



# LFB Quarterly Performance report

Quarter 3 2021/22

Produced 16/03/2022. Published: 16/03/2022





# Contents

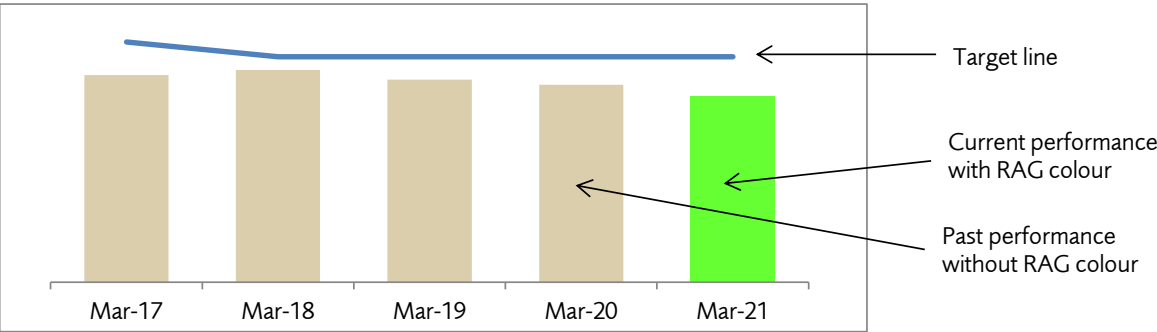
Key to abbreviations and symbols used	2	Protection	31
Performance at a glance	3	Performance indicators – Protection (H2, H3, H10, CO2, H11)	38
Introduction	4	Response and Resilience – providing a high quality, effective response	41
Our Transformation Delivery Plan	5	Key points	41
Background	6	Performance indicators – Response (CO3, H12, H13, H14, H15, H16)	41
Progress	6	London Resilience	43
Summary of LSP performance	8	Operation in numbers	45
Performance at a glance	8	People and Resources – delivering a positive and healthy culture	46
Publicity and campaign news	9	Key points	46
Useful links	11	Inclusion	46
Coronavirus	12	Mental Health Wellbeing	46
Grenfell Tower Fire	14	Employee Engagement and Recognition	47
London Fire Commissioner's Decisions	15	Performance indicators – People (CO6A, CO6B, CO6C, CO7A, CO7B, CO8, CO9, CO10A, CO10B, CO11, CO12, CO13)	48
Financial Performance	17	Sustainable Development Strategy	52
Performance	17	Internal Audit plan	52
Financial Trends	20	Performance indicators – Resources (CO14, CO15, CO16)	53
Capital, Borrowing and Reserves	21	Key people and resources information – workforce composition	55
Prevention and Protection – where fires are happening and who we're targeting	22	Our Risk Perspective	56
Key points	22	Risk management	56
Prevention	22	Securing business continuity	57
Performance Indicators – Prevention (H1, H4, H5, H6, CX3A, H7, H8, H9, CO1)	25	Delivering on change – Corporate Portfolio	58

# Key to abbreviations and symbols used

## RAG Status

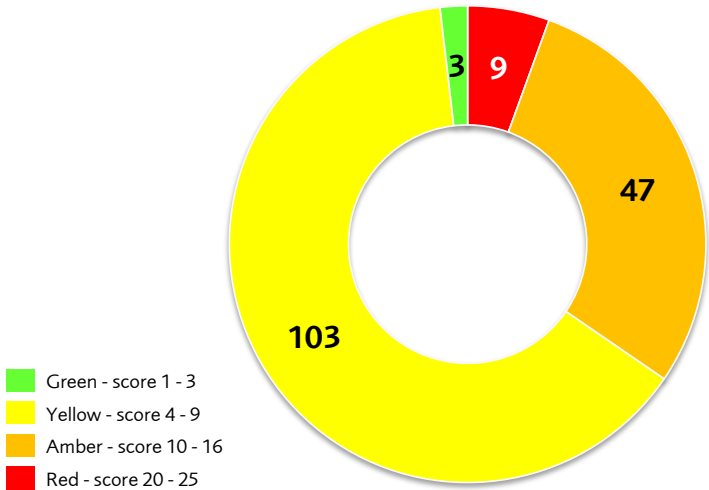
Indicators	Projects	Risks	LSP Commitments	TDP Actions	Performance indicator data
<div></div> performance on target	time/cost targets will be achieved and all quality criteria satisfied	limited impact, or long term risk – addressing the risk now will stop other problems occurring later	activity is on target to meet its deadline	activity is on target to meet its deadline	Performance indicators, unless otherwise stated, are displayed using rolling 12 month data. This is to avoid any significant fluctuations caused by factors such as seasonality, and to highlight the actual underlying performance trend.
<div></div> performance within 10% of target	currently off-plan but impact will be minor and/or remedial actions are in place	more substantial impact, preventing the delivery of a key priority in the near future	activity is unlikely to meet its deadline	activity is unlikely to meet its deadline	
<div></div> performance more than 10% from target	currently off-plan and will not meet time, cost and/or quality expected	impact affects whole Brigade, and is imminent with major or catastrophic results	activity will not meet its deadline	activity will not meet its deadline	
<div></div> N/A	N/A	N/A	N/A	activity has been closed to avoid duplication in reporting	
<div></div> N/A	project closed or closing	N/A	activity has been completed	activity has been completed	

HX : A Performance Indicator

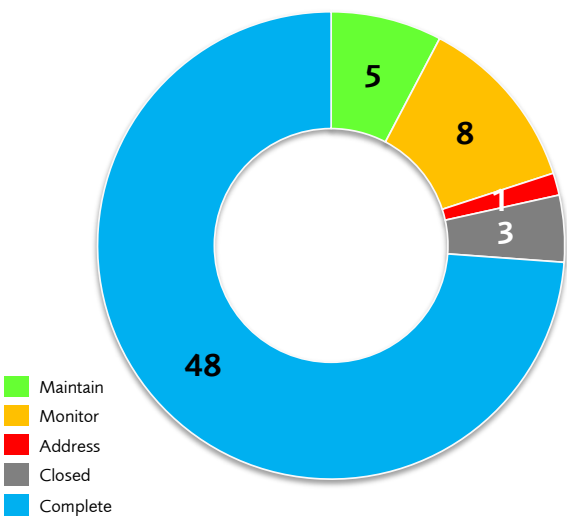


# Performance at a glance

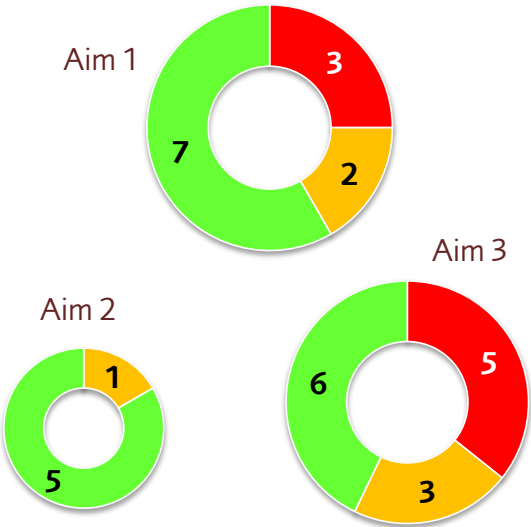
LFB Risk Register



Transformation Delivery Plan



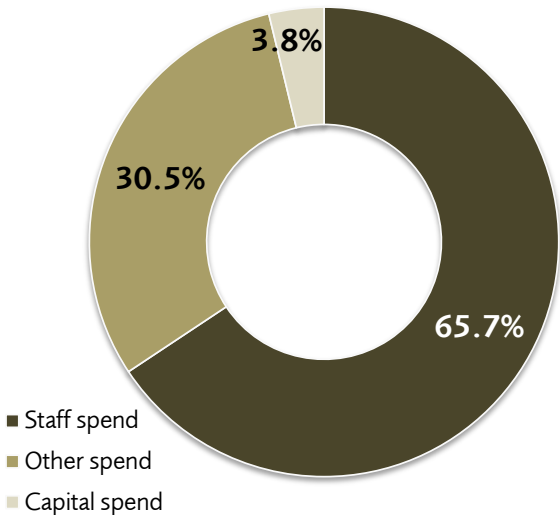
Corporate Performance Indicators



Corporate Projects



Forecast Spend - 2021/22



# Introduction

Welcome to the London Fire Brigade's performance report for quarter three 2021/22 (the information contained in this report covers the 12 months up to the end of December 2021). Performance in this report relates to the Brigade's two main strategic plans; the Transformation Delivery Plan (TDP) and the London Safety Plan (LSP) 2017 which is our Integrated Risk Management Plan (IRMP).

## Transformation Delivery Plan

The TDP sets out our priorities for transformation incorporating our response to the Grenfell Tower Phase One Inquiry Report and Her Majesty's Inspectorate for Constabulary and Fire and Rescue Service's (HMICFRS) assessment of LFB. This report begins with an overview of progress against the TDP.

## 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 (Aims 1, 2 and 3), 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.

This report is supported by a Corporate Digest showing headline and corporate indicator performance against agreed targets in the London Safety Plan, as well as the Brigade's improve and context measures. A copy of the latest version can be found here when published in mid-November:

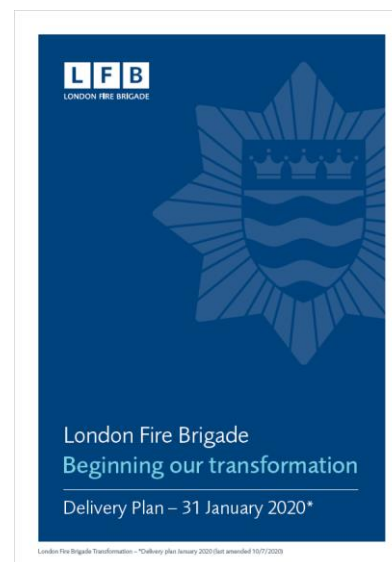
<https://data.london.gov.uk/dataset/--lfb-financial-and-performance-reporting-2021-22>

## Coronavirus

The Brigade, like everyone else, has been impacted by the coronavirus pandemic during the last three quarters. Information about the Brigade's response to the pandemic can be found in a dedicated section on beginning on page 12.



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



[https://www.london-fire.gov.uk/media/4900/lfb-transformation-delivery-plan-jan-2020-updated-10\\_7\\_20.pdf](https://www.london-fire.gov.uk/media/4900/lfb-transformation-delivery-plan-jan-2020-updated-10_7_20.pdf)

# Our Transformation Delivery Plan

Trusted to serve and protect London

## Our four pillars

### The best people and the best place to work

LFB people are the London Fire Brigade. We need to have the best possible people working in the best possible organisation if we are going to deliver real transformation. To achieve that, we need to drive change around: how we lead our people; the culture and behaviours we value at LFB; how we create a diverse and inclusive workforce; and how we manage training, talent and performance within the organisation.

### Seizing the future

Real change will only come if we are prepared to continually evolve as an organisation. To achieve this, we will need to: become a true learning organisation; be prepared to challenge the status quo; and learn how to drive continuous improvement and innovation in what we do and how we do it.

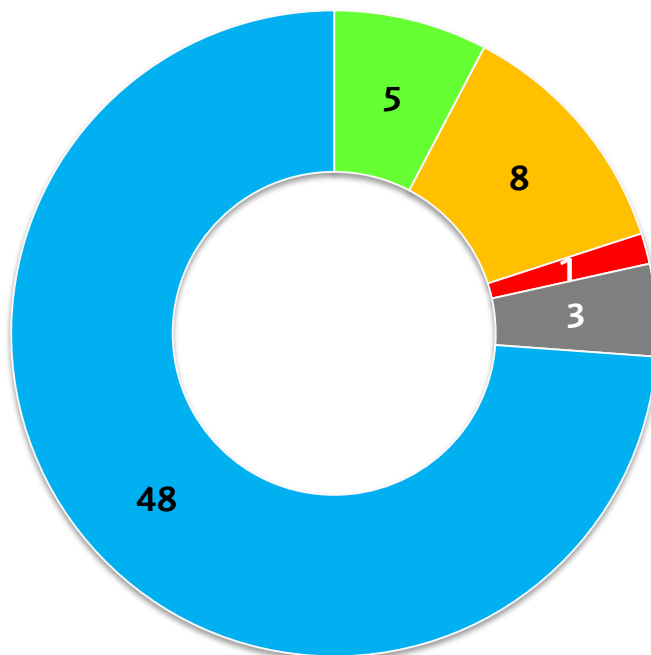
### Delivering excellence

Operational delivery is at the heart of LFB, but to achieve a transformation, we need to be: constantly improving the effectiveness of our service; understanding and communicating risk information to better deliver our services; and improving execution in every part of the organisation

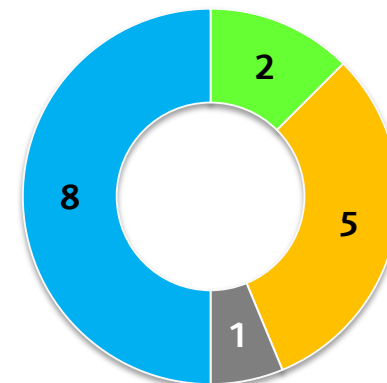
### Outward facing

High performing organisations always look outward rather than just inward. They connect effectively with all stakeholders. To achieve transformation in this sense, LFB needs to: become much more central to the communities we serve; increase the levels of trust and confidence we can build with all of our stakeholder groups; and take a lead in generating excellence in the national fire service.

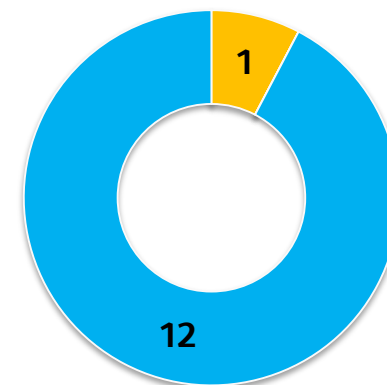
Overall performance against the TDP



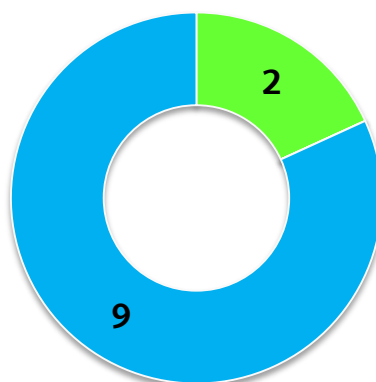
The best people and the best place to work



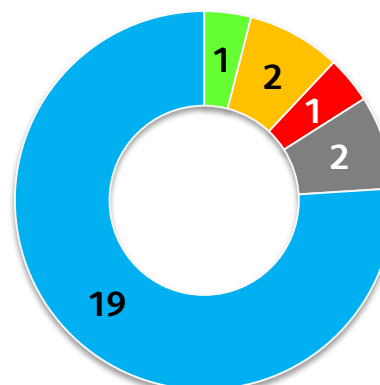
Seizing the future



Outward facing



Delivering excellence



# Our Transformation Delivery Plan

## Background

At the beginning of 2020, the Commissioner and Directors agreed to articulate a more focussed strategic direction for the Brigade. This was partly a response to diagnostic work in leadership, development and talent processes commissioned by the Assistant Director of People Services, which recognised that further progress and integration of that work was heavily dependent on clarity of strategic vision and direction of travel. It was also in response to the London Fire Commissioner's (LFC) independent review report following the Grenfell Tower fire, in which the LFC identified various areas requiring change and improvement.

However, the work was given further significance in the findings from Phase One of the Grenfell Tower Inquiry and also the findings of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), both of which reported towards the end of 2019. In January 2020 a strategy and delivery plan, referred to as the Transformation Delivery Plan (TDP) setting out the Commissioner's direction of travel and priorities for the London Fire Brigade was developed and agreed by the Commissioner's Board.

## Progress

Of the original 65 actions in the plan, 48 have now been completed, none were completed during quarter three.

The original plan has been impacted by the effects of the Covid-19 pandemic. This has been reflected in the amended completion dates in the current version of the TDP. However, nine other actions that have been delayed or are off-track, these are:

- **TDP2** - Design and deliver a new suite of leadership development programmes to increase leadership competence:

### Progress summary

First line Leadership Programme – Started at the end of September. Computer Based Training (CBT), supporting materials and course content have been finalised. Discussions are ongoing with National Fire Chiefs Council (NFCC)

around supporting the development of the Supervisory Development Programme, which is sponsored by the NFCC.

Middle Management Leadership Programme - The contract with Lane4 has been terminated with a full refund. A new three year tender is currently out to market for bidders. Short & medium-term interventions available for middle leaders via a number of publications and aids.

Top Management Group - Bespoke ad hoc opportunities have been made available, these are dependent on the needs identified through 360 profiles and cohort trends. One to one to meetings with Directors have been arranged.

- **TDP3** - Embed and reinforce leadership behaviours at all levels through new performance management processes:

### Progress summary

As set out in TDP-9 below, a new 'Great Conversations' performance management approach is being rolled out for staff at all levels and is based on regular one to one conversations and in which performance objectives will be agreed. The LFB Behaviours were the basis of a 360-feedback process for Tier 3 (TDP) and Tier 2 ('middle manager') staff in 2020/21 as the first stage of the rollout of this approach. A 360-feedback process has not taken place, and is not proposed, for Tier 1 staff.

**TDP9** - Introduce new performance management processes for all employees across the whole organisation:

### Progress summary

A new performance management approach was launched in 2020 for Tier 3 (Top Management Group) and in mid-2021 for Tier 2 (middle managers).

A 'Great Conversations' performance management approach for Tier 1 staff has been developed. A small pilot with Tier 1 Operation, Control and FRS staff took place in late April 2021. A 'soft launch' began from the summer in some FRS departments. In December we agreed an approach with representative bodies including 'template objectives' for fire stations staff (FF, LFF, SubO) to be soft launched in two boroughs. We now need to explore the option of also using 'template objectives' in Control, as suggested by a representative body.

# Our Transformation Delivery Plan

We also plan to use the existing PDP (Personal Development Plans) system as an interim records management to ensure GDPR compliance until the new iTrent HR system offers performance management functionality and this needs to be included in the 'soft launch'.

We will be able to continue with the rollout to all Tier 1 staff for the new 2022/23 performance year (March 2022) once we have the outputs from the soft launches.

Note: the performance management approach for staff at all levels is based on regular one to one conversations in which performance objectives will be agreed including one Diversity & Inclusion objective and one Risk Management objective. The approach does not include performance ratings.

**TDP12** - As a priority action from Independent Training Review, provide more realistic and continuous training for incident command:

## Progress summary

In house Incident Command Team now established and delivering ongoing Continuous Professional Development sessions to all senior managers.

All levels of Incident Command acquisition training have been reviewed and revised, resulting in new training courses being provided for Levels 1,3, and 4. The revised L2 Incident Command course will be delivered in Q4 2022 to complete this action.

- **TDP16** - Assure Quality of training:

## Progress summary

The report and recommendations have now been received from the independent Assurance Advisor and were discussed at Corporate Board in September and the Deputy Mayor's Fire and Resilience Board in October.

- **TDP17** - Integrate and adopt National Operational Guidance as the foundation of LFB policy and Procedure:

## Progress summary

A further delay has been experienced with the NOG Implementation project due to sheer weight of workload involved with final risk assessments and policies to be reviewed and consulted on with representative bodies. Project board on 29 November 2021 acknowledged this issue and agreed to a revised Implementation plan to facilitate the switch over to NOG aligned policies on 1 March 2022.

- **TDP41** - Deliver a solution for managing all buildings risk information (incorporating 1Risk):

## Progress summary

The project has moved to Red status due to advice from both LFB Legal & Finance that there is a funding and governance issue that affects our ability to go out to market within the planned timeframe. There could be a potential delay to the project of six months, hence moving into the Red status.

- **TDP45** - Develop new LFB property strategy:

## Progress summary

The target date remains as TBC currently as developing the property strategy is dependent on the TOM and CRMP being developed.

- **TDP46** - Engage with FBU to improve Mass Casualty Response capability:

## Progress summary

New concept of operations, training schedule, policy, procedure, and risk assessments have now been developed. Now subject to FBU agreement as part of the joint collective agreement between the FBU and the LFC.



# Summary of LSP performance

## Performance at a glance

In terms of performance against the London Safety Plan and the three Corporate Aims, the summary position is on track. The Brigade is meeting most of its targets in terms of delivering against Aim 1 – Prevention and Protection, with 7 out of 12 indicators reporting as green, including fire fatalities, and against Aim 2 – Response and Resilience, with 5 out of 6 indicators reporting as green. Although Aim 3 – People and Resources continues to be affected by long term sickness levels our firefighter recruitment targets are now being met. The Brigade's strategic risk register currently has nine risks which are rated as red. Six key projects are progressing to schedule, however three are amber and four are reporting as red. More information on all these areas including exceptions is given later in this report.

The Coronavirus pandemic has had an uneven impact on our frontline service delivery which is reflected in some of our performance indicators. Throughout the last 21 months we have complied with social distancing rules and guidance on the need to contribute to reducing transmission rates within London's communities and to mitigate the impact on our local and wider NHS. However, this has negatively impacted our community safety work, resulting in all of our community safety indicators now reporting as red.

### Performance highlights – indicators

Performance as at the year ending quarter three 2021/22 shows that a majority of the indicators that are reporting were meeting their target (18 out of 32).

