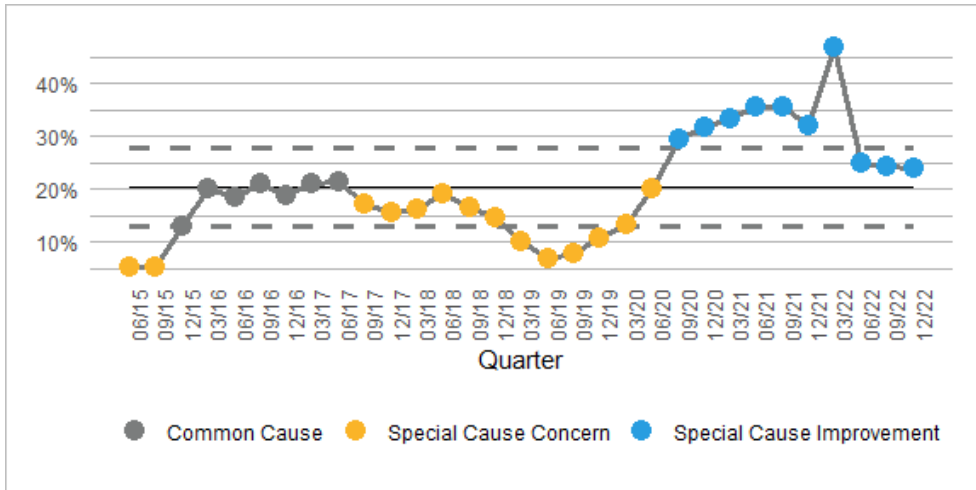


12 month rolling target 2.48% | Dec 2022: 4.33%



# People and Resources – delivering a positive and healthy culture

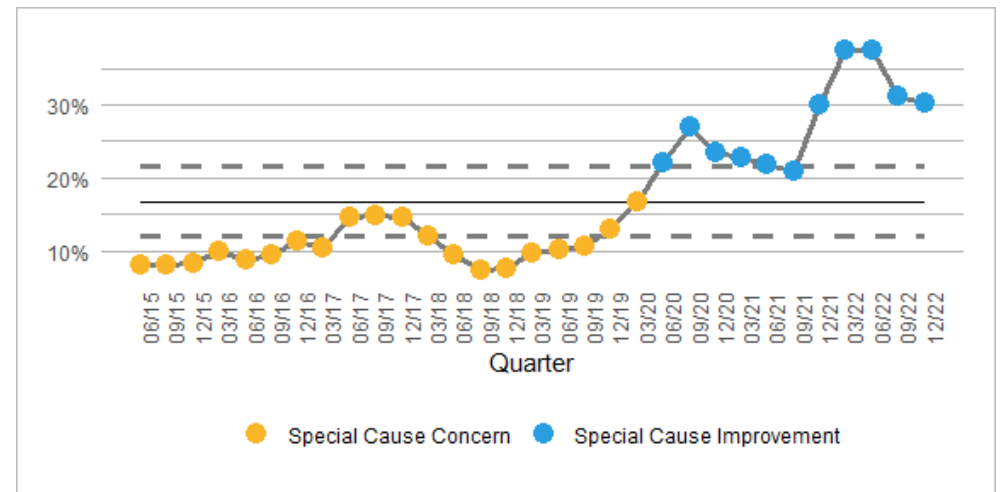
**CO7A : Trainee firefighter intake - % Black, Asian and Minority Ethnic – 12 month rolling**



**12 month rolling target 40% | Dec 2022: 23.9%** X

The team will continue with targeted outreach in the community to build the diversity within the existing waiting list of potential candidates. They will also focus heavily on retaining candidates throughout the recruitment process, as the Culture Review will impact under-represented groups with their decision to continue in the process. These activities are planned for delivery from January (such as station experience days) and the team have emailed those on the waiting list with a reassuring message from the Commissioner.

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

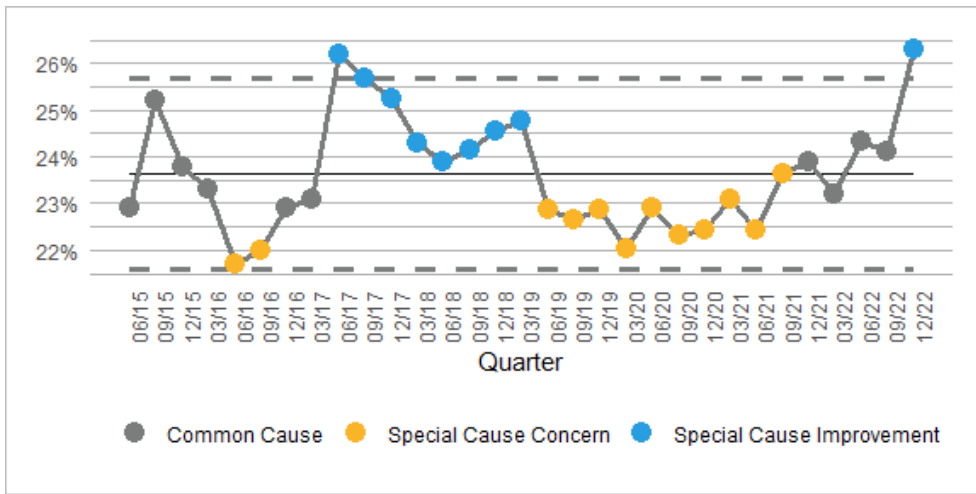


**12 month rolling target 35% | Dec 2022: 30.3%** X

The attraction work carried out by the Outreach Team takes between 3 - 8 months to result in new trainee firefighters, therefore whilst the figures above are improving, they continue to reflect the impact of the Covid-19 pandemic and the pausing of firefighter recruitment in 2021. Now that the Outreach team are able to attend a high level of community and career events to generate a new pool of candidates from minority groups, we have 48% of people on the firefighter application waiting list coming from under-represented groups. It is important to note that these candidates will not begin to go through the firefighter assessment process until approximately March 2023, therefore the outcome will take a while to be seen.

# People and Resources – delivering a positive and healthy culture

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

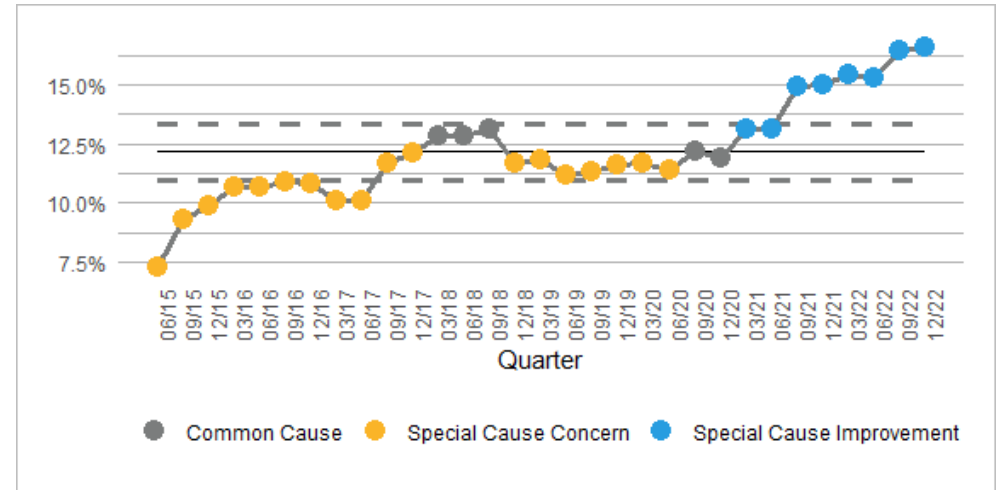


12 month rolling target 35% | Dec 2022: 26.3%



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**



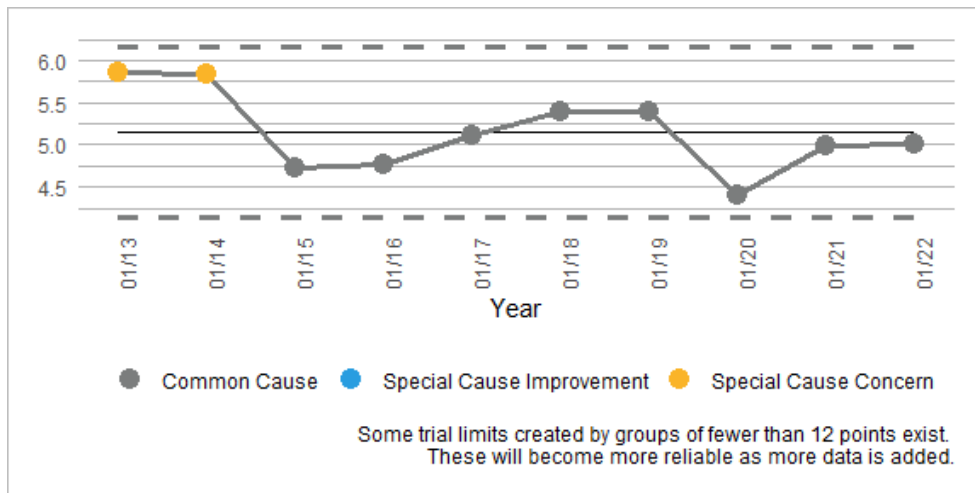
12 month rolling target 16% | Dec 2022: 16.59%



The percentage of FRS Black, Asian and Minority Ethnic Top Earners remains over the 16% target for the second quarter 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.