#### Aim 1 : Prevention and Protection

Indicator	Dec-16	Dec-20	Sep-21	Dec-21	Target	5 year change	Annual change	Qrly change
H1 : Boroughs below nat av. for primary fires*	23	26	32	32	25	+39.1%	+23.1%	N/A
H2 : Fires in the home	5,558	5,038	4,836	4,893	6,000	-12.0%	-2.9%	+1.2%
H3 : Fires in other buildings	1,922	1,330	1,241	1,294	2,500	-32.7%	-2.7%	+4.3%
H4 : Fires in care homes	336	286	233	227	400	-32.4%	-20.6%	-2.6%

Indicator	Dec-16	Dec-20	Sep-21	Dec-21	Target	5 year change	Annual change	Qrly change
H5 : All fire deaths (10 year av.)	46	47	45	47	50	0%	-0.6%	+3.6%
CX3A : All fire deaths - annual	46	30	39	52	N/A	+13.0%	+73.3%	+33.3%
H6 : Acc fire deaths in the home (10 year av.)	33	36	34	36	35	+9.7%	+1.7%	+5.6%
H7 : Injury from fire (5 year av.)	1010	854	825	819	1000	-19.0%	-4.1%	-0.8%
H8 : Home Fire Safety Visits	84,646	31,456	24,709	30,167	76,000	-64.4%	-4.1%	+22.1%
H9 : Educating young people	95,359	59,827	48,805	49,957	100,000	-47.6%	-16.5%	+2.4%
CO1 : Time by station staff on Community Safety	12.50%	6.85%	6.12%	6.70%	10%	-46.4%	-2.1%	+9.6%
H10 : All fire safety audit/inspections	15,161	9,101	9,679	9,260	N/A	-38.9%	1.7%	-4.3%
CO2 : Alleged Fire Risks addressed within 3 hrs	89.90%	89.13%	92.59%	92.55%	90%	+2.95%	+3.83%	+0.05%
H11 : False alarms due to AFA non-domestic	21,992	18,290	18,932	20,249	20,000	-7.9%	+10.7%	+7.0%

#### Aim 2 : Response and Resilience

Indicator	Dec-16	Dec-20	Sep-21	Dec-21	Target	5 year change	Annual change	Qrly change
CO3 : 999 calls answered within 7 seconds	84.27%	92.62%	90.73%	90.68%	92%	+7.61%	-2.09%	-0.06%
H12 : Av. time from answering a 999 call to dispatch (seconds)	98	97	94	94	100	-4.1%	-3.1%	0%
H13 : Av. arrival time 1st appliance (mm:ss)	05:23	05:01	05:08	05:10	06:00	-4.0%	+3.0%	+0.6%
H14 : Av. arrival time 2nd appliance (mm:ss)	06:45	06:14	06:25	06:31	08:00	-3.5%	+4.5%	+1.6%
H15 : 1st appliance arrival 10 mins or less	95.89%	97.57%	97.19%	97.07%	90%	+1.23%	-0.52%	-0.12%
H16 : 1st appliance arrival 12 mins or less	98.15%	98.97%	98.76%	98.75%	95%	+0.62%	-0.22%	-0.01%

# Summary of LSP performance

## Aim 3 : People and Resources

Indicator	Dec-16	Dec-20	Sep-21	Dec-21	Target	5 year change	Annual change	Qrly change
<b>CO6A</b> : Av. no. working day lost to sickness - Ops	5.40%	5.24%	6.47%	7.32%	3.65%	+35.5%	+39.6%	+13.1%
<b>CO6B</b> : Av. no. working day lost to sickness - FRS	3.89%	3.10%	3.34%	3.63%	2.48%	-6.6%	+17.0%	+8.7%
<b>CO6C</b> : Av. no. working day lost to sickness - Control	5.11%	7.20%	6.68%	6.52%	4.70%	+27.7%	-9.4%	-2.3%
<b>CO7A</b> : Trainee firefighter intake - % BAME	18.8%	31.5%	35.6%	32%	25%	+70.7%	+1.5%	-10.2%
<b>CO7B</b> : Trainee firefighter intake - % Women	11.3%	23.5%	20.8%	30%	18%	+167%	+27.9%	+44.3%
<b>CO8</b> : Gender diversity (men) of Control staff	22.9%	22.4%	23.6%	23.9%	35%	+4.3%	+6.5%	+1.1%
<b>CO9</b> : Black, Asian and Minority Ethnic FRS staff top earners	10.8%	11.9%	14.9%	15%	16%	+38.9%	+26.1%	+0.7%
<b>CO10A</b> : Pay ratio between highest & median salary*	5.12	4.40	4.99	4.99	6.0	-2.5%	+13.4%	N/A
<b>CO10B</b> : Gender pay gap - all staff (median)*	-4.07%	-2.69%	not available	not available	+/-3%	N/A	N/A	N/A
<b>CO11</b> : RTCs involving Brigade vehicles	509	390	388	408	415	-19.8%	+4.6%	+5.2%
<b>CO12</b> : Injuries from operational incidents	136	130	103	110	116	-19.1%	-15.4%	+6.8%
<b>CO13</b> : RIDDOR	72	47	60	58	89	-19.4%	+23.4%	-3.3%
<b>CO14</b> : Spend with SMEs	21.1%	41.3%	30.7%	30.7%	33%	+45.5%	-25.7%	N/A
<b>CO15</b> : CO2 reduction from 1990 levels (%)	40.5%	52.9%	58.9%	58.9%	60%	+45.4%	+11.3%	N/A
<b>CO16</b> : Statutory info requests handled on time (%)	97.86%	41.00%	43.58%	58.63%	95%	-40.1%	+43.0%	+34.5%

## Publicity and campaign news

### Safety awareness

Following a tragic series of unrelated fatal fires across the capital in November and December, two involving children, we issued pre-Christmas advice and tips on staying safe at home, including promoting the Home Fire Safety Checker.

Other key safety campaigns included:

- Working with Transport for London to deliver the right message to Londoners as private e-scooters were banned on the transport network owing to fire safety concerns.
- Publishing the results of the first fire safety prosecutions post-lockdowns, warning landlords and premises owners about the consequences of not paying attention to fire safety.
- Warning of bonfire safety ahead of 5<sup>th</sup> November, when groups were able to gather for bonfires and fireworks again in 2021. As autumn hit, we also warned of the dangers of portable heaters in the home as people continued to spend more time during the week at home at a time of rising energy costs.
- Reminding heritage property owners to ensure they have a salvage plan in place and appealed to them to work with us to protect important historic artefacts. We demonstrated this by publicising exercises at Kenwood House and the Tower of London in this quarter.

### Incidents

The major incidents provoking media interest in this period were sadly two fatal fires involving young children, in Bexleyheath in November and in Sutton in December. Both incidents were widely reported in the media and the press team issued words of condolence from the London Fire Commissioner on the night of each incident, and managed press conferences live from both the incidents.

### Campaigns

# Summary of LSP performance

The progress the Brigade has made on the recommendations of the Grenfell Tower Inquiry Phase 1 report was communicated to our communities and partners through media and social media activity. This included:

- Profiling of new technology, including 9Eye video technology in Control, and new 64m ladders, with coverage across TV news in London.
- A significant feature interview with the London Fire Commissioner in the Sunday Telegraph, where he talked of progress and his approach to leadership.
- A proactive press release detailing progress against the GTI Phase 1 recommendations, two years after they were set.

Additionally, we worked with Nazir Afzal OBE to announce his appointment to the role of Chair of the independent review into the culture at London Fire Brigade.

## **Proactively leading discussion in key policy areas**

We also continued to campaign for a new approach to building safety in London, as the number of buildings declared too unsafe to support a stay put strategy went past 1,000. This included meetings with senior ministers and civil servants in the Home Office and the Department of Levelling Up, Housing and Communities to discuss fire safety and the built environment.

LFB continued our proactive work around legislation and the built environment. Particular areas of focus continued to be the Building Safety Bill and modern methods of construction. We provided briefings to civil servants to ensure they received a fire sector perspective and made constructive suggestions for positive changes to make the built environment safer.

We also continued to support members of Parliament in their deliberations of key policy areas. This included briefing MPs on fire safety in retirement communities ahead of a debate in the House of Commons.

## **Knowledge and information sharing**

We published the Fire Investigation report into the fire at New Providence Wharf which took place on 7th May 2021 and concluded the fire investigation. This was shared with stakeholders in national and local government, as well as the local community to support with sharing learning from the fire.

We also continued discussions highlighting the findings of our recent physiological trials research with national and local government stakeholders. This research provides crucial data to improve understanding of the physiological impacts of firefighting in high rise buildings and has informed LFB's high rise firefighting policies.

## **Stakeholder engagement**

We continued to host visits to fire stations and other LFB premises which help to give key stakeholders with responsibility for scrutiny of LFB a better understanding of our operations, providing an opportunity to demonstrate how we have been delivering our transformation. We also contacted all London Assembly Members to give them an update on LFB activity, provide information on how they can help keep their constituents safe and inform them of how they can engage with their local stations to support fire prevention and protection work.

## **Community Engagement**

In November, the Community Engagement team accompanied Brigade Officers on a learning visit to Milan Fire and Rescue Service following the Torre del Moro fire in August. The delegation was also joined by representatives from the National Fire Chiefs Council, three members of the Grenfell Next of Kin group and two members of the Lancaster West Residents' Association, with the visit including both technical information gathering sessions and engagement with local community leaders. The delegation gained a better understanding of the community's role in fire procedures in high-rise buildings and also spent time talking through the support that was put in place after the fire.

The team also managed engagement with the Royal Borough of Kensington and Chelsea faith network which led to several opportunities including an Afghan settlement engagement event and the development of a bespoke engagement training package for LFB staff led by East London Mosque colleagues. A trial of this session was delivered in preparedness for a wider session that will be delivered to LFB teams across the pilot boroughs focusing on improving engagement with Islamic communities.

## **Community Forums**

# Summary of LSP performance

The Community Engagement team has also led the work on the design and establishment of LFB Community Forums, recruiting in quarter three to a community steering committee which is tasked with designing the principles of the forum. This work will be taken forward in quarter four.

## Useful links

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)

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

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

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>



# Coronavirus

## Background

A new coronavirus disease (Covid-19) causing respiratory symptoms was first identified in December 2019 in China. The World Health Organization declared the outbreak of Covid-19 a pandemic on the 11 March 2020, as a result of Covid-19 spreading worldwide.

The Brigade's strategic objectives in response to the coronavirus pandemic were set out in the year-end report for 2019/20. Since that report, the focus has moved from response to recovery while maintaining a resilient service in the case of alternative virus variants being identified and continued waves of the pandemic having an impact across London and the entire UK.

## Winter 2021/22

Between August and November 2021 the Brigade recovered activities including larger training events, resumption of most prevention activity and more regular use of office space. However, due to rising Covid-19 cases and increased staff self-isolation from November, further restrictions were required in line with Government guidance (such as a return to working from home where possible and mandated mask wearing when moving around indoor spaces).

Over the period from November 2021 to January 2022 the Brigade was under immense pressure due to unprecedented levels of staff absence related to Covid-19 and normal winter illness. Vaccinations for staff (as with the public) were greatly encouraged to limit the impact of self-isolation.

Over Christmas and New Year 2022, the Brigade had its highest level of absence since the start of the pandemic with over 1000 individuals absent at a single time. Commissioner's Continuity Group (CCG) meetings continued to take place to manage the response to this situation and to maintain the resilience of the service. With exceptional efforts from the Establishment and Performance Team (EPT) and Brigade Coordination Centre (BCC), London Fire Brigade continued to meet the needs of London communities, and fortunately as January has continued absence and self-isolation have significantly lessened. As London cases continue to fall and self-isolation drops to five days we anticipate that our workforce will benefit from reduced absence, although the BCC will continue to be stood up to ensure that we can quickly and effectively respond to any further waves of Covid-19 that occur.

Throughout the entire pandemic the Brigade has maintained proportional Covid-Secure measures such as mask wearing and regular handwashing as well as ensuring adequate ventilation on stations to allow us to balance our service and obligations to the safety of London with the risk of Covid-19 and welfare of our staff/public.

The Brigade continues its commitment to return to consistent ways of working and we assess the measures in place ensuring that we are aligned with the entire London picture. We regularly monitor the wider situation with input from the Local Resilience Partnership and are using our experience nearly two years into the pandemic to inform our working practises and update policies where relevant.

## Third Wave Lessons Learnt

Following the Second Wave Lessons Learnt report published in September 2021, Business Continuity are now looking towards compiling a Third Wave Lessons Learnt report with teams across the organisation.

Further lessons from key areas (BCC, EPT, Duty Officers, Business Continuity, People Services etc) covering the period of the pandemic – will largely focussed on;

- a) June - July 2021 - Third wave with limited restrictions, increased LFB sickness and self-isolation (SI)
- b) Overall Winter 2021 - New variant, high levels of SI and sickness
- c) Christmas & New Year 2021-22 - Degradation, EPT pressures and service resilience, and
- d) A broad-spectrum look at how LFB has handled two years of the pandemic, including realising some of the ways in which we have found benefits to some of our ways of working and our outlook for the months ahead.

## Human Impact

In line with government advice related to the Covid -19 Omicron wave, staff have again been working from home where they are able to. The publication of the Brigade's Working With Choice: Flexible Working Options policy has ensured that the new working from home status has had little impact on the ability of individuals to continue undertaking their role responsibilities. There has, however, been an increase in staff presenting with stress, anxiety and depression linked to the new strain of Covid-19, but in those instances individuals have been able to refer

# Coronavirus

themselves to the Brigade's Counselling and Trauma Service who have been able to provide professional support.

## **Staff risk assessments**

The Brigade has completed an equalities impact assessment of Covid-19 and the associated equality impacts on the Brigade. This assessment paid particular attention to the Public Health England report titled 'Disparities in the risk and outcomes from Covid-19', which discusses the differences observed in health outcomes from coronavirus infection for different groups of people. The Brigade's assessment identified a range of impacts and associated mitigating actions.

All staff have completed an individual Covid-19 risk assessment that identifies their individual risk from known factors such as their age, gender, ethnicity and health status, allowing for managers to identify specific additional risk controls required to keep staff at higher individual risk from poor health outcomes safe. Guidance for managers and staff was produced in relation to both individual Covid-19 risk assessment and for the broader impacts that might face staff during the pandemic.

The Brigade is monitoring changes in Government guidance as COVID restrictions are generally relaxed to ensure that workplace risk control measures remain effective and proportionate, particularly where staff are returning to Brigade workplaces after predominantly working from home for the pandemic period.

## **Financial implications of coronavirus on the Brigade**

The pandemic has placed additional cost pressures on LFB which have been predominantly met through the use of one-off COVID grant income and/or raising of additional income in instances such as supporting the London Ambulance Service (LAS) to offset the additional expenditure. There have also been significant impacts on operational staffing levels, specifically for Q3 at the height of the Omicron variant in December and the requirements to self-isolate. This has resulted in further levels of pre-arranged overtime in order to keep appliances available.. The potential longer term impacts of COVID will continue to be highlighted through the budget setting process and LFB's Medium Term Financial Strategy (MTFS).

# Grenfell Tower Fire

The Operational Response Report (ORR) Volume 2, which is a factual narrative of actions taken by the Brigade at the scene of the Grenfell Tower fire, covering the period from 08:11 on 14 June 2017 and focusing on recovery operations at the incident, has been completed and was disclosed on 5 November 2021 to the Grenfell Tower Inquiry and to the Metropolitan Police Service (MPS). This concludes the work of the Grenfell Tower Investigation and Review Team (GTIRT) around the response timeline.

GTIRT has also now completed its operational response analysis (ORA) to examine events on the night of the Grenfell Tower fire that both met and did not meet the expectations of Brigade policy. For every event that did not align with the expectations of Brigade policy this analysis has determined the immediate, underlying and root causes of those events to inform future practices. The analysis identified operational, control and administration issues. The issues identified that had a direct impact on members of the public have been evaluated using the risk evaluation methodology called Bowtie. A report has been completed which outlines the findings of the ORA work. This includes identifying both those policies which were effective at the time of the fire, and whether those that were identified as being less effective have been addressed by changes and improvements introduced by the Brigade since the fire. After completion, this report was disclosed on 5 Nov 2021 to both the Grenfell Tower Inquiry and to the MPS.

The Programme Administration Team and its work, previously part of GTIRT, has been integrated into the General Counsel's Department (GCD). GCD continues to support the work of the Inquiry and police investigation (Operation Northleigh). GCD are co-ordinating this work and providing information, support, and guidance.

Face to face interviews conducted by the MPS with current and former Brigade staff are continuing. Between October 2021 and December 2021, three MPS interviews took place and another two interviews were scheduled for the new year, 2022. The team continue to contact witnesses for outstanding and new interview requests. Since September 2021 it has also dealt with 19 requests for information from the MPS as part of its Operation Northleigh investigation.

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 99 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 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 likely to be a further court hearing towards the end of April when parties will seek further directions as proceedings are currently stayed to facilitate the ADR process.

The final Phase 2 module of the Grenfell Tower Inquiry, Module 8, will consider evidence about each of the deceased in order to try to establish the facts necessary for the purpose of the Inquest function. The Brigade is continuing to analyse information to support the work of Module 8.

Module 5 (Firefighting) of the Grenfell Tower Inquiry saw six current and former Brigade staff give evidence, and this module concluded in October. The first part of Module 6 followed, beginning at the end of October and finishing in December 2021. Current and former Brigade employees, including the current London Fire Commissioner and former Commissioners, gave evidence about Brigade policy for managing fire survival guidance calls, risk assessments and evacuation, knowledge of risk, and lessons learned from previous fires. The second part of Module 6 began in December and resumed at the end of January 2022. It is focusing on evidence about fire risk assessments, the testing and certification of construction products and systems, and the role of Government.

# London Fire Commissioner's Decisions

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.

The following decisions have been taken by the London Fire Commissioner (LFC) between 1 October and 31 December 2021.

These decisions are published on the London Fire website at:  
<https://www.london-fire.gov.uk/about-us/our-decisions/>.

## **Contract Extension – Vision Mobilising System**

A ten-year contract for the supply of a replacement mobilising system (Vision), integrated communication control system and station end equipment, was awarded to Capita Business Services Ltd, on the 1 August 2012. The initial term is due to expire on 31 July 2022, however the contract contains options to extend incrementally up to July 2026. A project to replace the current mobilising solution is under way.

## **Airwave – Procurement of Direct Communications Server (DCS)**

All emergency services have been using the Airwave digital radio system for all its critical operational communications since its introduction as part of the national project in 2009. At LFB, Airwave is used as the primary communications bearer for all LFB fire appliances, officer radios and all centralised 999 equipment installed in the LFB control at the Merton (LOC) and at LFB fall-back facility in Stratford. In December 2022, the interfaces that provide the communication between control

## **People Services Strategy: Proposal for Organisational Change**

The People Services Department (HR and Organisational Development function) plays a fundamental role in the delivery of LFC's ambitious transformation agenda but requires a change in its operating model as a function to achieve this. This paper sets out a proposed target operating model for People Services, built around the introduction of an HR Business Partnering function. This widely used model delivers more efficient core HR services and partners HR with the business to drive transformation

## **Proposal on the Recommencement of Trainee Firefighter Recruitment**

To meet the residual budget gap of £5.9m in 2021/22 increasing to £14.7m in 2022/23, a recruitment freeze was proposed for two years and approved for Operational staff effective from April 2021. This report outlines the impact to the operational establishment as part of that freeze when considered alongside the upcoming Firefighter pension remedy and recommends that firefighter recruitment and training is restarted to minimise future impact, in light of further progress regarding the overall

## **Replacement of LFB Fleet Cars/Officer Pool Cars**

In order to provide essential frontline cover, the London Fire Brigade (LFB) have a fleet of Officer Pool Cars (OPC) available for use by officers of the London Fire Brigade. The current fleet of BMW i3s were introduced to the fleet in 2016 and had an agreed life of five years. These vehicles are now at the end of their life and require replacement. The LFB propose to purchase 50 zero emission officer pool cars in line with the Mayor of London's air quality improvement programme.

## **Draft Budget Submission 2022/23**

The Mayor has written to the London Fire Commissioner (LFC) to consult the LFC before preparing his draft Component Budget for the LFC for 2022/23. The Mayor is proposing to provide funding of £418.5m for the LFC in that year. This report sets out the LFC proposed Budget Submission to the Mayor that will meet that financial requirement and achieves a balanced budget position for the LFC in 2022/23. This is the full draft budget for 2022/23 and will form the basis for the GLA group budget submission on 26 November 2021 in line with the Mayor's Budget Guidance issued on 30 July 2021.

## **Interest-free loans for ULEZ-compliant vehicles for station-based staff who undertake standbys**

In light of the expansion of the Ultra Low Emissions Zone (ULEZ) on 25 October 2021, this report seeks agreement for the London Fire Commissioner to introduce a scheme for interest-free loans to enable station-based staff who may be required to undertake standbys to purchase a ULEZ-compliant vehicle.

## **Internal Audit – Quarter 2 Progress Report, 2021/22**



# London Fire Commissioner's Decisions

This report summarises the work carried out under the Internal Audit Shared Service Agreement by the Mayor's Office for Policing and Crime (MOPAC)'s Directorate of Audit, Risk and Assurance in the second quarter of 2021/22. It provides an assessment of the adequacy and effectiveness of the internal control framework within the Brigade.

## **Replacement Finance and Purchasing Solution**

The report seeks the approval of expenditure for the procurement of a new LFC Finance and Purchasing solution for a term of five years, and possible extension for up to a further five years, from contract award in 2022.

## **Definition of 'six months' and '12 months' sick pay**

This report recommends that the Brigade changes its definition of 'six months' when calculating six months full sick pay from 180 days to 184 days, and changes its definition of 'six months' when calculating six months half sick pay from 180 days to 181 days (182 days in a leap year). It also recommends that the Brigade changes its definition of '12 months' when calculating 12 months full sick pay (for 'due to service' cases) from 360 days to 365 days (366 days in a leap year).

## **Appointment of the LFB Chair of the Independent External Review of Culture**

Following the approval of LFC-0526, entitled "Reviewing our Culture", the process outlined in the paper has been followed. A Search Committee was established and has ended its deliberations, making the recommendation to the London Fire Commissioner that Nazir Afzal OBE is appointed as the LFB Chair of the Independent External Review of Culture.

## **Routine Periodic Medicals - Asbestos Medicals**

This report proposes an approach to the catch up on Routine Periodic Medicals completed via questionnaire since April 2020.

## **Internal Audit - Review of 2020/21**

This report provides the London Fire Commissioner, responsible for the London Fire Brigade (LFB), with the Head of Internal Audit's annual opinion on the effectiveness of the LFB's internal framework and details of progress on work undertaken during the year 2020/21.

## **Privacy for All Works – London Fire Brigade Estate**

This paper seeks approval for extending the implementation of gender neutral design across the London Fire Brigade (LFB) estate, with projects extending over the current financial year and the next five financial years, in order to create gender neutral resting rooms for firefighters in line with the current watch strength at each LFB station.

## **Personal Injury Settlement**

The London Fire Commissioner (LFC) previously delegated authority to General Counsel to settle a Personal Injury claim (LFC258x-D), that settlement exceeding the general delegated authority provided by the LFC Scheme of Delegation. This report recommends increasing the amount provided for settlement in the previous LFC decision in response to developments in this case. Details are set out in a confidential Part 2 form.

## **Home Office Grant Fund Expenditure Plan**

In September of 2020 LFB received two grants from the Home Office totalling £5.5 million. These grants are to be utilised to bolster LFB Protection activities and to assist in carrying out the Building Risk Review (BRR). A third grant of £3.9 million was received from the Home Office in April 2021. This report sets out proposed plan to allocate a spend against the grants.

# Financial Performance

	Full Year Revised Budget	Forecast Outturn at 31 December 2021 (Qtr.3)	Forecast Outturn Variance (under)/Over	Forecast Outturn Variance at 30 September (Qtr.2)	Movement between variance figures
	£000s	£000s	£000s	£000s	£000s
Operational staff	270,883	281,735	10,852	8,521	2,331
Other staff	65,410	61,481	(3,929)	(6,032)	2,102
Employee related	24,171	24,010	(161)	(619)	458
Pensions	21,644	21,341	(303)	(278)	(25)
Premises	44,837	45,978	1,140	1,052	88
Transport	17,605	16,901	(703)	(890)	187
Supplies and services	31,405	37,130	5,725	4,816	909
Third party payments	1,364	1,763	399	1,208	(809)
Capital financing costs	8,953	8,953	0	0	0
Central contingency against inflation	1,772	478	(1,294)	96	(1,390)
<b>Total revenue expenditure</b>	<b>488,044</b>	<b>499,770</b>	<b>11,726</b>	<b>7,876</b>	<b>3,851</b>
Other income	(41,519)	(53,064)	(11,545)	(7,173)	(4,372)
<b>Net revenue expenditure</b>	<b>446,525</b>	<b>446,706</b>	<b>181</b>	<b>702</b>	<b>(521)</b>
Use of earmarked reserves	(5,147)	(6,831)	(1,684)	(1,389)	(295)
<b>Financing Requirement</b>	<b>441,379</b>	<b>439,876</b>	<b>(1,503)</b>	<b>(687)</b>	<b>(816)</b>
Financed by:					
Specific grants	(35,976)	(36,024)	(48)	20	(68)
GLA funding	(405,400)	(405,400)	0	0	0
<b>Net Financial Position</b>	<b>0</b>	<b>(1,548)</b>	<b>(1,551)</b>	<b>(667)</b>	<b>(884)</b>

## Revenue Position

The forecast revenue outturn position at the end of December 2021 is for an underspend of £1,551k, which is -0.35% of the net revenue budget. The forecast underspend at Quarter 2 of £667k has increased by £884k since last reported at the end of September (LFC- 0610). The main reasons for this movement are explained below.

- £2,213k cost recovery from the London Ambulance Service (LAS) to offset the impact of the additional **overtime and allowances** related to Ambulance Driver Assist (ADA) support. The ADA support to the LAS ended in November 2021 and all payments for cost recovery have now been received.
- £2,158k on Metropolitan Fire Brigade (MFB) Act 1865, due to **increased income forecast** in the current quarter from insurers under the MFB Act with increases in insurance cover as well as additional insurers increasing the levy of payments due to the LFC.
- £1,390k due to growth no longer required to bring **training design and production** in-house to LFB from Babcock, as well as an alternative trainer resource model and a central programming team. The interim Assistant Director and interim Assistant Commissioner for Training and Professional Development are in the process of designing a new strategy and structure for the Department. It is expected that this process will result in recommendations requiring the re-purposing of this growth. The latest position is that the strategy/restructure report is expected to be presented for decision/approval by the end of this financial year, with changes implemented from early 2022/23.
- £778k reduced forecast expenditure on Immediate Detriment whilst discussions with the Home Office continue to address the lack of clarity around the timing and availability of **funding for Immediate Detriment**. As part of this, the Home Office have now revoked previous guidance, adding to the challenges in this area. This reduction in cost is proposed to be earmarked in the reserve and will be finalised as part of year end closing.
- £190k on **professional development budget** mainly due to underspending on incident command courses.

The above overspends are offset by other movements in the forecast outturn due to additional underspending on the following items:

# Financial Performance

- £2,180k on operational budgets mainly on **pre-arranged overtime** with detailed information on ongoing work set out from paragraph 13 of this report.
- A decrease in the forecast underspend of £2,102k in **FRS staff budgets** following the implementation and move to the new supplier of agency staff from October 2021, it is expected that agency spend will increase for the rest of the financial year, offsetting any increase in the underspend on permanent staffing.
- Additional expenditure on **operational equipment** of £1,038k due to one-off equipment costs to support the Maurading Terrorist Attack (MTA) project which is expected to be incurred in the current financial year.
- £369k on **vehicle and equipment** contract due to accident repairs, including to one pumping appliance, and increased levels of unfair wear and tear during the year.
- £151k on **firefighter trainees** with 22 firefighter trainees now expected to be in place by the end of this financial year.

LFC Capital	Full Year Budget	Forecast Outturn at 30 Sept (Q2)	Forecast Outturn Variance (under)/over	Forecast Outturn Variance at 30 September (Qtr.2)	Movement
	£000s	£000s	£000s	£000s	£000s
ICT	5,017	1,649	(3,368)	(3,254)	(114)
Property	24,870	8,254	(16,616)	(13,190)	(3,426)
Communications	40	-	(40)	-	(40)
Fleet and Equipment	22,436	9,266	(13,170)	(8,361)	(4,809)
Operational Policy	8,200	149	(8,051)	-	(8,051)
<b>Total Capital Expenditure</b>	<b>60,563</b>	<b>19,318</b>	<b>(41,245)</b>	<b>(24,805)</b>	<b>(16,440)</b>

## Capital Position

The original budget for the 2021/22 capital programme was £58,637k, as per the Capital Strategy approved as part of the 2021/22 Budget report (LFC-0505x). The budget was increased to £60,563k following the capital outturn position for 2020/21 reported in the Financial Outturn Position report (LFC- 0569), with £1,926k carried forward to 2021/22 from 2020/21.

The forecast capital outturn for 2021/22 as at the end of December (Q3) is £19,318k. This is £41,245k less than the revised budget position including ICT (£3,368k), **Property** (£16,616k), Fleet (£13,170k), Communications (£40k) and Operational Policy (£8,051k). Detailed breakdown is provided in Appendix 2 and key variances are explained in more detail from paragraph 32 below.

The position on the amount and timing of capital receipts, including for **sites at Clerkenwell**, which is expected in February 2022, and Albert Embankment, continues to be monitored.

The Capital budget approved by the LFC in March 2021 was £58,637k. This budget was increased to £60,563k as part of the outturn report 2020/21, to **approve slippage** from 2020/21 to 2021/22 of £1,926k including ICT £648k, Property £1,169k and Fleet £109k.

The forecast capital outturn for 2021/22 is £19,318k, which is a reduction of £16,440k compared to the position reported at Quarter 2, £35,758k (LFC-0610). This is mainly due to Budget slippage in future years. The main changes in the programme are outlined below.

Spend for a number of **Fleet** projects including Officer Pool Cars (£1.54m), Operational Support Units (£1.18m), Thermal Imaging Cameras (£893k), Lightweight portable pumps & Command Support Units (£633k), account for the large movement from Quarter 2 as the projects are not far along enough to ensure delivery before the end of March 2022.

The major variance in the **Property** Quarter 3 forecast relates to the Lambeth Fire Station (£2,797k) being reviewed as the return tender prices were significantly higher than budget. Other projects deferred to 2022/23 include Southgate and Enfield (£212k), Hornchurch Fire Station (£150k) and Sidcup Fire Station (£75k).

The **ICT** Data Transfer system (£195k) has been deferred one year as spend is not likely to be incurred until 2022/23.

The late budget approval ICT LFC-0429z £577k for the replacement of computer software has been included in the budget for 2021/22. The current forecast outturn is expected to be £200k with the remaining budget reprofiled into future years.

# Financial Performance

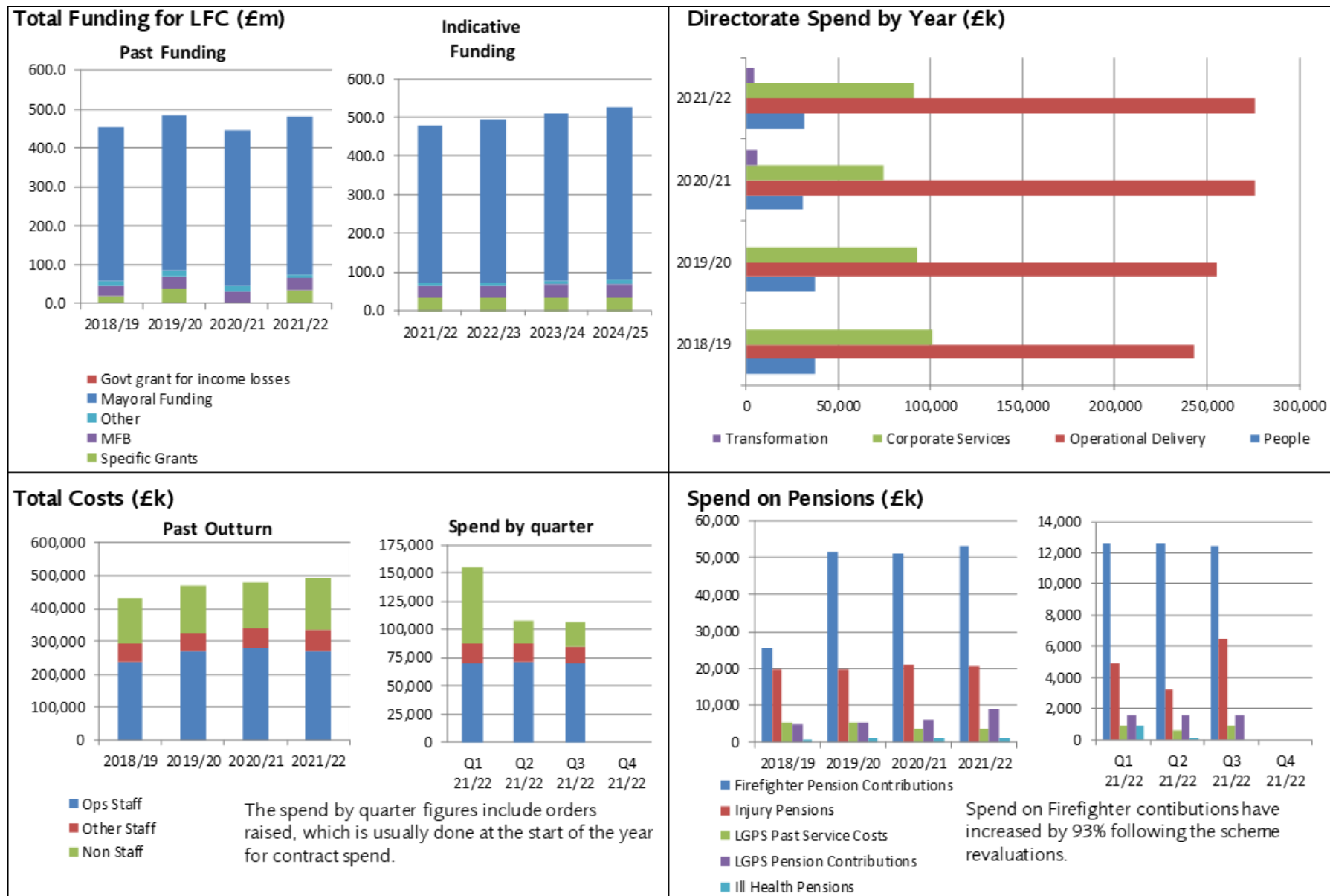
Under **Communications**, as the outcome of 8 Albert Embankment is still being discussed the LFB Museum project (£40k) has been reprofiled to allow further review on alternatives and project delivery.

In **Operational delivery**, there has been a delay in the delivery date of their project due to a procurement process issue. Therefore, the Respiratory Protective Equipment and Radio replacement projects (£8,051k) have been reprofiled into 2022/23. Provided the contract is awarded in May 2022 the delivery date is expected to now be late 2022/23.



# Financial Performance

## Financial trends



### Directorate Spend by Year (£k)

Year	Transformation	Corporate Services	Operational Delivery	People
2021/22	~5,000	~90,000	~280,000	~35,000
2020/21	~5,000	~75,000	~280,000	~35,000
2019/20	~5,000	~95,000	~260,000	~40,000
2018/19	~5,000	~100,000	~245,000	~40,000

### Total Costs (£k)

#### Past Outturn

Year	Ops Staff	Other Staff	Non Staff
2018/19	~250,000	~50,000	~120,000
2019/20	~280,000	~50,000	~140,000
2020/21	~280,000	~50,000	~150,000
2021/22	~280,000	~50,000	~160,000

#### Spend by quarter

Quarter	Ops Staff	Other Staff	Non Staff
Q1 21/22	~70,000	~20,000	~60,000
Q2 21/22	~65,000	~20,000	~55,000
Q3 21/22	~65,000	~20,000	~55,000
Q4 21/22	~65,000	~20,000	~55,000

### Spend on Pensions (£k)

#### 2018/19 to 2021/22

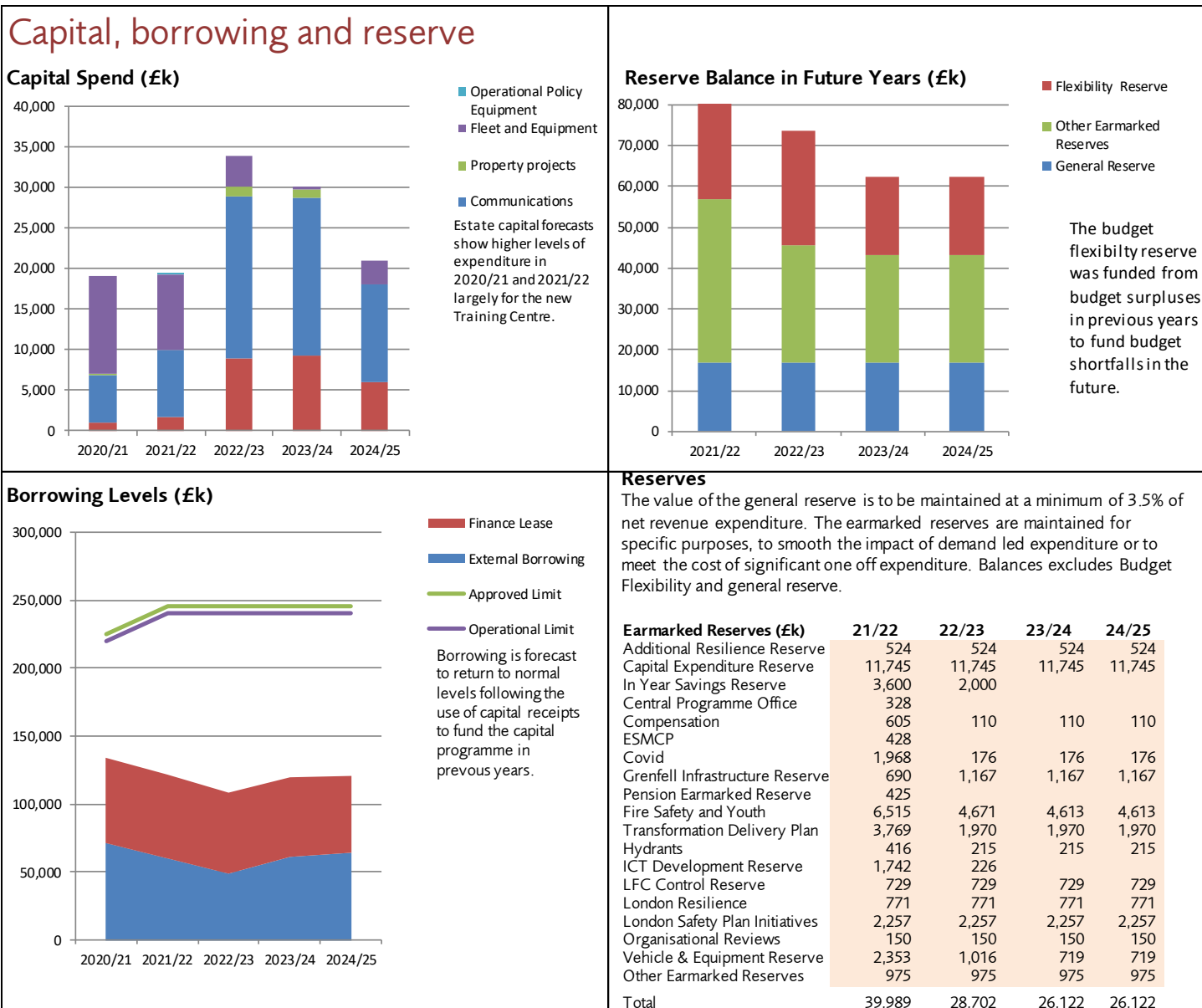
Year	Firefighter Pension Contributions	Injury Pensions	LGPS Past Service Costs	LGPS Pension Contributions	Ill Health Pensions
2018/19	~25,000	~20,000	~5,000	~5,000	~1,000
2019/20	~52,000	~20,000	~5,000	~5,000	~1,000
2020/21	~52,000	~20,000	~5,000	~5,000	~1,000
2021/22	~53,000	~20,000	~5,000	~5,000	~1,000

#### Q1 21/22 to Q4 21/22

Quarter	Firefighter Pension Contributions	Injury Pensions	LGPS Past Service Costs	LGPS Pension Contributions	Ill Health Pensions
Q1 21/22	~12,500	~5,000	~1,000	~1,000	~1,000
Q2 21/22	~12,500	~3,500	~1,000	~1,000	~1,000
Q3 21/22	~12,500	~6,500	~1,000	~1,000	~1,000
Q4 21/22	~12,500	~6,500	~1,000	~1,000	~1,000

# Financial Performance

## Capital, borrowing and reserves



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

## Key points

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

We'll deliver this aim by:

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

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

### Annual indicators

The following indicators for Prevention and Protection are annual indicators so will be reported at the end of year only:

H1: Boroughs below the national average rate for primary fires

## Prevention

LFB's prevention offer covers a variety of projects, activities and programmes for individuals, groups and organisations across London. The aim is to reduce identified risks by raising awareness and delivering frontline services. The Brigade has a long history of providing Home Fire Safety Visits (HFSVs) where we will visit residents in their properties to assess fire risks and fit free smoke alarms in all areas of risk.

Before Covid-19, we delivered around 80,000 HFSVs annually but during lockdown

this was significantly impacted as we focused on the most vulnerable who required an urgent visit. The number of HFSVs delivered was rising steadily throughout 2022, however delivery has once again been impacted by the rise in Covid-19 cases throughout December. We have increased the ways in which we engage with different communities by introducing a new Home Fire Safety checker, an online app whereby residents can assess risk in their property to determine if they require a physical visit. Despite our prevention activity we sadly still see a number of fatal fires across London every year. Each fatal fire is reviewed to evaluate our operational response but also the learning from each individual case is used to tailor our prevention work, locally and pan-London, with partner agencies such as local authorities and care providers. An organisational learning report has been drawn up to share the outcomes of the year's Fatal Fire Reviews with borough and station staff as well as Fire Safety Regulation staff.

Our data shows that the two most significant risk factors which contribute to fire deaths are if they smoke or have conditions associated with older people, such as visual, cognitive or physical impairments. The last five years of data shows that 35 percent of fatalities from fire were smokers and 65 percent of fatalities from fire were over 65. Although the differential has reduced over time, men are still 16 percent more likely than women to die as a result of a fire. Additionally, proportionate to the size of population there are more fire deaths in inner London than outer London (46% of fire deaths compared to 40% of population in inner London and 54% of fire deaths compared to 59% of population in outer London). This is likely linked to increased risk factors such as the higher levels of deprivation in inner London compared to outer London.

Individuals who are most at risk from fire, are those who:

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

The highest risks from incidents other than fires are:

- Non-fire incidents involving road vehicles – particularly road traffic collisions

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

- Non-fire incidents involving trains – particularly persons under train
- Non-fire incidents involving outdoor water – particularly persons in the water

## Youth schemes

The Brigade has a long-standing history of delivering a number of child and youth engagement, intervention, and education schemes in order to: reduce fire risk; raise awareness of fire danger; safety and prevention; detection and escape from fire in the home. The schemes are aimed mainly at primary and secondary school age children and young people, but some also cover children as young as five years old which includes visits to nurseries and children's centres. All of the 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. Development of online packages during Covid-19 have enabled work to continue whilst expanding our reach into more schools. Going forward, this option will enable schools to decide if they would like a face to face or virtual input providing greater flexibility.

Youth engagement and intervention is an integral part of the delivery of London Safety Plan including a target to reach 100,000 children and young people annually to deliver fire prevention and safety messages.

The Brigade's children and youth programmes include a central core offer of the Education Team, Safety First, Fire Cadets, and Fire Setters Intervention Scheme (FIS). There are also a range of wider youth engagement schemes delivered at borough level; Safe Drive, Stay Alive (SDSA); and The Prince's Trust. We estimate that overall, we engage with over 220,000 children and young people annually.

During 2020/21, the impact of Covid-19 meant we had to adapt to the new environment and embrace technology to provide safety messages. This resulted in activities being delivered online such as training on fire safety awareness for care staff to virtual fire cadet units and enhancing fire safety messages to the public on our website including the launch of a virtual 'Hazard House' and Home Fire Safety Checker.

In 2021/22, prevention activities will provide a blended approach embracing the new technology opportunities in addition to a return to face to face delivery in line with Covid-19 procedures. Following a review of all youth activities, a new structure for youth work will be introduced.

## Firesetters Intervention Scheme (FIS)

In quarter three, FIS formally known as Juvenile Firesetters Intervention Scheme (JFIS) received 18 referrals and currently have 53 open cases across London. 175 intervention sessions, including multi agency meetings, were completed by caseworkers with 27 cases processed for closure during this quarter. As a routine part of the service a Home Fire Safety Visit (HFSV) is offered and seven HFSVs were accepted as high priority upon referral to the scheme.

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

FIS continues to support Borough Commanders with quarterly data on child/youth set fires in each borough. Incident Management System (IMS) data on child set fires is monitored and where appropriate crews are contacted to establish why a referral to FIS was not considered. FIS is currently reviewing resources which form a toolkit detailing strategies to reduce deliberate firesetting at a local level.