# People and Resources – delivering a positive and healthy culture

**CO10A : Pay ratio between highest & median salary - annual**

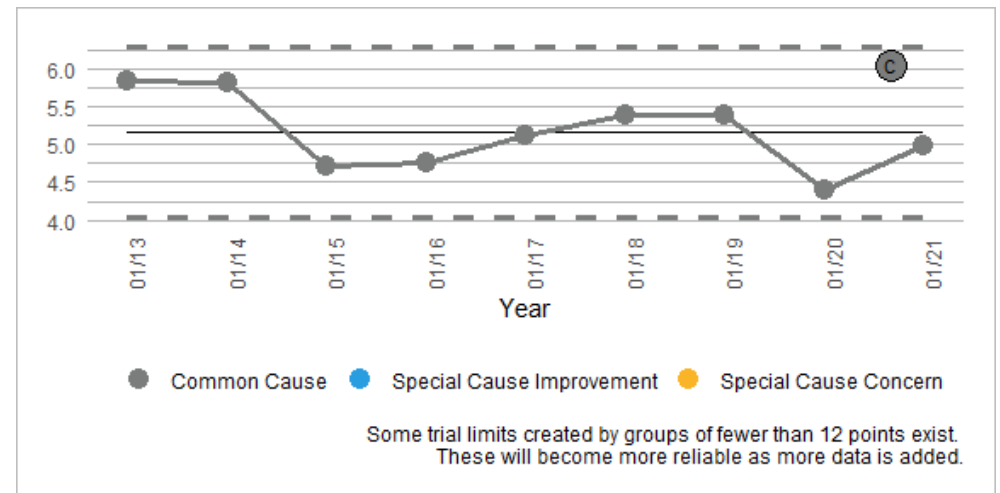


**Annual target 6.0 | 2021/22: 5.00**



The pay multiple data for the preceding year is included in the LFC's annual pay policy statement which there is a statutory obligation to publish; There is a long-standing commitment to keep this pay multiple within 6.0 which we have achieved again in 2020/21. The Brigade will review FRS salaries and wider allowances, starting in December 2022. This work may impact the pay ratio calculation.

**CO10B : Gender pay gap %, all staff - annual**



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

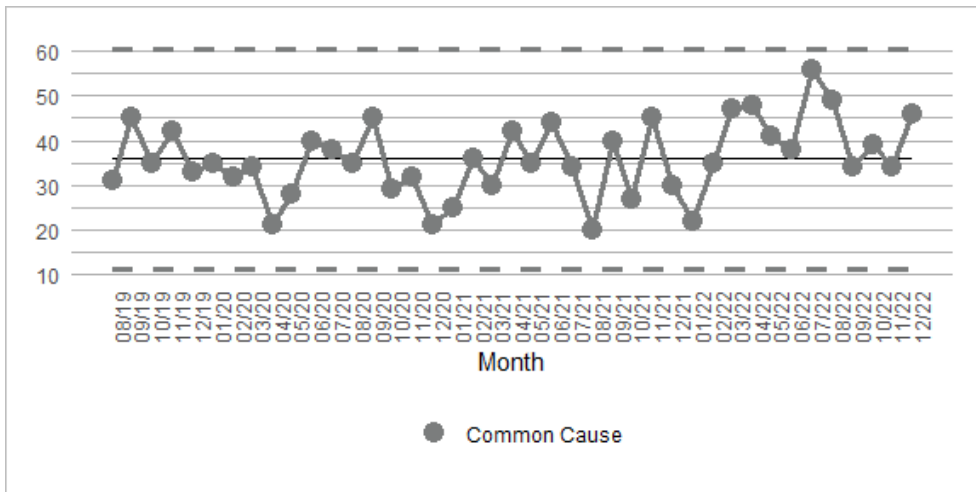


The Gender Pay Gap report is being drafted in line with the new guidance issued by the GLA which covers the three staff groups and has more data sets and analysis than previous years. Data sets will improve and change once iTrent has been introduced.