## Education Team

The Education Team continues to explore new ways of working outside of their normal delivery to schools. 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 have been arranged. This new way of working will broaden both the scope of the Education Officers and the team's objectives. Fire Station Education Packs have been updated together with a guidance video filmed by one of the Education Officers, assisting Fire Stations



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

in delivering consistent Prevention, Detection & Escape messaging when carrying out visits to low and medium priority Schools.

During quarter three the Education Team have been offering face to face delivery as well as virtual workshops. Whilst face to face visits have continued to be offered, due to the recent increased numbers of Covid-19 cases, schools have opted to book our virtual delivery sessions ensuring our continued interaction at these key school ages. We will continue to offer a blended approach of face to face or virtual going forward to meet school needs; having engaged with 160 Schools with 5 schools receiving physical face to face visits from Education Officers. A total of 440 sessions have taken place in schools during this period with approximately 13,200 children participating in the Prevention, Detection & Escape workshops. The Team also delivered to 30 young people on Sunday 21 November 2021 for an event at New Providence Wharf.

## **Safety First**

Safety First is a joint initiative delivered by the blue light collaboration of emergency services; London Fire Brigade, Metropolitan Police and London Ambulance Service (LAS). It involves a selection of educational workshops delivered to Year 8 classes at secondary schools. The initiative aims to deliver to two secondary schools per week in London and to achieve 60 school visits annually, targeting schools in priority boroughs identified by Metropolitan Police. Throughout the delivery, a selection of prevention workshops is offered on the following topics and schools must pick at least one from each agency:

- LFB - Arson, Road Safety, Water Safety,
- Police - Sexting, Child Exploitation, Serious Youth Violence,
- LAS - Choose Well, Consequences of Knife Crime, Drugs & Alcohol.

The aim for these workshops is to educate young people to the consequences of risky behaviours and to reduce anti-social behaviour and make our communities safer for all.

Safety First has now been amalgamated into the Education Team. In September 2021 all Education Officers received training to deliver the three LFB packages: Water Safety, Road Safety and Arson. Education Officers will now be delivering to

secondary schools through Safety First as well as primary schools which is currently their core delivery.

In quarter three Safety First continued with virtual delivery and delivered to 11 secondary schools, with a total number of 308 sessions carried out reaching 2,158 young people. In November, Safety First also completed two pilot days in the boroughs of Bromley and Barnet, to trial physical delivery in schools with additional measures in place. Over these two days a total of 60 additional sessions were delivered, engaging with 372 young people. Both pilot visits were successful and Safety First are looking forward to offering schools virtual and physical delivery from quarter four onwards.

## **Fire Cadets**

During quarter three, Fire Cadets continued to deliver the newly created Training and Development phase for adult volunteers across all London boroughs. Following on from their initial sessions in September, volunteers concluded their training with sessions in Subject Knowledge, Learning Styles, Employability Skills, Cyber Safety, and Modern Slavery, as well as completing the suite of sessions delivered by the LFB Fire Cadets Operational Team on Operational Skills. Feedback from these sessions has been extremely positive. A full evaluation will commence in quarter four to ensure that all feedback is formally captured, reviewed, and updates made in preparation for 2022.

Officer Cadet Assessment Centre's took place across three days during October half term for the appointment of Leading Fire Cadets, Sub Officer Cadets and Station Officer Cadets. All applicants performed admirably and were a credit to themselves and to their Fire Cadets Coordinators. All assessment panels were independent and resulted in the appointment of 41 Leading Fire Cadets, 12 Sub Officer Cadets, and 3 Station Officer Cadets. Where applicants missed out on promotion by a small margin, reassessments are tentatively planned to take place during quarter four, Covid-19 dependent.

Recruitment of young people to join Fire Cadets in 2022 commenced in quarter three. Fire Cadet Coordinators have promoted their units and engaged with young people who may be interested in joining. Promotion of Fire Cadets took place across social media and we saw a marked increase in self-referral applications via the LFB

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

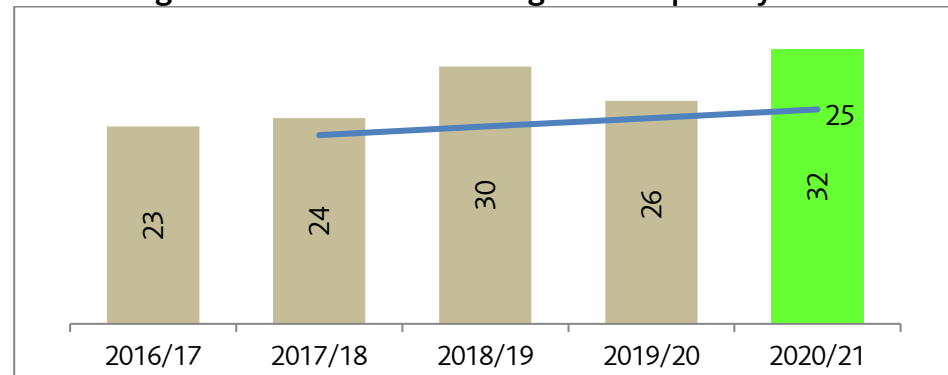
website in quarter three. There have been some difficulties in terms of recruitment, due to secondary schools refraining from external visitors delivering face to face to their students, however overall it is going well, with units planned to open in the new year (Covid-19 dependent).

A trial IT suite has been purchased to support the roll out of Volunteer-Led units across the city. Lead Volunteers will be provided with a tablet accessible to the Government Wi-Fi Network, a projector and screen. This will enable all Lead Volunteers who are not also Brigade employees, to access resources to deliver theory-based sessions via our online management system, 'Fire Cadet Manager'. Covid-19 dependent, training on this suite of equipment and the use of 'Fire Cadet Manager' is being planned to take place mid quarter four.

Fire Cadets is one of the 14 nominated Fire Safety projects currently subject to project management review to ensure that performance around delivery and funding remains on target with agreed outputs. In quarter three work continued to create sustainable career pathways for Fire Cadets and adult volunteers in LFB employment, and employment within the wider public sector. Employability Skills will now be embedded into the Fire Cadets syllabus, with sessions being delivered to adult volunteers during the Training and Development phase, and to young people within quarter four.

## Performance Indicators - Prevention

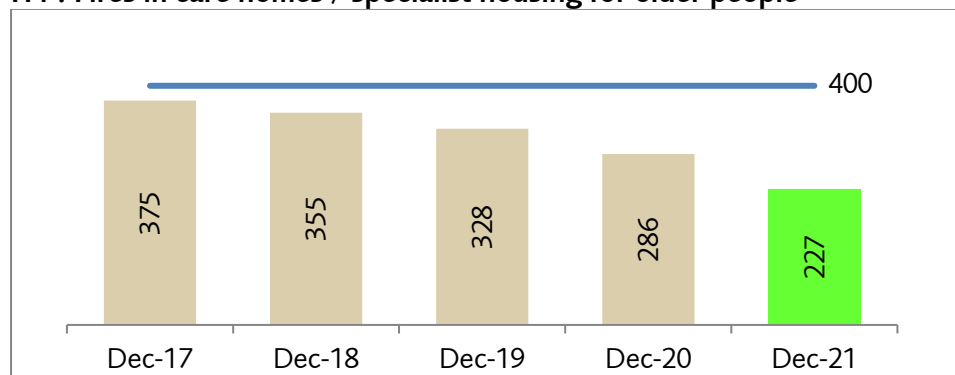
### H1 : Boroughs below the national average rate for primary fires



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

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

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



As with quarter two, fires in this sector continue to remain well below our target highlighting the decline in rates of fires seen over the last three years in the sector. 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.

The Care, Health and Safeguarding Team have developed a Fire Safety video aimed at domiciliary and non-domiciliary care providers, to be released in the coming months. We are continuing to target the care sector to ensure that fire safety is recognised as a vital part of a carer's role and have developed an action plan to support this ongoing piece of work.

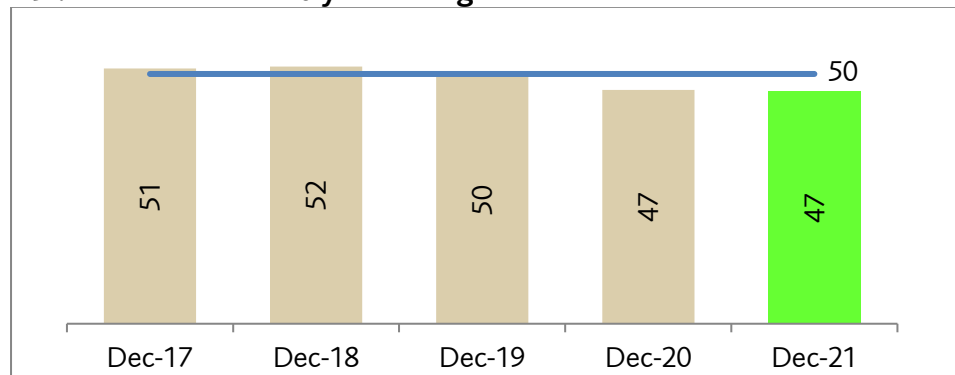
In terms of care home audit delivery, during the initial pandemic our approach was primarily focused on desktop audits in this sector, this has fluctuated over time as the restrictions have eased with more 'in person' audits taking place. With the surge of the omicron variant, 'in-person' audits became problematic. Desktop audit numbers have been low for quarter three, therefore desktop audits of care homes will be a specific focus for our inspection teams in quarter four.

Comparison for care homes desktop audits (FS14)		
	Q3 2020/21	Q3 2021/22
Total	22	2

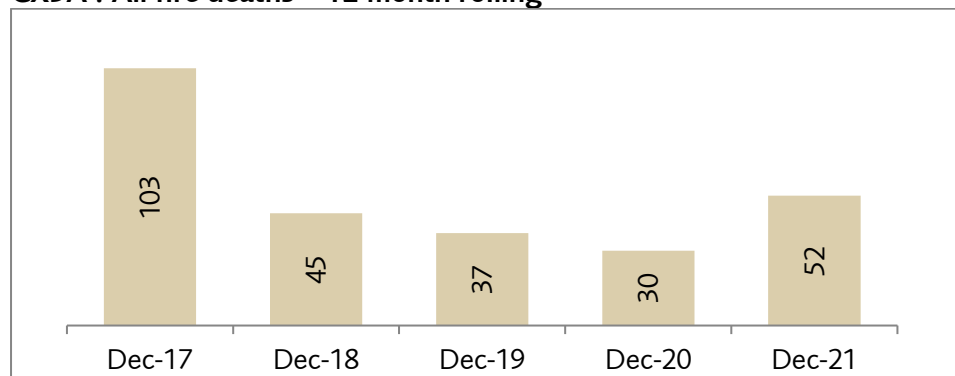
In addition, the policy and guidance notes (FSIGNS) relating to specialised housing premises have all been reviewed to assess the implications of the Fire Safety Act on them. The reviewed FSIGNS are scheduled to be published on commencement of the legislation.

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

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



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



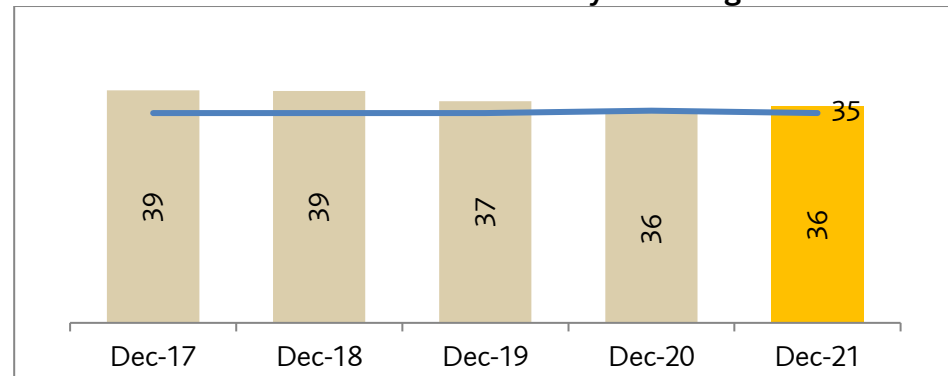
The all fire deaths (10 year average) is reporting as on target at an average of 35. The accidental fire deaths in the home (10 year average) is reporting just over target at 36.

Two of the incidents that occurred in quarter three resulted in the deaths of eight people, six of these were children, all under the age of five. Following these tragic incidents, support was offered to the families and local communities by the local Borough Commanders, station staff and the local community safety teams. Support was also offered to attending firefighters by the Brigade's Counselling and Trauma team. Young children dying as a result of accidental dwelling fires is a rare occurrence and it was particularly shocking for attending crews to be called to two

such incidents within weeks of each other. The last time the Brigade attended an accidental dwelling fire that resulted in the death of a child under the age of five was the Grenfell Tower fire in 2017, with the previous incidence before the Grenfell Tower fire occurring in 2013.

Since January 2021 there have been 53 deaths at a fire. The Coroner has found that one of the deaths was not as a result of fire related injuries, meaning that there were 52 fire fatalities in the rolling 12 months to the end of December 2021. The number of deaths has risen considerably compared to December 2020 and this is the highest total of fire deaths in one year since 2011 at 55 (excluding 2017). Of these, 41 fire fatalities occurred during accidental dwelling fires. (Note a number of the incidents remain under investigation so numbers may change).

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



The Brigade has a process in place to review any fire fatalities arising from accidental dwelling fires. This is to consider not only the operational response to the fire and community / partner engagement undertaken since the incident, but also to identify any opportunities which may have been missed to prevent the fire, or at least the fatality, through prevention activity. 26 incidents have been subject to a fatal fire review since December 2020, with six taking place in quarter three. Some of the best practice highlighted through the Fatal Fire Reviews include local Borough Commanders working with local Safeguarding Adult Boards (SAB) to ensure that fire risk is considered when working with vulnerable adults. This work has included presenting fatal fire case studies at SABs to identify if there were any missed opportunities for intervention.

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

Evidence shows that people in receipt of care are at a higher risk from fire. Investigation of fatal fires shows that there have been clear indicators of fire risk, but these are not being reported by attending carers. As a result, Borough Commanders who have attended a Fatal Fire Review where the victim of fire was in receipt of care are working with local care agencies to ensure that they receive fire safety training. Undertaking this training will equip carers with knowledge of fire safety risks and how to report concerns to the Brigade. This training can be adopted by Care Managers for dissemination to their staff.

The Brigade held a communication session for Borough Commanders, Station Commanders and Prevention and Protection staff in quarter three whereby lessons learnt and best practice, identified at fatal fire reviews were shared.

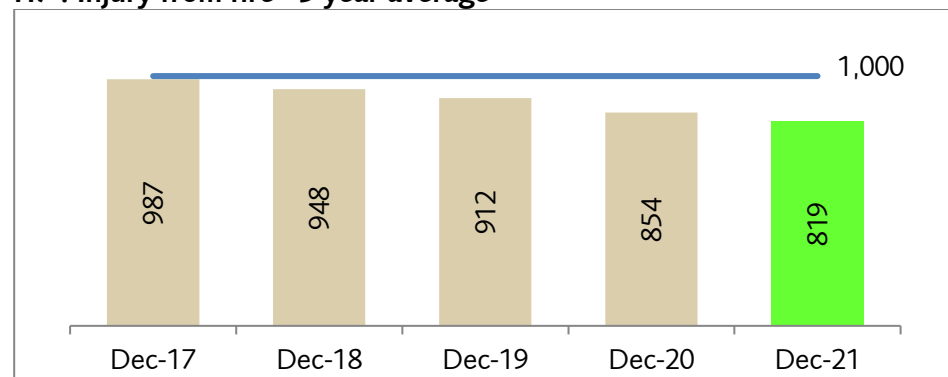
As many accidental dwelling fire victims share similar characteristics and circumstances, future communication sessions will also be used to share the trends and themes of issues that have been raised through letters to the Coroner.

An emerging issue is the 'gap' in regulation of specialised housing where vulnerable people are in receipt of a high level of care. Along with raising these issues to the Coroner, the Brigade is working with the NFCC Specialised Housing Group and the Care Quality Commission to highlight these issues to ensure that those more vulnerable to fire are safer in their homes. A letter to the Coroner, sent in quarter three, highlighted this issue. As a result, the Coroner has indicated that they will be issuing a Prevention of Future Death notice to relevant parties. Five of the households where a fatal fire occurred in quarter three had received a previous Home Fire Safety Visit (HFSV) and a further one had been referred for a HFSV, but at the time of the visit the resident was unavailable. Further contact was made but offers were declined by the resident.

The majority of those (27 of 43) who died in an accidental dwelling fire in 2021 were previously unknown to the Brigade. Covid-19 restrictions have severely hampered the Brigade's prevention activities and the number of HFSVs carried out by crews has subsequently dropped significantly. During lockdown conditions Brigade staff continued to carry out HFSVs with individuals who were deemed as high risk (following Government Guidelines and Brigade procedures). Where individuals were considered as low risk, they were provided with home fire safety advice over

the phone and, if in agreement, were placed on a waiting list so that when lockdown restrictions were lifted a full HFSV could be arranged and carried out. They were also directed to the Brigade's online Home Fire Safety Checker which provides tailored fire safety advice. Since the lifting of restrictions, the area Community Safety Teams have been working hard to arrange these HFSVs, again prioritising high risk residents above those at lower risk. However due to the uncertainties of Covid-19 and the anxiety caused by potential contamination, those who previously agreed to a HFSV are now reluctant to admit Brigade staff into their homes. The area Community Safety teams continue to provide home fire safety advice to residents over the phone and signpost to the online Home Fire Safety Checker

## H7 : Injury from fire - 5 year average

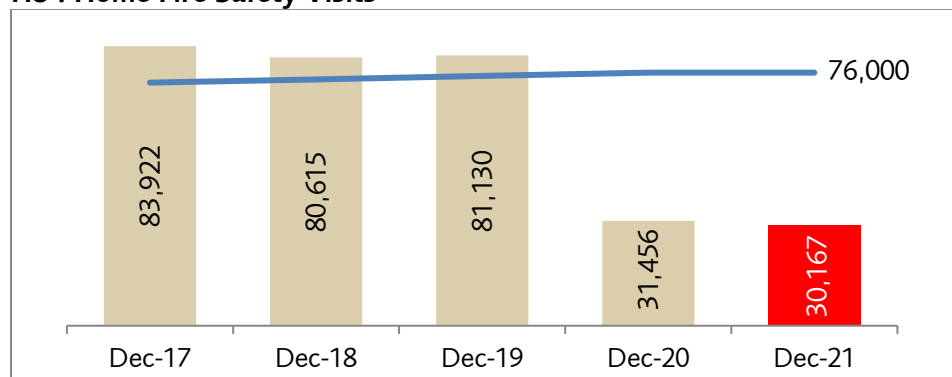


Injuries from fire (5 year average) continues to report on target, having fallen by 19% over the last 5 years.



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

## H8 : Home Fire Safety Visits



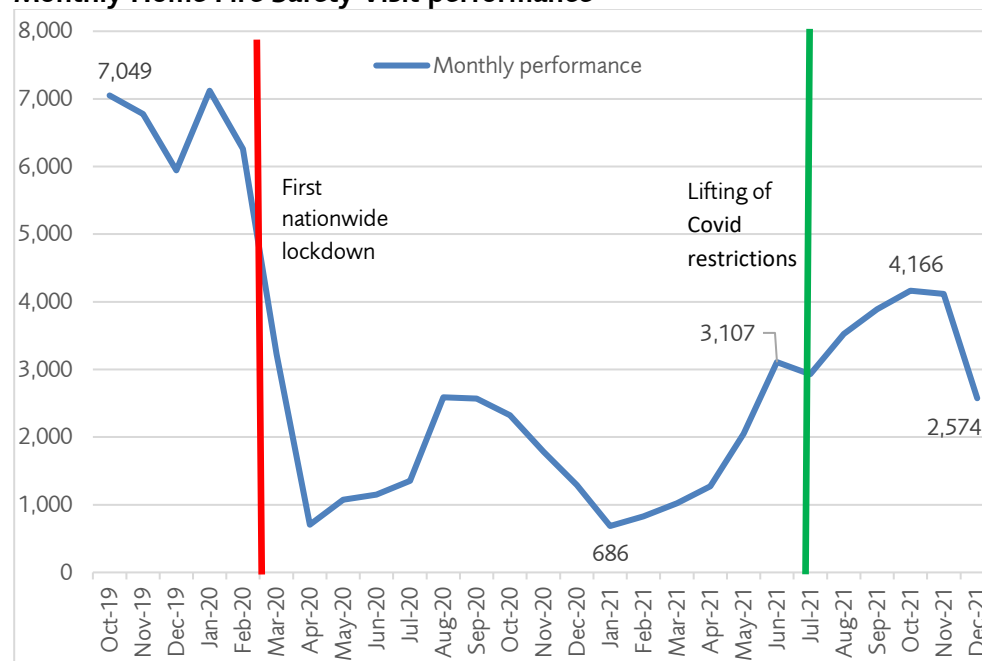
In quarter three, the Brigade carried out 10,723 Home Fire Safety Visits, an increase on quarter two, delivering key prevention advice to 23,209 Londoners. The Brigade has maintained a Covid-19 secure approach to HFSVs, screening calls for any symptoms as well as prioritising those most at risk from fire. The total number of visits is slightly lower than the same time last year, this is most likely due to the impact of Covid-19 on staff and appliance availability as well as a general public wariness around inviting others into their homes.

Of the 10,723 visits, Brigade staff fitted 10,695 standard smoke alarms and 632 specialist alarms for those that are hard of hearing or deaf.

88% of households where a visit was carried out disclosed at least one disability with 50% of those households having at least one resident living with a mobility issue that could have impeded their ability to escape from smoke or a fire.

In May 2021, the Brigade launched the Home Fire Safety Checker; a tool designed to allow the less vulnerable of London a chance at carrying out their own HFSV in their home, or the home of someone they care for. In quarter three, 2151 households have carried out the initial stage of the online checker, with 67% of those households being directed towards carrying out their own HFSV using the checker and 33% either booking an in-person visit or seeking further information about what a visit entails.