# People and Resources – delivering a positive and healthy culture

**CO11 : RTCs involving Brigade vehicles - monthly**

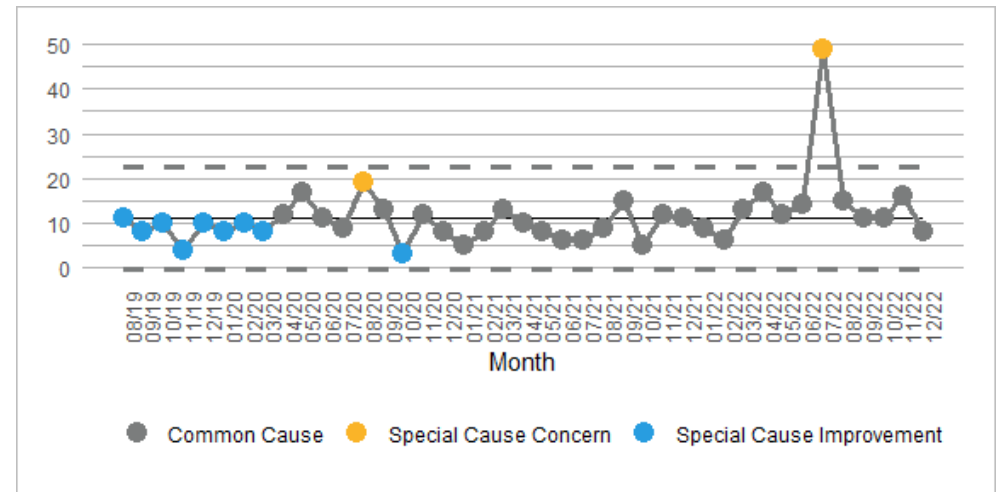


**12 month rolling target 390 | Dec 2022: 489** X

The target for Road Traffic Collisions (RTCs) involving Brigade is not being met (489 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.

**CO12 : Injuries from operational incidents - monthly**



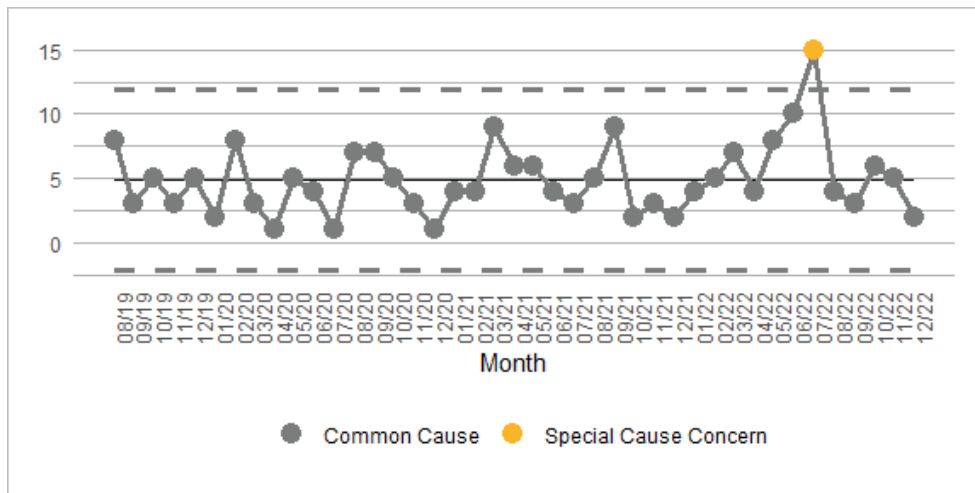
**12 month rolling target 100 | Dec 2022: 188** X

The target for injuries from operational incidents is not being met (188 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.

# People and Resources – delivering a positive and healthy culture

## CO13 : RIDDOR - monthly



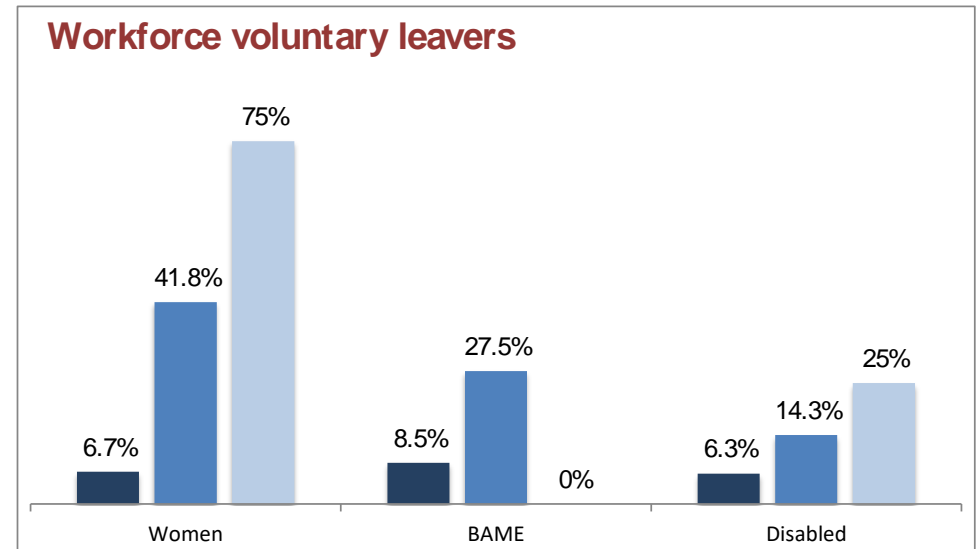
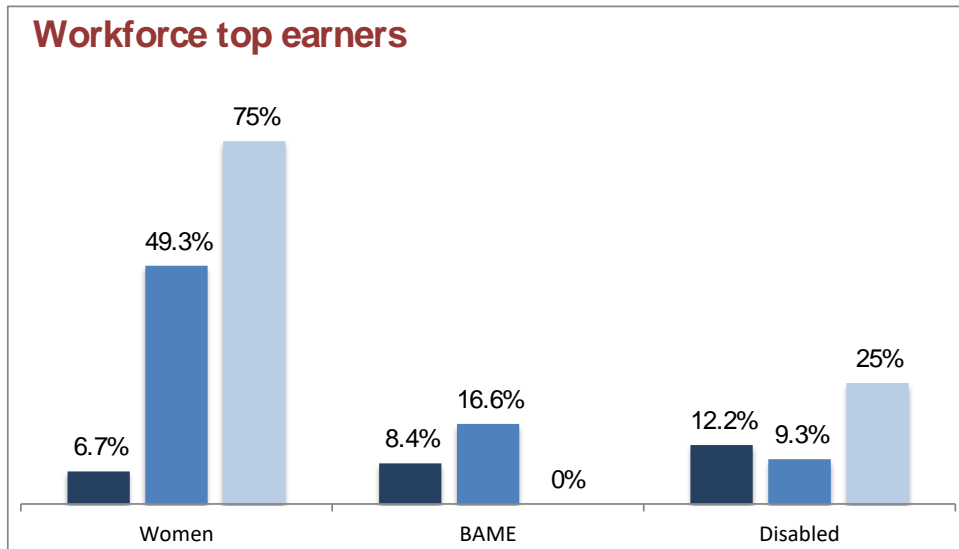
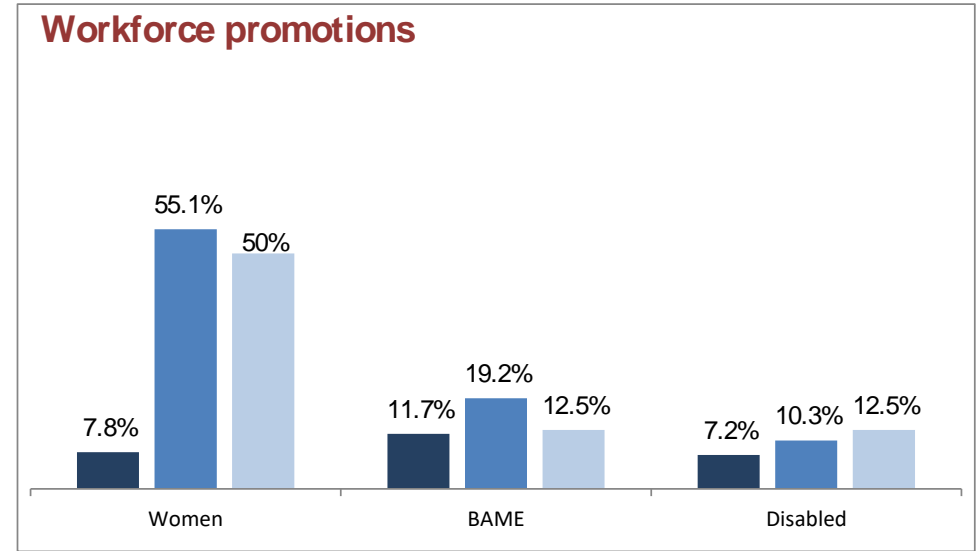
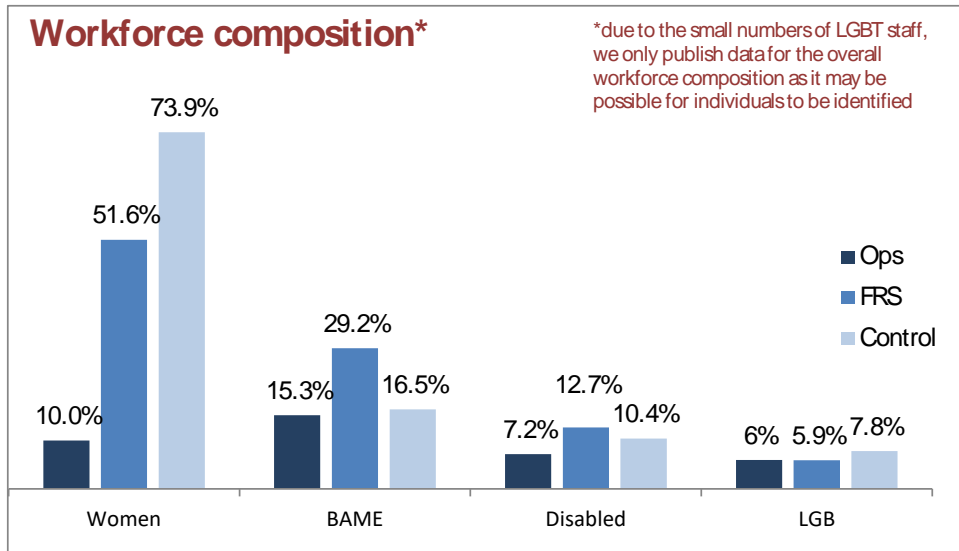
12 month rolling target 62 | Dec 2022: 75