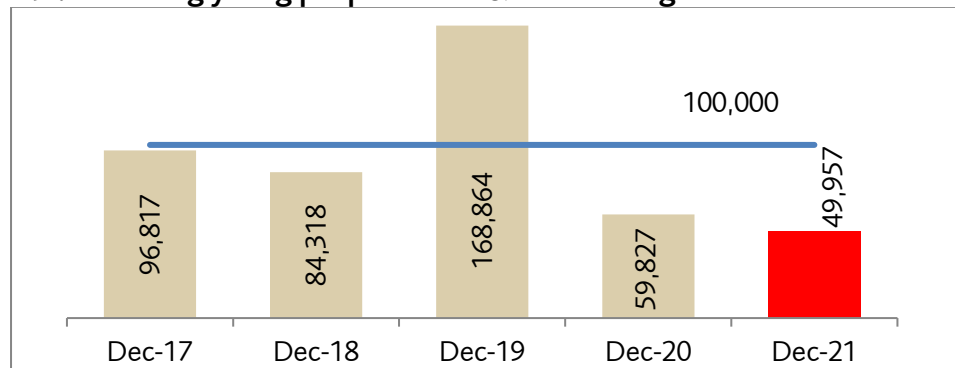
## Monthly Home Fire Safety Visit performance



Monthly HFSV totals increased steadily between January and April, roughly doubling in this period, from 686 to 1,273, with the easing of lockdown measures this increase has subsequently accelerated with the monthly total for June at 3,107. After falling by almost 200 in July, monthly HFSV totals have increased steadily peaking at 4,166 for October. However monthly performance has fallen back down to 2,574 for December, this is -57% when compared to the monthly performance in December 2019.

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

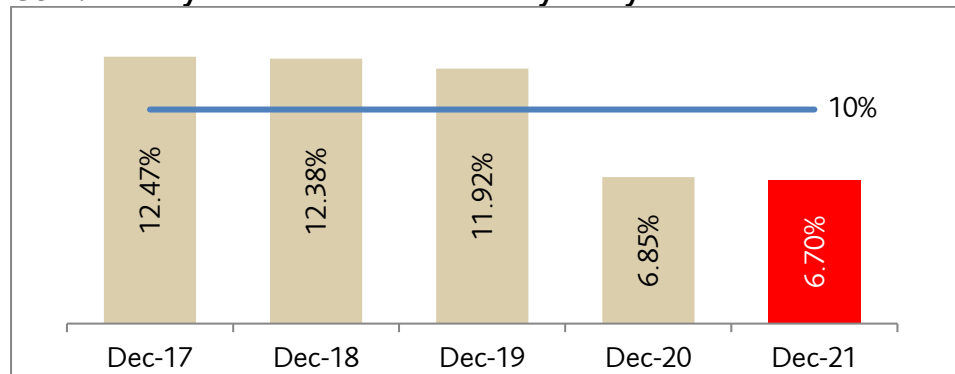
## H9 : Educating young people on fire & other emergencies



This indicator captures the number of young people reached by the brigade's youth activity work focussed on behaviour change. The target was to drive work to reach more young people over the four-year life of the London Safety Plan. The delivery of youth schemes has been severely affected by the Covid-19 pandemic and Safe Drive Stay Alive (SDSA) has been unable to deliver since quarter one 2020/21.

However, the Brigade have been engaging with young people virtually where possible. All 33 borough Cadet units are opening in January 2022.

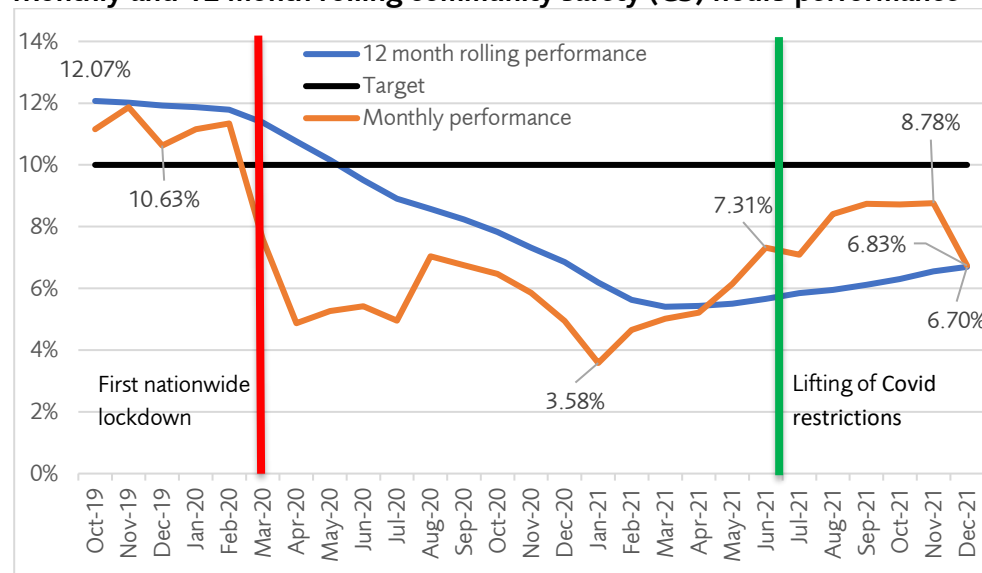
## CO1 : Time by station staff on community safety



This indicator measures the percentage of available time utilised on community safety activity by fire station staff. Since February following the launch of the government's roadmap to recovery, fire stations have moved forward with

community safety engagement reflecting the Government's Covid-19 guidance. There is still some hesitancy within local community groups such as, schools, youth groups to visit external venues so we have had to look at new ways of connecting with our communities using virtual open days and fire safety advice on social media platforms however these are not recorded against individual borough community safety targets. The continued emergence of new variants reduces our ability to allow communities to access our premises in conventional ways, which impacts the speed of return to higher engagement levels, which in turn impact the overall figure.

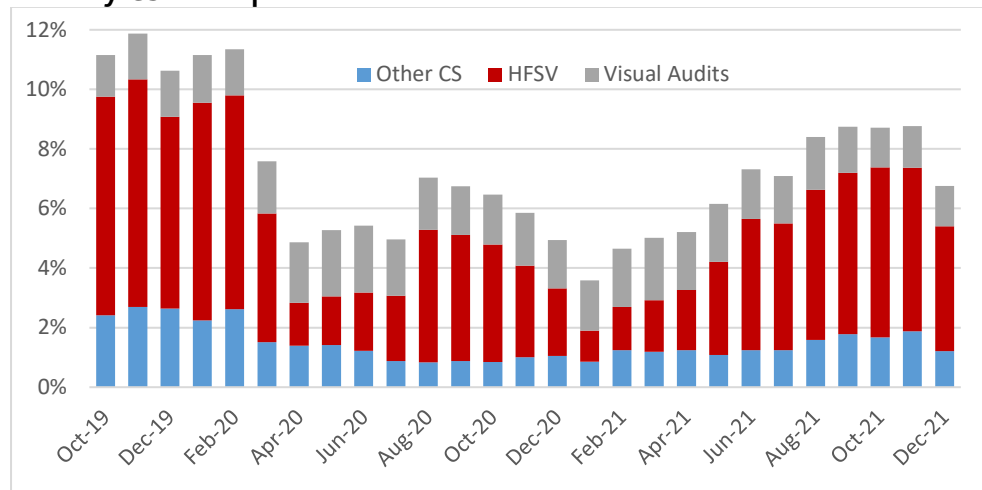
## Monthly and 12 month rolling community safety (CS) hours performance



Monthly performance increased steadily between January and June, from 3.58% to 7.31%, after falling back slightly in July, performance peaked at 8.78% in November, however this has subsequently fallen back down to 6.83% for December, this -3.77 percentage points when compared to the monthly performance in December 2019

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

Monthly CS hours performance breakdown



The majority of CS hours are spent carrying out HFSVs, the proportion of which dropped significantly during periods of lockdown. Visual audits have remained fairly consistent throughout the period.

## Protection

The principal regulatory tool provided by the Regulatory Reform (Fire Safety) Order 2005 (RRFSO), applicable to almost all buildings and structures, other than individual private homes; is the primary focus of London Fire Brigade's protection work. In order to further ensure the safety of Londoners and visitors to the capital. The Brigade also acts as the Petroleum Enforcing Authority (PEA) for London, responsible for ensuring that those who keep and dispense petrol do not cause risk to the public or the environment and are compliant with the Dangerous Substances and Explosive Atmosphere Regulations 2002.

At a both a local and national level, our teams work with both internal and external stakeholders. Collaborating to provide responses to Home Office consultations, shape new legislation and guidance via working groups and organisations such as NFCC and Office of Product Safety and Standards (OPSS), advise Primary Authority partners – some of whom are the largest housing providers in London, liaise with

responsible people in regards to heritage buildings are, amongst other areas of work, key to ensuring we are at the forefront of developments, technological advances and change in the built environment.

### Legislation: Fire Safety Act 2021

The Government's Fire Safety Act 2021 which provides clarity on the extent of application of the RRFSO to blocks of flats received Royal Assent on 29 April 2021. The Act was expected to come into force in October 2021, however it now appears to have slipped into quarter four.

We await details of the Government's risk-based prioritisation tool for fire risk assessments and remedial measures programme so that inspectors can be trained in the use of them and any necessary adjustments can be made to internal policies. We also await details of guidance the Government proposes to issue on enforcement of the clarified requirements. The Government has yet to provide a date as to when this will be provided

Revised fire safety inspection audit forms and risk scoring for high-rise audits based on guidance provided by the NFCC have been developed and are awaiting rollout. This is being held pending ongoing upgrades to the existing IT system for Windows 10 which affects the mobile devices fire safety staff use. A draft Fire Safety Guidance Note for Inspectors which utilises the NFCC guidance has been prepared in preparation for coming into force of the Fire Safety Act.

Details of regulations expected to be made under the RRFSO to implement Grenfell Tower Inquiry (GTI) phase one recommendations and provide improvement to the RRFSO regime are awaited from the Home Office. No timescale has yet been provided though it is anticipated this will be close to the coming into force of the Fire Safety Act clarifications. The new regulations will in part be dependent on the outcomes of the Home Office consultation on Personal Emergency Evacuation Plans (PEEPs) for high-rise residents. The consultation, to which the Brigade responded, closed on 19 July 2021. The Government response to the consultation is awaited. Fire Safety have continued to meet with Government and NFCC during quarter three.

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

## **Legislation: Building Safety Bill**

The Building Safety Bill (BSB) was introduced to Parliament on 5 July 2021. It has passed through the House of Commons and is currently passing through the House of Lords. The Bill is intended to introduce 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 will do so through the introduction of national regulators for building safety (Health and Safety Executive) and construction product safety. It will also strengthen the building regulation and RRFSO regimes.

Fire Safety have reviewed the Bill as introduced and continue to discuss it with Government officials and NFCC to seek to assist with ensuring the Bill achieves its aims and appropriate new burdens funding is provided. An announcement by Government is anticipated in early quarter four about possible amendments to the draft Bill in relation to costs of remediation and who should bear them.

Our current understanding is that multiple pieces of draft secondary legislation will be produced for review during the parliamentary process. Some initial drafts have been provided at the time of the laying of the Bill but do not provide significant detail of the operation of the regime in the future. Our further understanding is that the RRFSO will continue for day to day monitoring of high-risk buildings covered by the new regime.

The likely timetable, subject to the parliamentary process, appears to be that once passed the new regime will take some time to come fully into force and operation, possibly several years. Work within fire safety's protection remit will continue, with NFCC and others to prepare as more detail of how the Building Safety Regulator intends to operate become clearer.

## **Building Risk Review and High Risk Premises**

The Building Risk Review (BRR) programme was supported by government grant funding and had the aim of ensuring that all high-rise residential and other in-scope high-risk buildings were inspected or reviewed by 31 December 2021 when the programme was due to finish. The programme started with 8005 buildings being in-scope, but as new buildings were identified, the number of in-scope buildings rose to 8517.

As of 31 December 2021:

- The BRR team completed returns for all 8517 buildings (from a revised total of 8005), which was 512 ahead of the trajectory and original target number submitted to NFCC and the Protection Board.
- NFCC has confirmed that the LFB's BRR programme, including the quality assurance process as specified by NFCC, was successfully completed ahead of schedule
- The BRR programme was integrated with the Operational Risk Information (ORI) project, with Fire Safety, Fire Stations and ICT teams working closely together to share data and more efficiently deliver the project's outcomes. Fire station crews undertook familiarisation visits to high-rise buildings as part of the ORI program which feeds into the Operational Risk Database (ORD).
- All 7762 Premises Risk Assessments (PRAs) identified as being in-scope have been triaged and completed, resulting in 7575 electronic Premises Information Plates (e-PIPS) being completed.
- Work is underway to implement a quality assurance (QA) process for the ORI element of the project which is scheduled for completion by 31 March 2022.

The work of the High Risk Premises Team (HRPT) is also managed as part of the BRR and remains an ongoing piece of work. The HRPT are responsible for data and enquiries relating to when the building design strategy moves from 'stay put' to simultaneous evacuation or returns to 'stay put' following remediation. There has been a small number of buildings being remediated with 8 buildings changing back to a 'stay-put' strategy in the month up to 15 December. However, the numbers of buildings on the team's list of un-remediated buildings continues to increase, with 1142 buildings currently having changed their design strategy to simultaneous evacuation from 'stay put' (as of 15 December 2021), which is an increase of 89 against the previous reporting period.

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

Of the 1142 buildings:

- 877 are over 18m,
- 265 under 18m,
- 299 buildings have changed the evacuation strategy due to non-cladding related issues such as compartmentation issues.

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

## Fire Engineering

Our Fire Engineering Group (FEG) engages with various technical committees and steering groups as well as working closely on a national level with the 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 as well as some specific industry guidance areas.

In quarter three FEG provided a detailed technical submission on behalf of LFB as a response to a draft for public consultation for BS991 Fire safety in the design, management and use of residential buildings - code of practice. FEG also submitted technical submissions, in joint collaboration with colleagues at NFCC, in relation to several smoke control standards where potential diminishing of protection for firefighters were identified. Further joint working between LFB fire engineers and colleagues at the NFCC has taken place on areas such as review of the simultaneous evacuation guidance and emerging concerns regarding the design and use of modern distribution style warehouses.

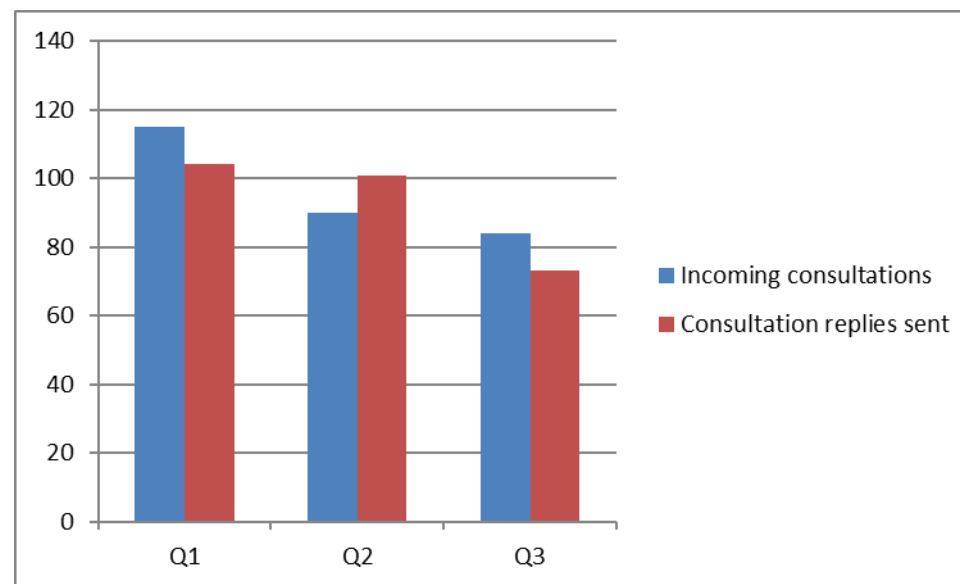
Our fire engineers continue to engage with external stakeholders in relation to modern methods of construction with ongoing discussions with a variety of different industry representatives as well as other regulatory bodies. Internally collaboration

between FEG and operational assurance colleagues has produced training packages and news articles for both fire safety and station based personnel.

In terms of consultations internally referred to FEG, and subsequently responded to, the following figure highlights performance in this area for quarter three.

With the increased use of modern methods of construction, as an example, this can have a significant impact on the complexity of the information and the subsequent time it takes for our fire engineers to complete a review. FEG thematic reports have identified that the quality of the consultation received can be varied, as can the information provided by the building control body to demonstrate they extent and detail that they have reviewed as part of their process. This can also impact the review process, particularly at the stage at which we may be consulted which could be while the building is under construction already.

Figure below shows the number of consultations received by Fire Engineering Group and the number of consultations reviewed and responded to for quarters one, two, and three of 2021.





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

## Building Design and Consultation Hub

In April 2021 the Building Design and Consultation Hub (BDCH) was launched. The objective of this project is to respond to Building Regulations Consultation (BRC) requests in a more efficient and effective manner, providing a greater level of consistency in advice, application of Brigade policy and direct accountability. Through this work there is a drive for more electronic consultation and a wider review of the use of technology to better support the way in which LFB process this work as well as continuing to review and develop the way in which we consult with Approving Authorities on Building Regulations.

During quarter three BDCH has undertaken 656 BRCs completing 100%, of those received within 15 days, the statutory timescale detailed within the procedural guidance.

This demonstrates continued performance improvement, following quarter one and quarter two (2021/22) as in comparison with the equivalent period in 2020 the BRC completion within the above referenced timescale was 48%, for the same Fire Safety Areas.

The next phases of the project plan is to increase the capacity of BDCH and expand further, redirecting BRCs from other London Boroughs to be completed centrally.

## Delivery – Enforcement, Audits & Inspections

Inspecting Officers have continued to undertake audits throughout this phase of the pandemic where the omicron variant has resulted in a surge of cases, consistently ensuring that appropriate control measures are in place. The roll out of the Fire Safety Checks (FSCs) on Fire Stations has seen some increased work for Fire Safety teams through enquiries being generated by station staff, but this will benefit both fire safety and operational response staff through shared learning and understanding. A programme of joint visits at lower risk premises is underway, whereby a fire safety officer conducts an audit while a fire crew conducts a fire safety check which provides quality assurance from a fire safety perspective and enables shared learning to both staff groups.

## Audits & Inspections

Audit/inspection numbers have dropped by just over 20% this quarter, however there are some significant factors that explain this drop. Officers have continued to

undertake physical audits during the pandemic, noting that the Omicron variant has had a significant impact in our communities and in the workforce. Staff sickness (including Covid-19) increased in quarter three by 18% against quarter two (an increase of 76 lost working days). Additionally, the skills profile of our workforce is changing with more experienced officers retiring or leaving LFB, which results in a lower competency level across our staff, with a drop of circa 2% in a three month period from 49% to 47% of staff being competent to conduct a more complex audit. This is in addition to quarter 2 which also saw a drop of 2% in competency levels. Work continues to ensure that we have appropriately skilled staff to serve and protect London, our innovative development pathway via the Centre of Learning & Excellence (CLE), is training new staff to fill the gaps in our establishment. In addition, we are seeking to re-engage retired competent inspecting officers on fixed term contracts to support and develop new staff. However, there is a requirement to front-load training with staff undertaking level 3 and 4 qualifications (requisites of the role) which in quarter three resulted in an increase of 37% or 252 more training days when compared against quarter two.

Period	Total completed	+/- on previous year/quarter	% at high risk premises	+/- on previous year/quarter
2020/21 total	8604	+ 7.3%	76.07%	+1717
Q1 2021/22	2367	+18.2%	77%	+101
Q2 2021/22	2368	+4.4%	69.7%	+27
Q3 2021/22	1820	-19.8	64.3%	-402
Year so far	6555	+1.3%	71%	-274

\*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.

Due to strong performances throughout this year, the year on year total (December 20 to December 21) is still within 0.5% of the December 2020 one year running total. While staff sickness and additional training explain the drop in numbers this

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

quarter, a robust level of local managerial scrutiny will be in place for quarter four to ensure that staff are supported, and performance is in line with expectations.

Quarter three also saw progress across fire safety projects. A significant milestone was achieved with the restructure and transformation of Fire Safety Service Delivery, with revised managerial and team structures being implemented, which will bed in during quarter four. Larger teams should ensure a better spread of experience and help prepare for the requirements of the Building Safety Bill, such as the mandated professional registration for Inspecting Officers with the Institute of Fire Engineers. On the management side of the project, capacity is being created to support assurance and the development of staff in teams (with a small cadre of development officers being managed in Delivery), as well as providing clear leadership to vital work such as the High Risk Premises Team and the sharing of information relating to the Fire Safety Act with operational staff and fire safety teams (e.g. notifications on cladding, fire door issues etc.).

Work on the project to review our Risk Based Inspection Programme (RBIP) is progressing and is on track to deliver draft proposals during quarter4. With the unique risk profile of the built environment in London (e.g. circa 55%+ of the entire national high-rise risk), a key challenge for the RBIP project will be to identify ways of measuring how intervention by the Brigade reduces the risk profile, e.g. by reducing buildings' risk score while considering risk holistically (the building plus the type of occupancy).

## Enforcement

Notices of Deficiencies (NODs) levels have been reasonably consistent this quarter and when considered on a pro-rata basis and have shown a slight increase against quarter 2. Levels of Enforcement Notices (ENs) issued when considered against the number of audits on a pro-rata basis, have also been stable with a small increase of circa 2% in ENs being issued when compared against the previous quarter2. We have also started 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. It is expected that as this process beds in, there will be an increase in the use of ANs.

There is a drive to improve the quality of ENs as part of work to improve efficiency and effectiveness (by preventing ENs from having to be dropped due to errors), therefore additional scrutiny is being applied. This is particularly pertinent with the skills fade in fire safety officer cadre due to staff turnover and work continues to support training in this key skill area, with efforts being made to recruit a trainer for a short term fixed contract to provide further (enforcement) training for new and existing staff. The Enforcement team are also vetting ENs to provide a further level of assurance with 77 ENs vetted in quarter3. This number is higher than the total of ENs shown in the table below, as that figure does not include ENs that have been returned for further work.

Period	Total Audits	No. of NODs	% of NODs	+/- on previous period	No. of ENs	% of ENs
2020/21 total	8,604	1687	19.72%	-300	279	3.26%
Q1 2021/22	2367	509	21.7%	+139	76	3.24%
Q2 2021/22	2368	457	19.5%	-18	57	2.43%
Q3 2021/22	1820	377	21%	-60	39	2.17%

\*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

There are 21 cases with our Enforcement Team and a further 13 now with General Counsel's Department. Three prosecutions were brought by the Brigade in quarter three, which resulted in the issuing of one Caution and two being sentenced by the Courts.