X

The target for injuries reportable to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) is not being met (75 versus a target of 62). 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.

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# People and Resources – delivering a positive and healthy culture



# People and Resources – delivering a positive and healthy culture

## Sustainable Development Strategy

The Brigade’s Sustainable Development Strategy covering 2016-22 brings together the identification of emerging issues with existing strategies and activities across the Brigade that support the wider sustainability agenda, under one strategic approach.

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

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

### Next Sustainable Development Strategy

The current Sustainable Development Strategy was extended to March 2022 (LFC 0046, LFC 0408) to align to the Community Risk Management Plan timeframe and the new GLA Carbon Net Zero by 2030 target. The interim Strategy will run to 2024 and address the London Mayors Green New Deal, The London Anchor Institutions Charter the GLA Responsible Procurement Action Plan (RPIP) and new policies, plans and targets. This is due for completion by the end of Q4.

## Internal audit plan

The final risk and assurance report from the 2021/22 annual plan is with management for comments and completion of the action plan.

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

- Six final reports have been issued (two risk and assurance and four follow ups).

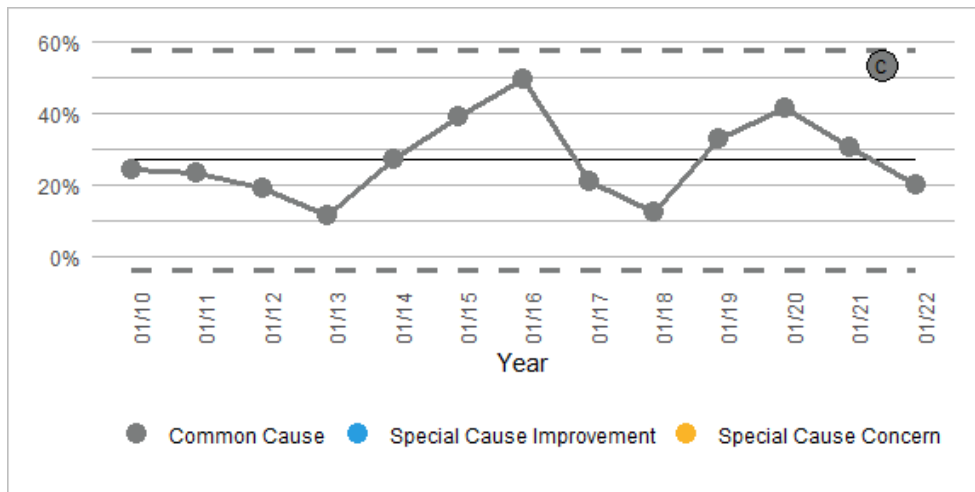
- Fieldwork has concluded for three risk and assurance reviews and the reports are being drafted for issue to management.
- Fieldwork is underway for eight reviews (one risk and assurance and seven follow ups)
- Three risk and assurance reviews have agreed Terms of Reference and are due to commence in quarter four.
- Six risk and assurance reviews are currently being scoped.

## Performance Indicators – Resources

Indicator	Dec-2021	Mar-2022	Jun-2022	Sep-2022	Dec-2022	Target	Annual change	Qrly change
CO14 : Spend with SMEs	30.7%	30.7%	20.0%	20.0%	20%	33%	-34.9%	N/A
CO15 : CO2 reduction from 1990 levels (%)	58.9%	58.9%	59.1%	59.1%	59.1%	60%	+0.3%	N/A
CO16 : Statutory info requests handled on time (%)	59.19%	71.64%	85.68%	93.11%	94.56%	95%	+59.7%	+1.6%

# People and Resources – delivering a positive and healthy culture

**CO14 : Spend with SMEs**

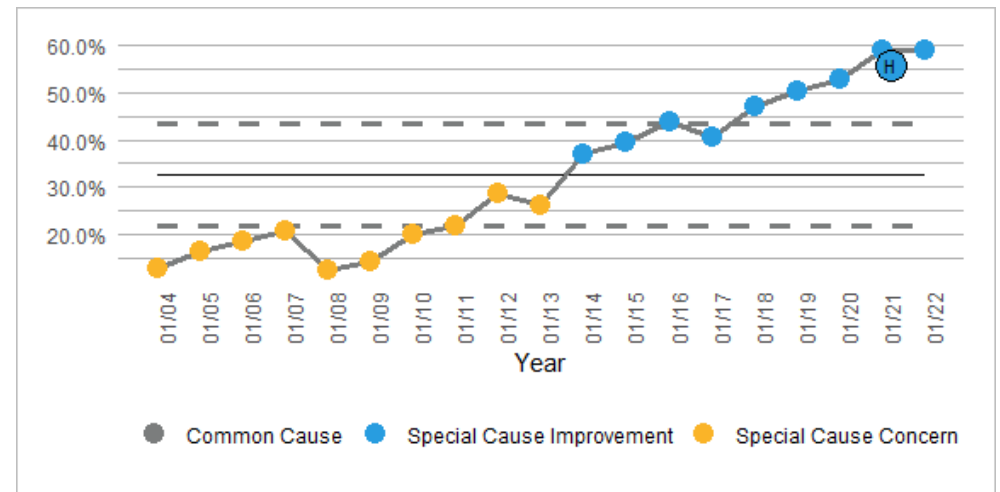


Annual target 33% | 2021/22: 20%

X

SME spend dropped during 2021/22, key supplier spend with SMEs has reduced considerably, in part due to a lack of data submission and reduced capital spend with Babcock Critical Services where a significant proportion is then spent with tier 2 SME suppliers. Additionally, Bristol Uniforms have been taken over by a large business, so spend with them is no longer included in SME reporting metrics. This data provisional and will be amended once all data has been analysed.

**CO15 : CO<sub>2</sub> reduction from 1990 levels (%)**



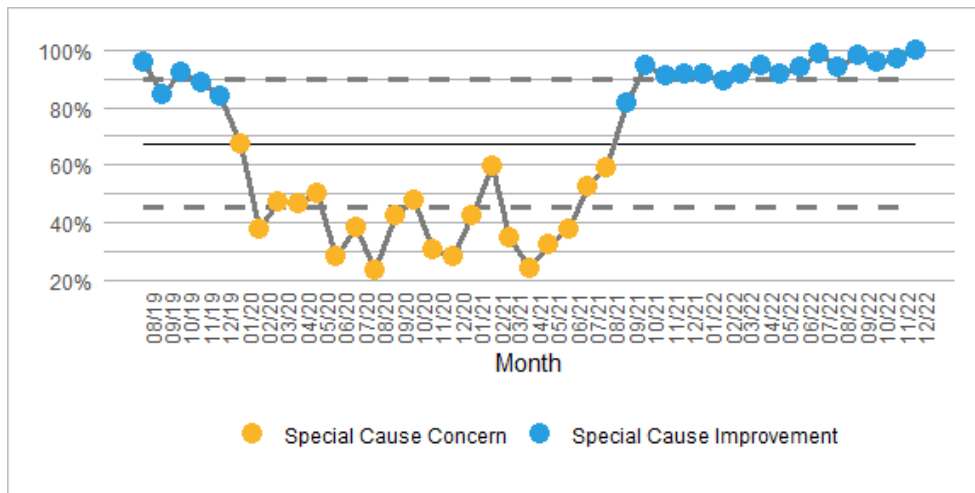
Annual target 60% | 2021/22: 59.1%

X

CO<sub>2</sub> emissions have reduced slightly since 2020/21. The temporary suspension of HFSVs and training activity, which may in part be a result of Covid-19 and reduced movement of substantially reduce the mileage and fuel consumption of frontline vehicles. Additional reductions are attributed to buildings, with carbon reduction works on buildings undertaken during 2021/22. This data provisional and will be amended once all data has been analysed.