The first case which was subject to sentencing resulted in a company being ordered to pay a fine of £60,000 (reduced from £90,000 due to a guilty plea) along with a victim surcharge of £170. The case involved a residential premises which had an enforcement history dating back to 2014. During inspections in 2016 and 2017, the

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

premises was deemed to be so deficient in fire safety measures that we should consider prosecution. The fine reflects a finding of 'high culpability' and 'medium harm' and the judge made clear in their sentence that she increased the fine because the offending put at risk a large number of the public (all the residents of the flats). The judge also declined to reduce the fine because of the company's (alleged) financial difficulties arising out of the pandemic.

The second case sentenced by the courts involved a food takeaway outlet with a residential premises above with no separate egress. The registered Responsible Person for this premises were not in fact the person "in control". We therefore prosecuted the person in control, the first time we have taken such a case to the courts. The person in control was fined £500 for each of 6 offences with a £50 victim surcharge. The person was also ordered to pay £17,335 towards the Brigades costs.

The final point of note for quarter three is another first for the Brigade, in that we successfully defended our first appeal against a Prohibition Notice served on a hostel, with the District Judge awarding the Responsible Person to pay our costs of £1500.

## **The Centre of Learning & Excellence**

As outlined above recruitment and retention remains a priority for Protection and we are continuing to recruit and develop new Fire Safety Advisers on a career pathway to Inspecting Officer via our Centre of Learning & Excellence.

During quarter three, cohort 05/2021 consisting of 11 Fire Safety Advisers have entered the Centre of Learning & Excellence, increasing the total establishment to 85 upon graduation.

Within this financial year, a total of 45 Fire Safety Advisers will have received their acquisition training, progressing to Fire Safety Delivery (Cohort 02/2021 – 05/2021) to apply the practical application within their fire safety audits of simple premises, offer advice and educate those responsible for fire safety in regulated premises

Within Fire Safety Delivery, Fire Safety Advisers complete a bespoke development logbook to record and demonstrate applied learning in addition to maintaining Continuous Professional Development.

## **Fire Safety Checks & Level 3 Introductory Certificate to Fire Safety**

In July 2021 Fire Safety Checks (FSC's) were introduced to station based operational staff to compliment the fire safety training courses that have been provided. The roll out of these checks has seen 2,770 completed as of 31 December 2021 with an overall objective for London Fire Brigade to visit an additional 18,000 premises per annum. During these checks, Fire Safety advice is given to the Responsible Persons and any serious Fire Safety deficiencies are highlighted to Fire Safety Delivery to action.

Since the introduction of FSC's in July 2021, five Article 31 Prohibition Notices have been issued as a result of a Fire Safety Check by an operational crew. Enforcement action being taken as a result of FSC's is being monitored and once FSC's are fully embedded should allow for a better understanding and monitoring of these perceived low risk premises. The resurgence of Covid-19 related absence during quarter three has had a negative impact on the number of visits which we have been able to carry out.

Training for all station based staff is projected to be completed by the end of the financial year. A quality assurance process has been implemented which is facilitated by local Fire Safety teams carrying out a joint visit with operational crews.

During quarter three, Fire Safety carried out a trial on using QR codes as a way for the public to provide us feedback on the service they received when station based staff carried out a Fire Safety Check. The trial has been successful, and this system will be made live across all fire stations within the next 6 months. The feedback is being used to continually monitor performance and make improvements where identified.

In order to further upskill our station based operational staff from Firefighter to Station Officer, Fire Safety have also been able to offer a Level 3 Introductory Certificate to Fire Safety qualification, this is sometimes known as a Level 3i course. This received a positive response, with the first course started in June 2021. An

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

initial block of 10 courses are scheduled to take place throughout this year and into quarter one of 2022/23.

## **Transport Liaison Group**

Following the Transport Infrastructure Liaison Team's (TILT) recent transfer and integration into Fire Safety, work with the Transport Fire Safety Group (TFSG) has led the groups to now be combined and therefore now renamed and known as the Transport Liaison Group (TLG).

TLG's focus is preparing for the operational response by fire crews to incidents by preparing and reviewing operational plans, reviewing firefighting facilities, arranging site visits, training via joint exercises and liaison between departments. The Group is also responsible for fire safety enforcement on the London transport network and working with partners in the development of new transport infrastructure projects.

The group are currently working on a number of key areas:

- An updated Memorandum of Understanding (MoU) with Heathrow Airport around operational response, this was signed and agreed on behalf of the London Fire Commissioner (LFC) by Assistant Commissioner Fire Safety on the 16 December 2021.
- Working with Transport for London (TfL) to identify the dangers around allowing the carriage of e-scooters and e-unicycles on TfL's network. This has led to TfL banning their use on all of their transport networks on 13 December 2021. As well as working with other transport providers in regard to this area.
- Implementing a ban on the charging and storage of all e-scooters, e-bikes and e-unicycles in Brigade premises and updating the risk on all of the Brigades fire risk assessments.
- Joint working with TfL and British Transport Police (BTP) to familiarise LFB operational crews about the use of the BTP emergency rescue unit.
- Reviewing rail protocols around power off including liaising with operational policy.
- Working with TfL on road tunnels protocols and working arrangements.

- Continued development of Elizabeth line, two stations due to be opening soon.
- Working with HS2 to improve the national transport network.
- Support the upgrade of fire safety measures within the Thames Barrier.
- Working with NFCC on developing fire risk assessments guidance for railway tunnels.

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

## **Primary Authority Business Group**

The Primary Authority Business Group are the lead for fire safety primary authority partnerships (PAPs) for LFB, in addition they are the lead for fire risk assessments of all Brigade premises. PAPs are currently suspended until the end of March 2022 while a review of the work is undertaken.

Since the 1 June 2021 52 fire risk assessments have been undertaken with 770 actions required by Technical and Service Support (TSS) and the person in charge of the premises. Work is currently being undertaken to improve the understanding of fire safety requirements on our own premises. The group are also liaising directly with TSS on upgrades and projects within the LFB portfolio.

## **Petroleum & Alternative Fuels**

The Petroleum & Alternative Fuels Group has resumed all programmed inspection activities across London. The team remain under establishment; however, following a successful recruitment process two new Petroleum Inspecting Officers are now in post.

The group, alongside Fire Engineering Group (FEG), have continued to work collaboratively with the NFCC in their engagement with the Home Office, Department for Levelling Up, Housing and Communities (DLUHC), Office for Zero

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

Emission Vehicles and the Department for Transport in understanding the risks electric vehicle charging equipment may have on the built environment.

Supporting guidance for our inspectorate, to identify and advise on potential risk to members of the public and firefighters where electric vehicle charging equipment and battery energy storage systems are incorporated into the built environment, is now in place.

In terms of consultations, we have responded to over 80% received in quarter three within 28 days. One of which being responded to outside of that timeframe due to the complex nature of the consultation.

Period	Consultations completed	Consultations completed within 28 days	Consultations not completed within 28 days	<i>Complex*</i> consultations completed in 28+ days
Q3 2021/22	6	5	-	1*
Q3 2020/21	13	10	-	3*
Q2 2021/22	25	19 (4)	-	2*
Q2 2020/21	11	10	-	1*

\*New technology /integrated vehicle charging related

## Hospitals, Heritage & Sprinklers

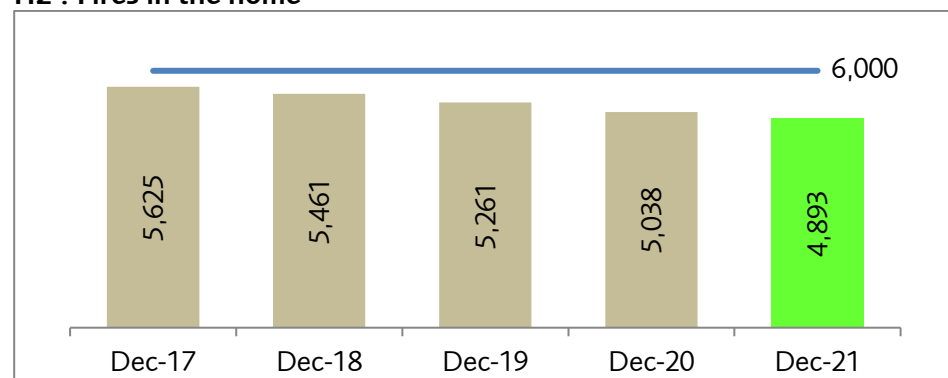
The Automatic Fire Suppression Systems (AFSS), Healthcare and Heritage Coordinators have continued to offer support to the cadre of Fire Safety Advisors/Inspecting Officers and engaged with NHS Trusts pan London regarding current and planned hospital projects, including carrying out fire safety audits.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

The Heritage Coordinator has continued to provide specialist support and advice on the subject of salvage planning; completing a review of the LFB heritage webpages

has been undertaken to ensure documents/guidance available to the public are accurate. Across the quarter, work has continued with a number of heritage stakeholders, including The Courtauld, Somerset House, Kenwood House, (whereby a live training exercise took place on 6 October 2021 testing the Brigade's and English Heritage's salvage procedures), the Tower of London and the LFB

## Performance Indicators - Protection

### H2 : Fires in the home



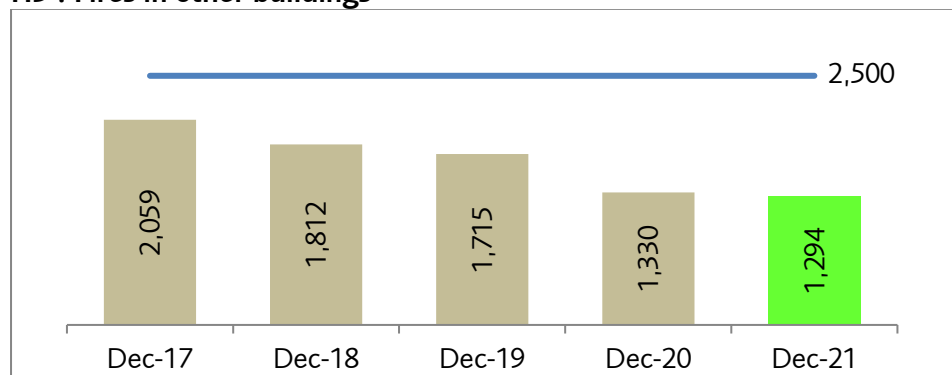
Dwelling fires continue to show improvement, having fallen by over 13.5% over the last five years, and are over 1100 below target (6,000).

The Brigade continue to develop and expand existing partnerships as well as developing new ones as we strive to reduce dwelling fires. This has been demonstrated by the work carried out with in the borough of Hackney, through the continued engagement with local authority, voluntary and private sectors partners, we have seen a reduction of 35 dwelling fires in the home compared to the same time last year. The Borough has worked hard to identify at risk groups and continue with outreach work primarily within the central Shoreditch area to ensure that our most vulnerable people are supported. We continue to look at innovative ways to deliver fire safety advice through alternative methods such as direct community engagement champions to provide a holistic approach to community safety.



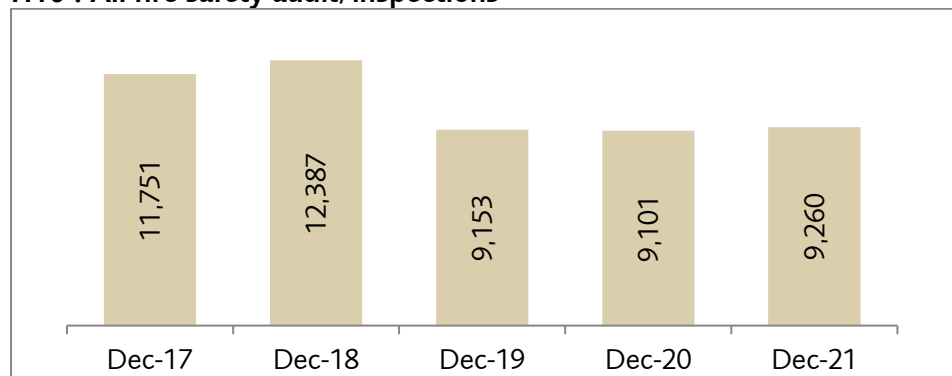
# Prevention and Protection – where fires are happening and who we're targeting

## H3 : Fires in other buildings



Fires in non-domestic buildings continues to decline and have fallen slightly over the last year, in line with the downward trend seen over the past four years. The current figure is approximately 3% lower when compared to the same period last year, and 24% when compared with the same period two years ago. This could be as a result of changing behaviours and movement of people during the lockdowns and restrictions of the Covid-19 pandemic.

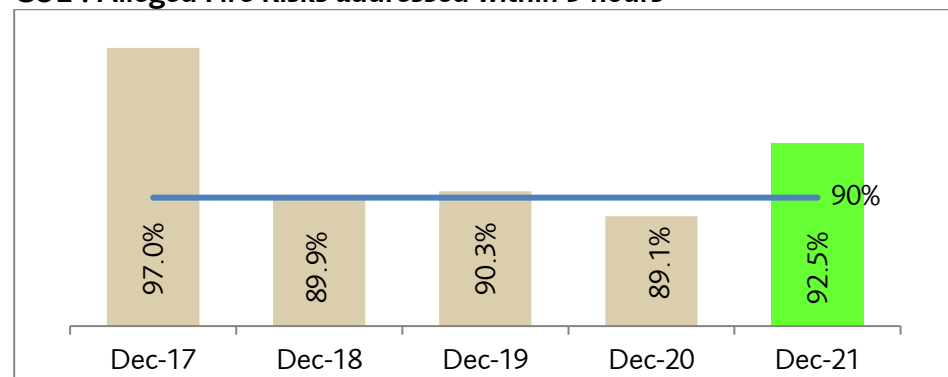
## H10 : All fire safety audit/inspections



Audit numbers have remained stable, with a slight increase by comparison to this time last year. A total of 1768 audits were conducted this quarter of which approximately 64 % were at high risk premises. As noted above, this is slightly

below average this quarter due to sickness and additional training days, but it is anticipated to rise in the following next period.

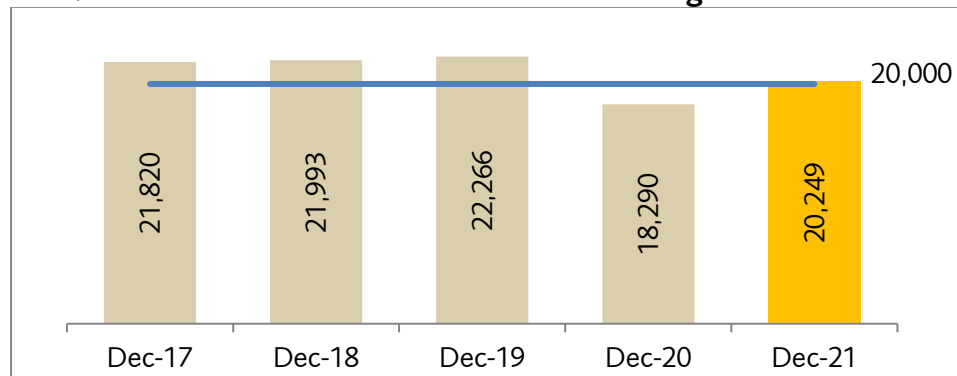
## CO2 : Alleged Fire Risks addressed within 3 hours



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

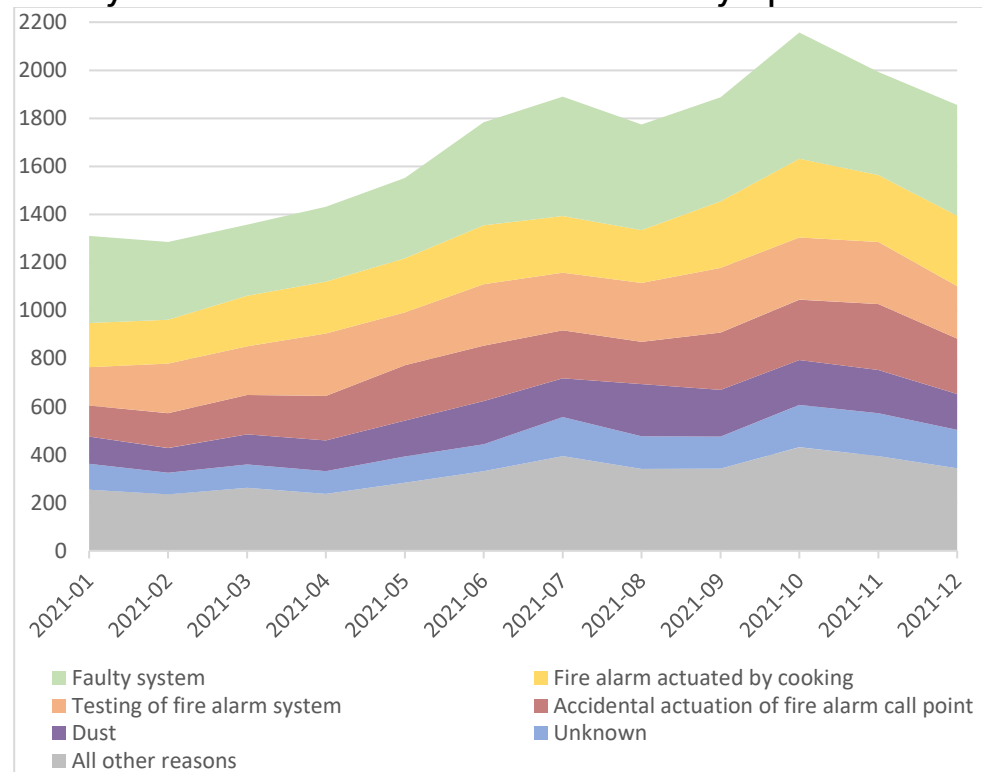
# Prevention and Protection – where fires are happening and who we're targeting

H11 : False alarms due to AFA non-domestic buildings



The Unwanted Fire Signals (UwFS) reduction team has been disbanded after the conclusion of the two year project. The learning from this project has contributed to policy and guidance developments aimed at addressing false alarm management through fire safety interventions. The intention is to realise further reductions in UwFS by preventing false alarms resulting in the attendance of the Brigade. The team was also instrumental in the development of a training package for fire stations on the impact of UwFS and how local crews can liaise directly with responsible persons, to reduce the number of false alarms that the brigade currently attend. This package went live in Operational News 42 issued in November 2021 and is due for completion by February 2022.

Monthly number of AFA non-domestic broken down by top reasons



There has been an increase in the monthly number of AFAs in non-domestic building in 2021, from 1,311 in January, peaking at 2,157 in October, then reducing slightly to 1,856 in December. The biggest cause of AFAs in 2021 was due to faulty systems, this accounted for 23.9%, followed by actuation due to cooking at 14.3% then testing of fire alarm at 13.8%.

# 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.

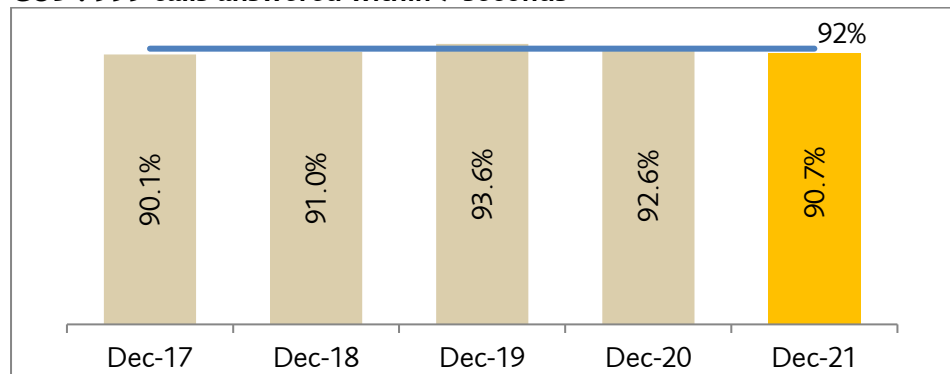
We'll deliver this aim by:

- *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.*

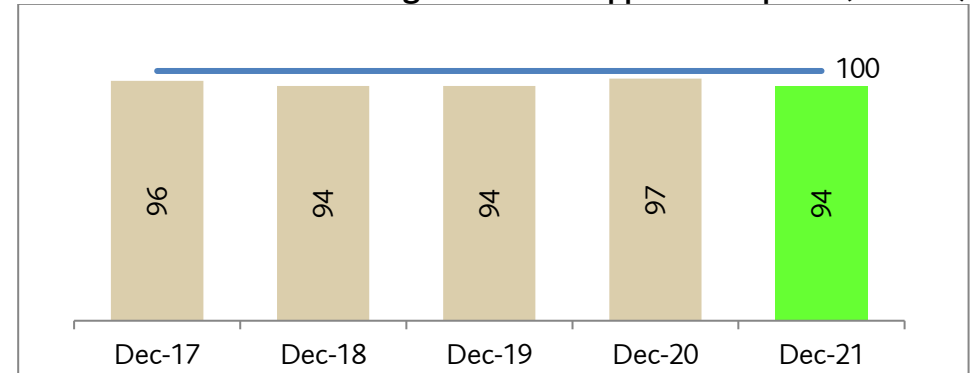
Our work under this aim focus on activities that help deliver a world class operational response service, and by working with our partners to address identified risks, at a local and national level to ensure continuity of service. Indicators under response and resilience focus on the emergency call handling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

## Performance Indicators - Response

**CO3 : 999 calls answered within 7 seconds**



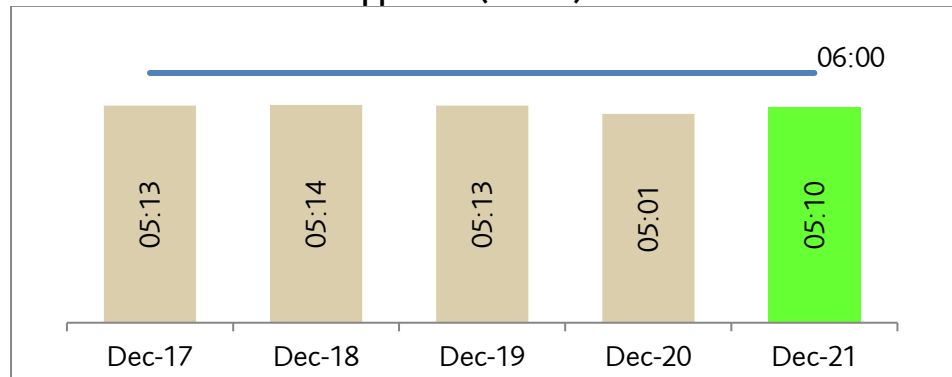
**H12 : Av. time from answering a 999 call to appliance dispatch (seconds)**



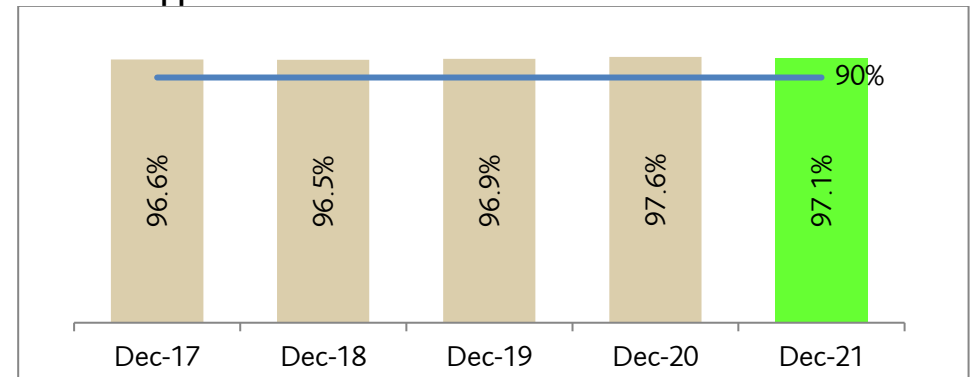
For quarter three, control's call handling performance has remained resilient and consistent, which continues to be encouraging given a number of external challenges such as the Covid-19 pandemic. However, there has been a slight dip in the time taken to answer calls, but the time taken from answering a call to mobilising resources remains good, which is crucial in ensuring the Brigade can continue to meet its attendance time standards.

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

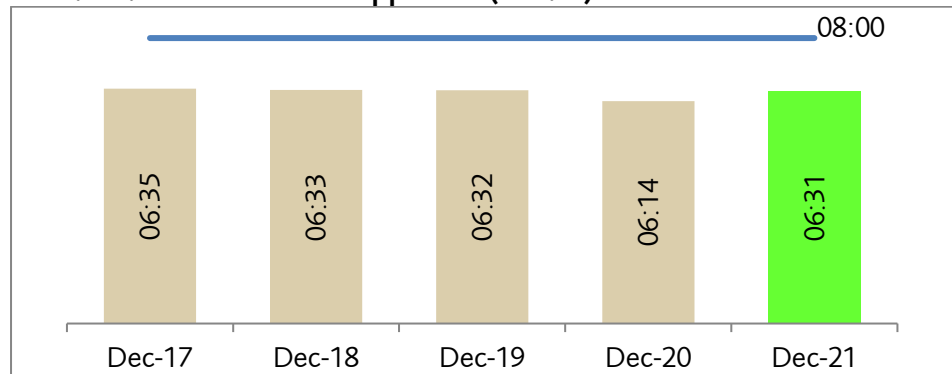
**H13 : Av. arrival time 1st appliance (mm:ss)**



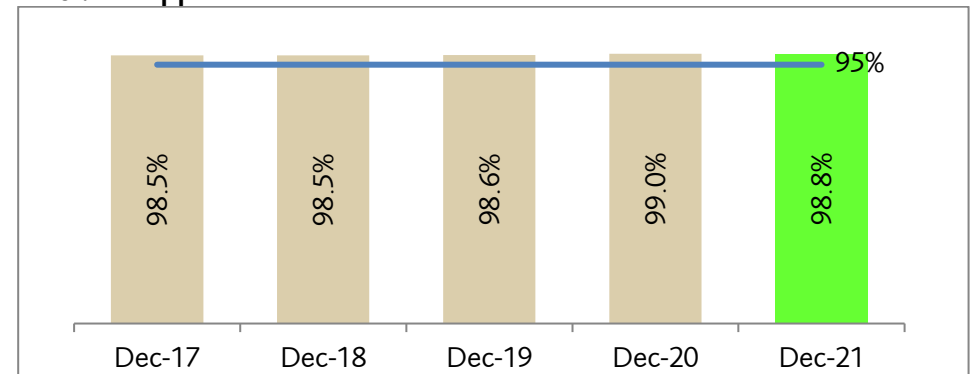
**H15 : 1st appliance arrival 10 mins or less**



**H14 : Av. arrival time 2nd appliance (mm:ss)**



**H16 : 1st appliance arrival 12 mins or less**



These indicators measure the Brigade's London-wide performance for the time it takes for the first fire appliance to arrive at an emergency incident, within an average of six minutes, and the second fire engine, within an average of eight minutes. First and second appliance arrival times are now returning to levels being delivered prior to the Covid-19 lockdown, this aligns with the increase in traffic in London as the Capital returns to normal. These are still an improvement on the average appliance arrival times for the first and second appliance since December 2017. Turnout times are also a key focus for station management teams and the personal announcement (PA) countdown system helps crews to focus on their timings when leaving the station.

The Brigade has a performance standard that a first fire engine should arrive at an emergency incident within 10 minutes on at least 90% of occasions (H15) and within 12 minutes on at least 95% of occasions (H16). Both the 10 minute standard and 12 minute standard are being met and although they have fallen slightly over the past year, they have both shown improvement over the since December 2017.

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

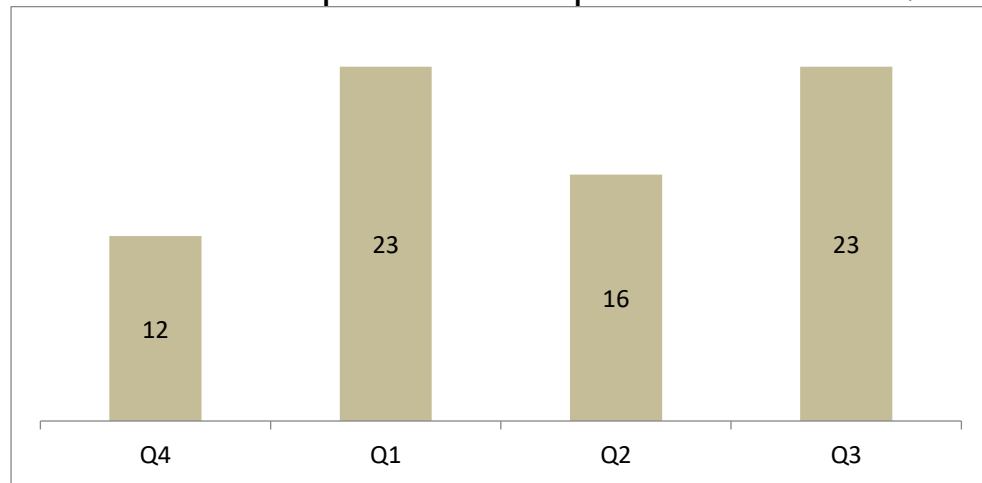
## London Resilience

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

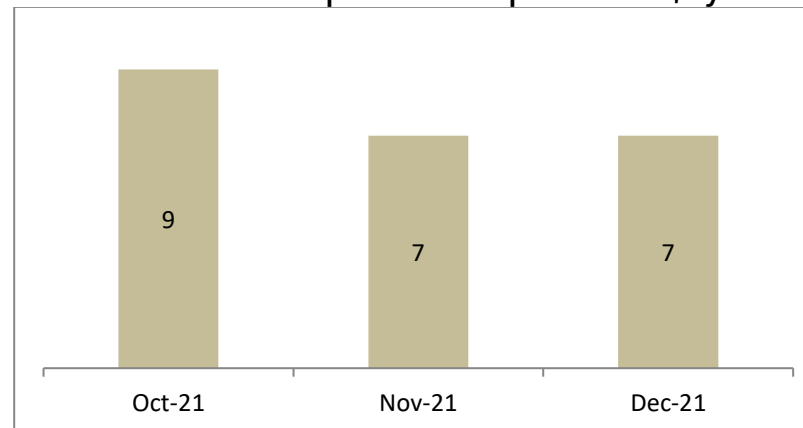
Typically, a response will be to an incident that:

- 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 over one incident each week (6.16 incidents per month over the previous 12 months). The graph above shows that in quarter two LRG responded to 23 incidents, slightly higher than average.

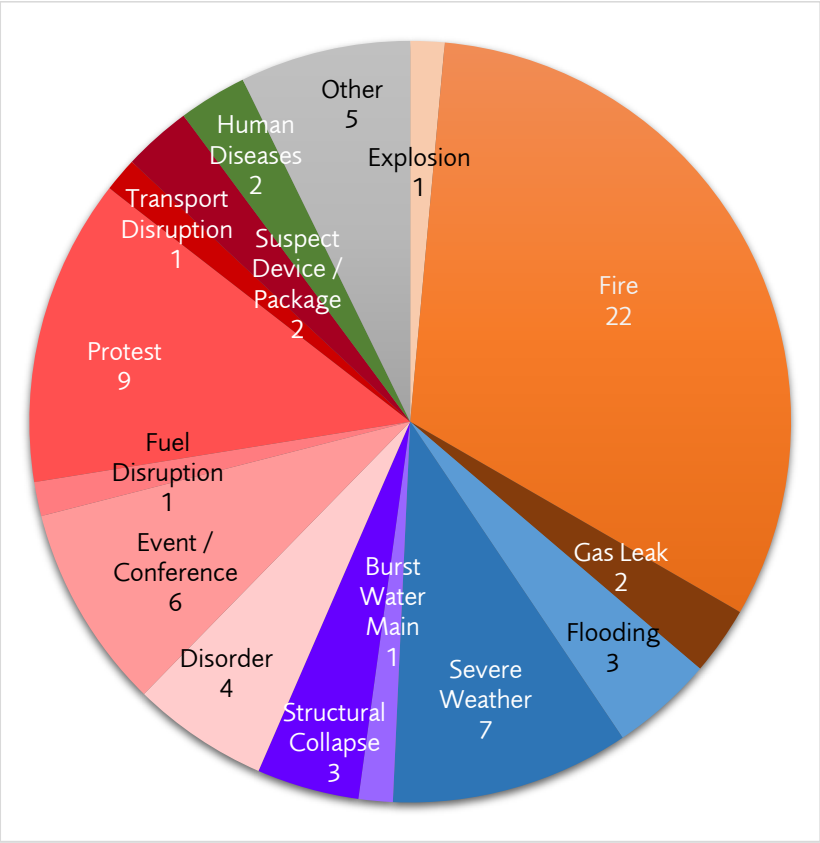
Incident responses can vary from a weeklong response supporting partnership teleconferences and providing communications to the partnership and key stakeholders to a couple of hours to determine that no further action is required and to assure key stakeholders that an adequate response is already in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

Quarter one response hours include support provided to Operation Forth Bridge. Quarter two response hours were boosted due to supporting the response to Extinction Rebellion, Insulate Britain, other protest activity, flooding, fuel supply issues and the repatriation of UK Nationals from Afghanistan.

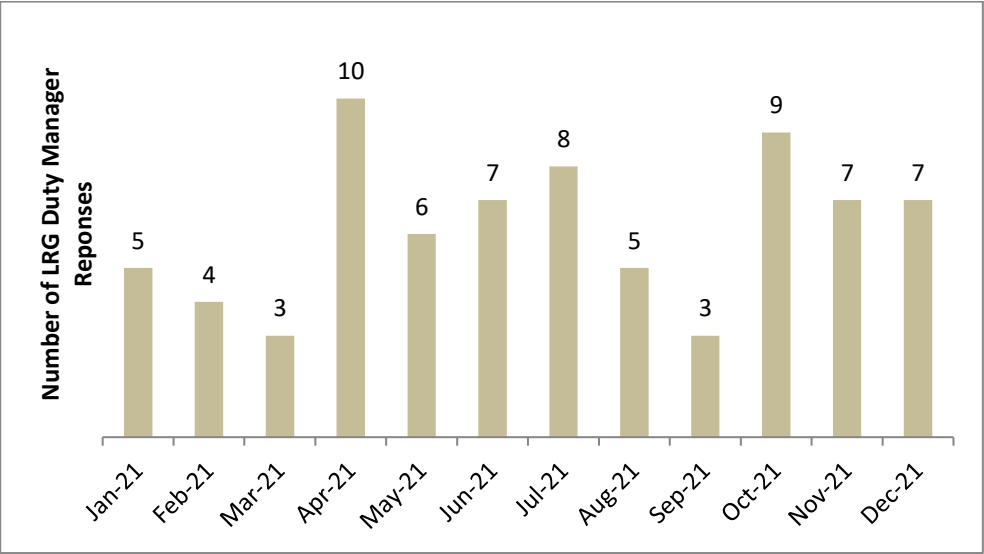
The incident types responded to over the past 12 months have been varied and demonstrates the wide range of incidents we respond to. The high proportion of fires responded to is in part due to the complexity and potential for attention this type of incident receives, and in part due to the good working relationship between LRG and the Brigade. A variety of incidents are included in the 'other' category, for example Airwave outage and cyber incidents. The response to Covid-19 and the Omicron variant has increased this quarter, the support LRG are providing to regular SCG meetings amongst other commitments but time for this has not been recorded here.

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

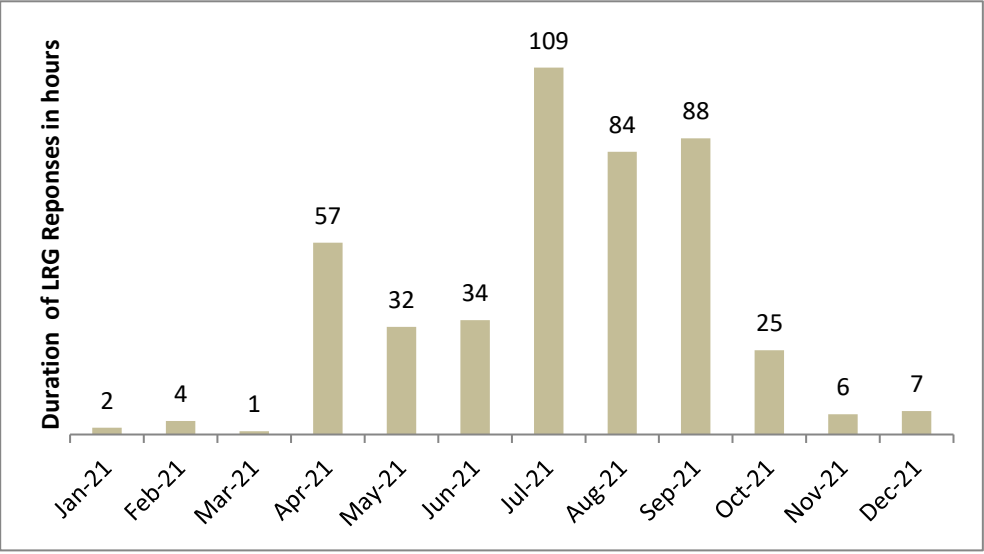
Incident types responded to by LRG - 12 months ending December 2021



LRG Responses 12 months ending December 2021

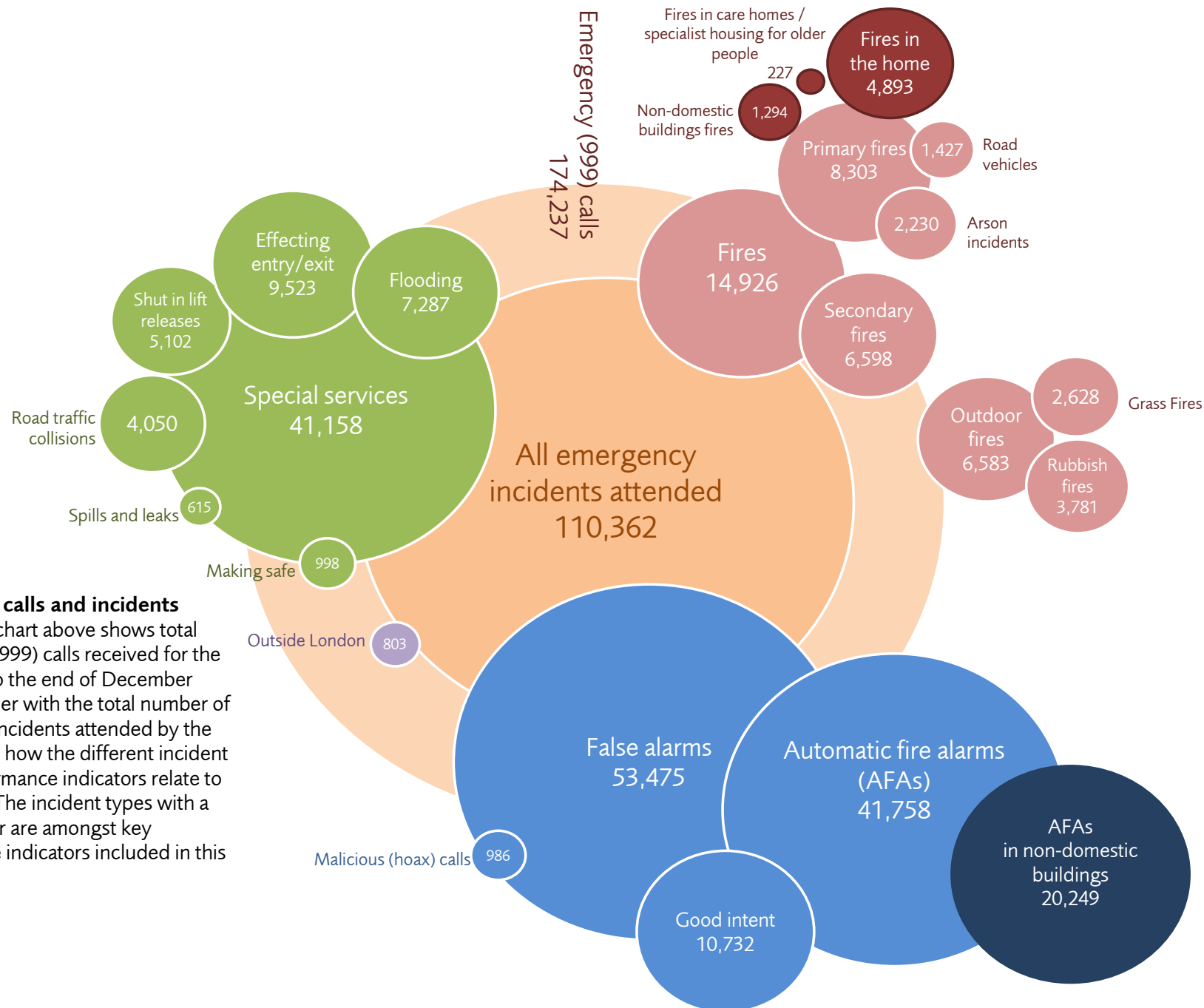


LRG Response Duration 12 months ending December 2021





# Operation 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 2021, 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.

# 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.

### Annual indicators

The following indicators for People and Resources are annual indicators so will be reported at the end of year only.

CO10A : Pay ratio between highest & median salary

CO10B : Gender pay gap - all staff (median)

CO14 : Spend with SMEs

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

## Inclusion

The Togetherness Strategy is being restructured to align with the emerging Target Operating Model of the Community Risk Management Plan (CRMP). We continued to make progress against the Togetherness Strategy action plan over the last quarter. Progress includes monthly training sessions are now being delivered to upskill staff to complete Equality Impact Assessments (EIAs), further improvements will be made over the coming year. Capacity building training for our Equality Support Groups leaders (our staff networks), has also been delivered along with further training around inclusive language, race and to improve the skills of staff involved in recruiting.

The procurement of a partner to deliver a leadership programme for over 600 middle leaders continues. As part of this programme of work, inclusion will be embedded within the leadership programme as a core part of the training. An e-learning neurodiversity course has been fully evaluated. The roll-out, beginning with our top fifty leaders and e-learning course has already begun.

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

## Mental Health Wellbeing

Work is continuing on LFB's Wellbeing Strategy to prioritise workstreams alongside ensuring alignment to the messaging that emanated from an Emergency Services Mental Health Symposium promoted by the Royal Foundation. During this event HRH Prince William, Duke of Cambridge, advocated a number of new mental health initiatives supported by the NFCC, National Police Chiefs Council, Association of Ambulance Chief Executives and UK Search and Rescue. LFB is using the outcomes of this event to benchmark and underpin the work it is presently progressing. The Recognising and Managing Stress Anxiety and Depression course has been

# People and Resources – delivering a positive and healthy culture

finalised with the aim of scheduling the training programme by the end of February 2022. LFB's Wellbeing Dog initiative has been approved and a pilot is due to commence in February 2022. All LFB staff have been sign posted to the existing online Mental Health Awareness package that has been designed so that staff can have immediate access to a learning package that not only provides information about mental health conditions, but also information about where support can be accessed. Officers continue to work with external subject matter experts to design/develop a suitable Trauma Support Volunteer initiative that would involve trained "peers" visiting and supporting colleagues following any involvement in traumatic incidents (this service would be complementary to that already provided by the Brigade's Counselling and Trauma Service). Work also continues to determine whether LFB will commission an independent study into suicide in the blue light sector or wait for the outcomes of a project presently being led by the Asian Fire Service Association. LFB has representation on both the main project stakeholder panel and working group. More LFB Mental Health First Aiders have been trained with over 70 now fulfilling this role, although further training has been put on hold until the Omicron wave subsides.

## Employee Engagement and Recognition

The new People Survey platform has been integrated with the Brigade's systems, the platform has been tested and the survey questions agreed. The launch dates of the first baseline engagement survey are being agreed with the recently appointed Chair of the Culture Review and await confirmation, although we would expect to launch the survey around April 2022. Results and analysis of the survey will be shared with all staff shortly after the survey closes. Managers will receive team and department results and analysis, with suggested areas of focus and actions. Results will be addressed corporately, with single wider issues to be focussed on in a manageable way.