# People and Resources – delivering a positive and healthy culture

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



12 month rolling target: 95% | Sep 2022: 94.56%

X

This indicator measures how quickly the Brigade’s response to statutory information requests under the freedom of information and data protection law

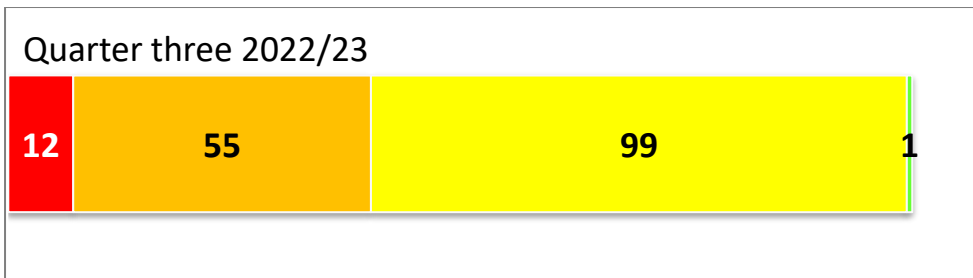
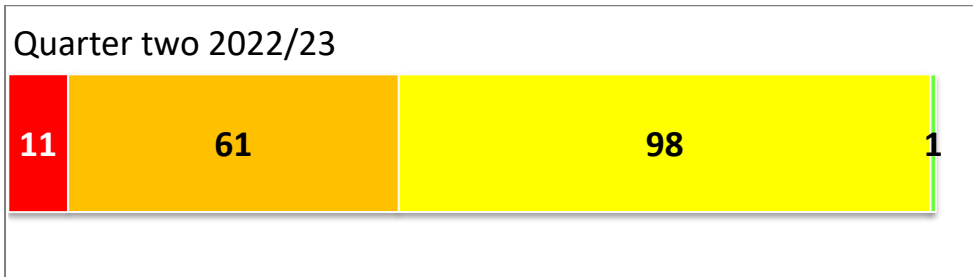
and the extent to which the Brigade meets the statutory deadlines (20 working days and one calendar month respectively).

Performance, at end of quarter three, at just over 93%, and is consistent with earlier periods and has been just under target (95%) since October 2021. The rolling 12-month performance remains impacted by overdue requests earlier in the year. At end of Q3, most requestors continued to get responses within statutory timescales; some complex requests will always take slightly longer than the statutory response period.

# 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 an increase of 1 red risk, a decrease of 6 amber risks, and an increase of 1 yellow risk.

### Overview

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

### Changes to corporate red risks

In terms of changes to corporate red level risks there are now 12 risks overall. The change relates to the escalation of the industrial action risk (ORC14) to red. Additionally, the culture risk (P3) while still red, has been raised to the top 5x5 (25) rating in light of the outcome of the independent culture review report.

## Securing business continuity

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

### Business Continuity Planning

The departmental Business Continuity Plans (BCP) outline the responsibilities and critical activities owned by each department. We continue to work with departments to ensure plans are up to date and review information such as fall-back locations and evacuation plans with Department heads and business continuity deputies. The Strategic Response Arrangements (SRA) (Brigade Policy PN699) outlines the core structures and key processes that the Brigade can activate during a major incident or business disruption. A review of the SRA has been completed with the final stress testing taking place in Q4.

All Critical activities have been reviewed with departments this represents the first step in the renewal of the business continuity planning process this has taken place along with the creation of a specific business continuity area that makes

# Our Risk Perspective

access to departmental critical activities easier improving resilience and reducing the administrative burden placed on departments.

## **Industrial Action Planning**

Across several sectors including the fire services ballots for industrial action and strike action have taken place during Q3 and Q4. As part of the brigades statutory obligations to provide a service we have undertaken reviewed of our contingency arrangements and assess the impact of partner activities on the brigades provision of service. This work continues and remains proportional to the current states of negotiations.

## **Severe weather and rota disruptions to electrical supply**

Work continues internally and as part of the London Resilience Partnership to prepare and incorporate lessons learned from recent incidents of severe weather and the partnership planning for any potential electrical outage.



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

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

■ Red
 ■ Yellow
 ■ Green
 ■ Not yet started

# Useful links

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

These decisions are published on the London Fire website at:

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

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

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

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

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

Our Togetherness Strategy:

[https://www.london-fire.gov.uk/media/4598/togetherness-strategy-summary\\_web\\_singlepages.pdf](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/>