"Best Place to Work" communities (as mentioned in previous updates) will be introduced in line with the publication of the survey results as a mechanism for staff to own and deliver local improvements based on their local survey results. The communities would be staff from an Area, Control, Directorate or Department, formed to enable people take an active part in shaping the way things are carried

out at LFB, including the approach to maintaining positive wellbeing, inclusion, leadership, management, teamwork and other. A framework is being designed to help and encourage leaders to create the communities in their areas, which will be managed locally with the support and guidance from the Cultural Change Team. The work of the communities will commence with reviewing the LFB People Survey results and making plans for improving people's experience at work in their Area or Directorate/Department. It is the intention that the Best Place to Work Community's focus is not just limited to survey results, for example the community's role will include reviewing and helping improve effectiveness of various local or organisation-wide initiatives, providing valuable user-group feedback. The concept has already been discussed with a number of leaders, who are interested in creating the communities in their areas. More meetings have been scheduled to discuss the concept and gather feedback. The communities will help to make data-driven improvements and focus more on the corporate objective of becoming the best place to work.

LFB Culture Cards have been developed, trialled, and implemented. This is a box of 200 thought-provoking cards with quotes, images, questions, and advice that link to LFB behaviours, with the aim of kick-starting conversations about Compassion, Togetherness and Accountability. The cards have been well received by staff across the Brigade. They have been adopted by Babcock and included in the Leadership development training. The cards are successfully used in the Behaviours and Leadership development sessions run by the LFB Centre for Leadership.

The second LFB People Awards (2022) was launched in December 2021. The first People Awards ceremony was delivered online in May 2021, like many awards ceremonies at that time. Having an in-person event for LFB People Awards 2022 is being explored, with hybrid options to cater for those who may be vulnerable or don't feel as confident as others in larger groups. The annual People Awards will be complemented by in-year recognition processes, launching in January 2022.

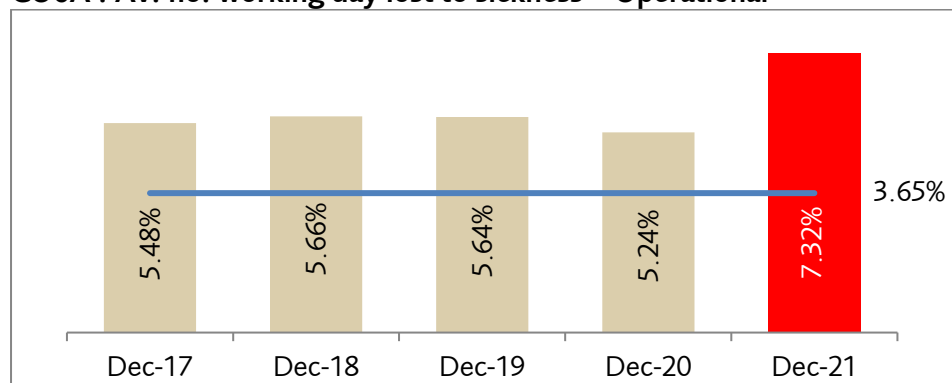
The Safe to Speak Up pilot programme has seen a total of fourteen staff, six FRS and eight uniformed, raise various concerns. Seven of the matters have been resolved

# People and Resources – delivering a positive and healthy culture

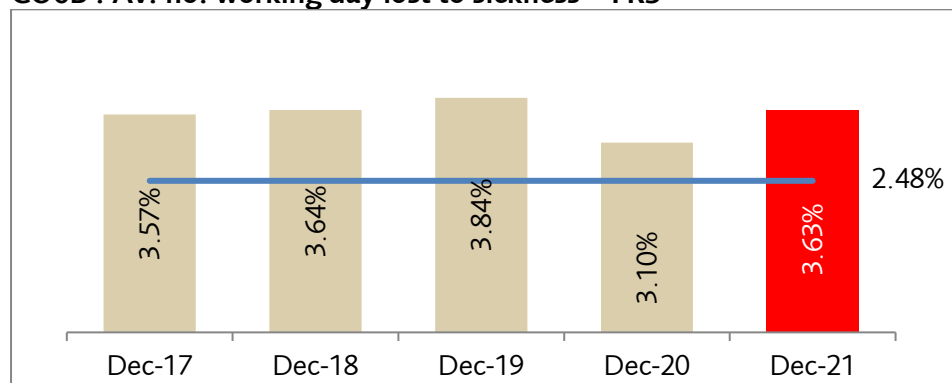
and closed. The remainder are in progress with the Safe to Speak Up Guardian. In line with the ethos of Safe to Speak Up, staff have been listened to and concerns are being addressed. The pilot will run until the end of March 2022 for evaluation and to inform a wider rollout of the programme.

## Performance Indicators - People

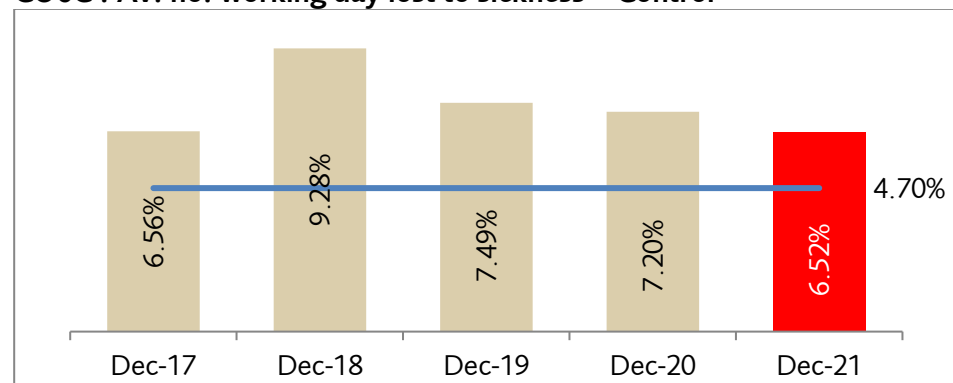
**CO6A : Av. no. working day lost to sickness – Operational**



**CO6B : Av. no. working day lost to sickness – FRS**



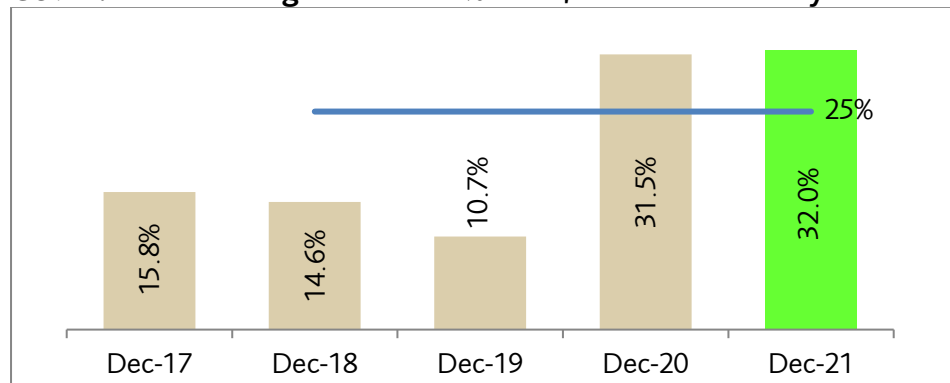
**CO6C : Av. no. working day lost to sickness – Control**



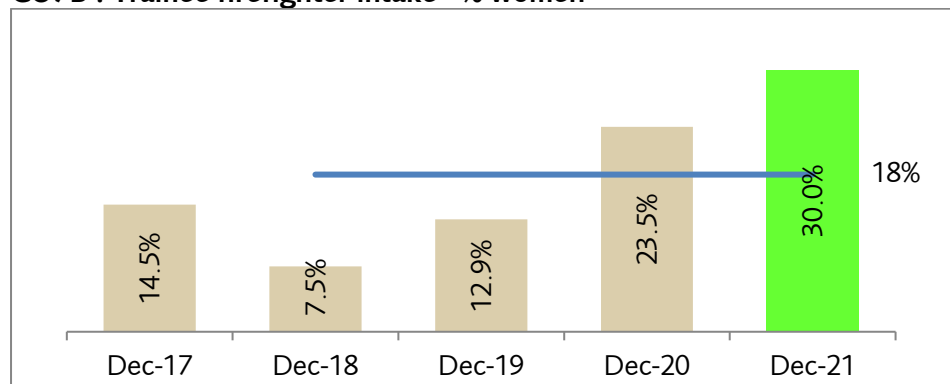
Operational employee sickness absence has increased from 5.24% to 7.32% during the past twelve months. FRS sickness experienced an increase from 3.10% to 3.63%. There has been a marginal improvement in Control sickness which continues to see a steady decrease. All staff groups sickness absence remains above target. Counselling and Trauma Services recognised an increase in anxiety as a result of the emergence of Omicron variant. FRS sickness recorded as 'Stress, Anxiety and Depression' (SAD) has increased from 8 individuals in quarter two to 21 individuals in quarter three (163%). 47.5% of SAD related absence were recorded as 'Work related stress' and a further 24% stated that it was a combination of personal and work related stress. Recognising this increasing trend, in addition to recurring trends of increased SAD absence over the winter period, in addition to the initiatives listed under 'Mental Health Wellbeing, on page 46' the Brigade has also been running a series of webinars on Work/Life balance and Stress Resilience. Wellbeing specific questions have also been included in the upcoming employee survey to support identifying the sources of employee workplace stress. A people partner model will also support greater diagnostics of work-related concerns. The Brigades newly launched working with choice policy provides greater flexibility to improve work/life balance and as Covid-19 restrictions continue to be eased, it is hoped that staff will feel the benefit of greater work/life balance.

# People and Resources – delivering a positive and healthy culture

**CO7A : Trainee firefighter intake - % Black, Asian and Minority Ethnic**



**CO7B : Trainee firefighter intake - % women**

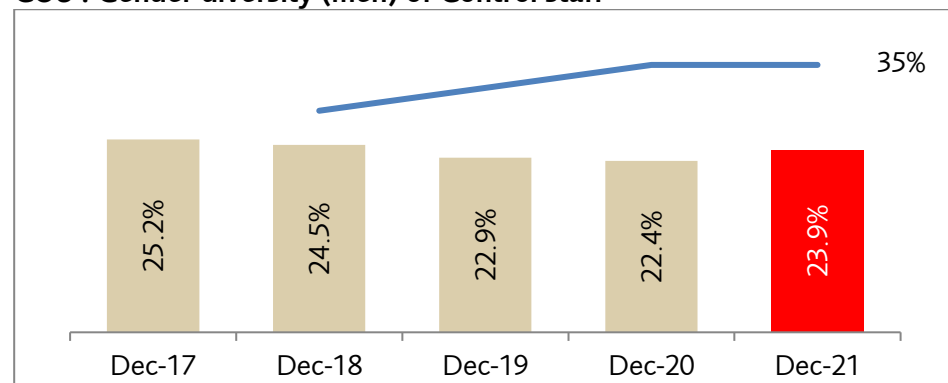


The intake of trainee BAME firefighters in quarter three was 32%, similar to figures in quarter three figures in 2020. Despite the recruitment freeze impacting any significant growth in the last 12 months to this figure, intake is still above the target of 25%. The intake of women in quarter three is 30%, that is 6% more than quarter three figures in 2020.

The decision to re-commence firefighter recruitment will allow positive action activities to progress through the designated Outreach Recruitment Team and continue to support underrepresented groups to apply. During quarter one there will be a number of targeted digital media messaging to attract applications from

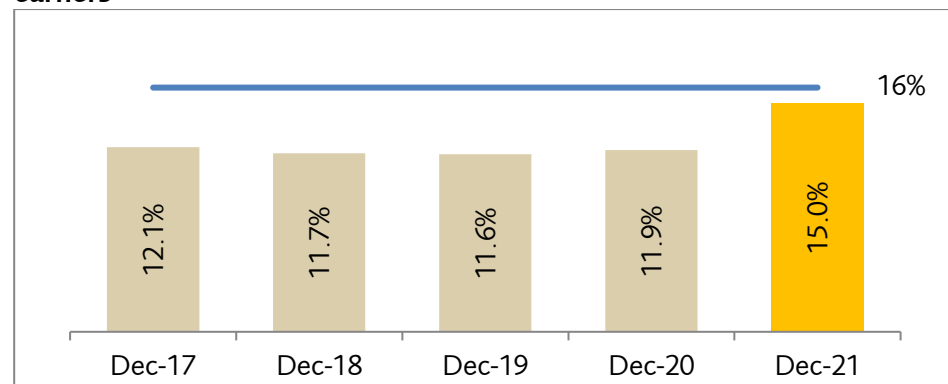
diverse communities to counteract the impact Covid-19 has had on opportunities for face to face community engagement.

**CO8 : Gender diversity (men) of Control staff**



There has been a small increase in the gender diversity (men) in Control compared to the previous two years.

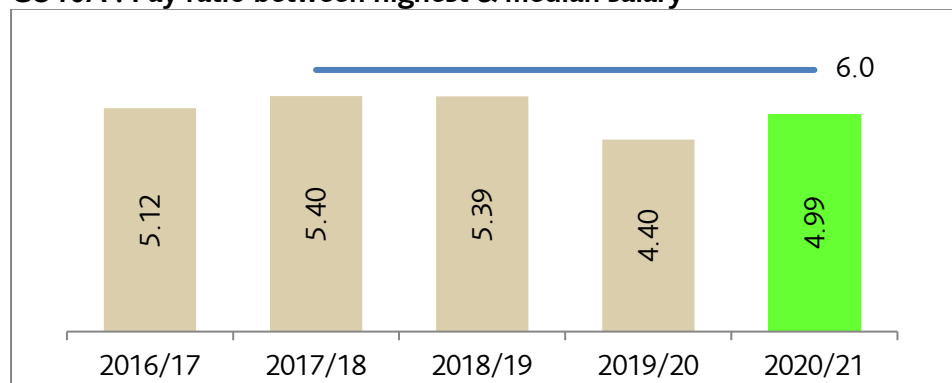
**CO9 : Ethnic diversity (Black, Asian and Minority Ethnic) of FRS staff top earners**



The percentage of FRS Black, Asian and Minority Ethnic Top Earners stands at 15%, which is a significant increase of 3.1% since December 2020, and close to our target of 16%. Work with our community engagement team and targeted media advertising, should also improve progress.

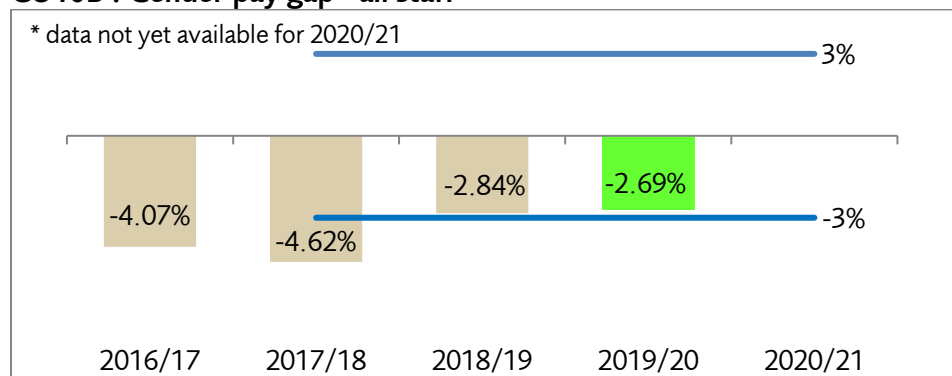
# People and Resources – delivering a positive and healthy culture

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



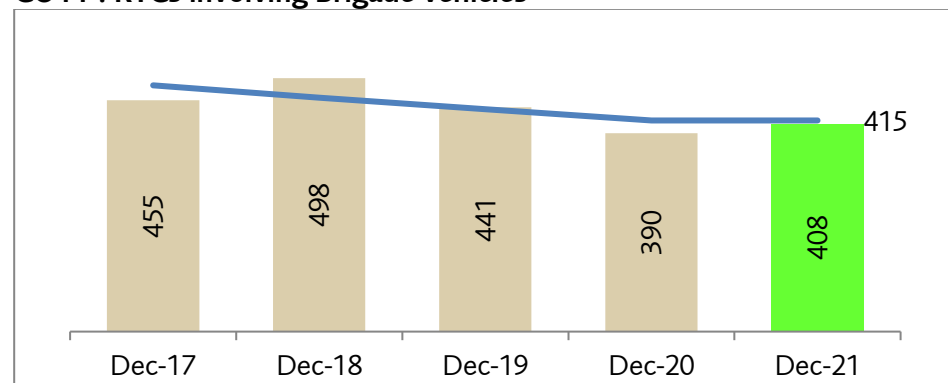
The pay multiple data for the preceding year is included in the LFC's annual pay policy statement which there is a statutory obligation to publish; we are about to publish the 2021/22 pay policy statement now that we have the 2020/21 pay multiple data. As indicated, there is a long-standing commitment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

**CO10B : Gender pay gap - all staff**



The Gender Pay Gap report and Action Plan for 2019/2020 and 2020/2021 have been submitted to the GLA for information and await publication.

**CO11 : RTCs involving Brigade vehicles**

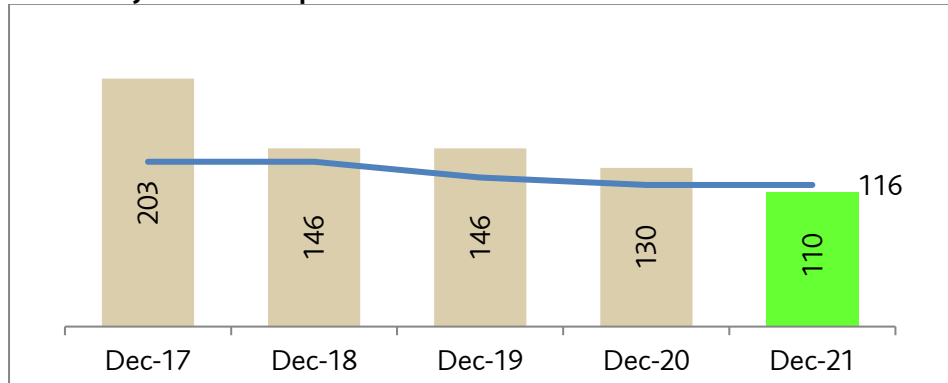


The target for Road Traffic Collisions (RTCs) involving Brigade vehicles is being met (408 versus a target of 415). Road traffic collisions have increased by 5% when compared with the outturn for the same reporting period last year (390). The Emergency Response Driver refresher training programme has continued this year; 99% of appliance drivers have now completed the Emergency Response Driving Revalidation (Appliance) course. This training includes a reassessment of driver skills. Staff have also recently been provided with information and instruction in preventing accidental damage to the fire appliance when attending incidents. The use of CCTV on fire appliances to better inform road traffic collision investigations has now been enabled on all fire appliances, which should improve the quality of investigations.



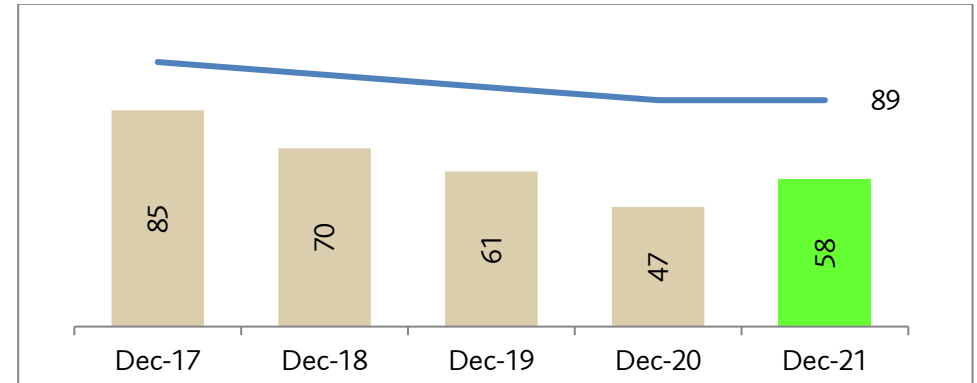
# People and Resources – delivering a positive and healthy culture

CO12 : Injuries from operational incidents



The target for injuries from operational incidents is being met (110 versus a target of 116). Injuries from operational incidents have significantly reduced (15% reduction) when compared to the outturn for the same reporting period last year (130). Following consultation with representative bodies Officers have introduced operational (analytical) risk assessment, to make improvements to incident ground safety by focussing further attention on the review of hazards, risks and control measures on the incident ground. This policy change is currently being trained to all incident commanders. Officers are also working to improve data analysis by integrating injury investigation data with incident monitoring data to better identify actions to target further reductions in operational injuries.

CO13 : RIDDOR



The target for injuries reportable to the Health and Safety Executive (HSE) under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) is being met (58 versus a target of 89). Although the number of RIDDORs has increased slightly when compared to the outturn for the same period last year, long term performance has seen significant improvements with a 32% reduction in RIDDOR injuries when compared with the same reporting period in the 2017/18 financial year (85).

# 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. This includes a number of challenges such as the implementation of the Ultra Low Emission Zone. Following approval of the extension of the Strategy to March 2022, it now incorporates actions set out under the Responsible Procurement Implementation Plan, the Ultra Low Emission Fleet Plan, the Carbon Reduction Strategy, and the Single Environment Plan.

The initial SD strategy had 47 actions.

As of the end of quarter three, the progress on the one remaining outstanding action was as follows:

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

## Internal audit plan

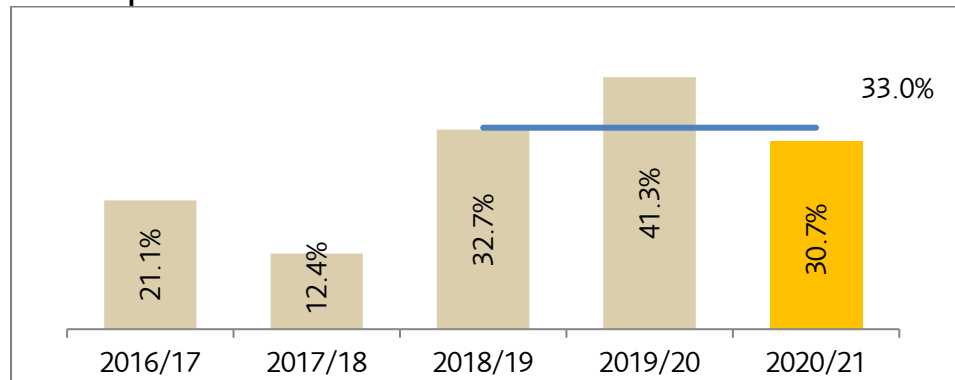
Work against the 2021/22 audit plan continues:

- Fourteen final reports have been issued: three risk and assurance, one advisory and nine follow ups
- Three draft reports are currently with management and in the process of being finalised; each was a full review
- Four risk and assurance reviews are at fieldwork stage

# People and Resources – delivering a positive and healthy culture

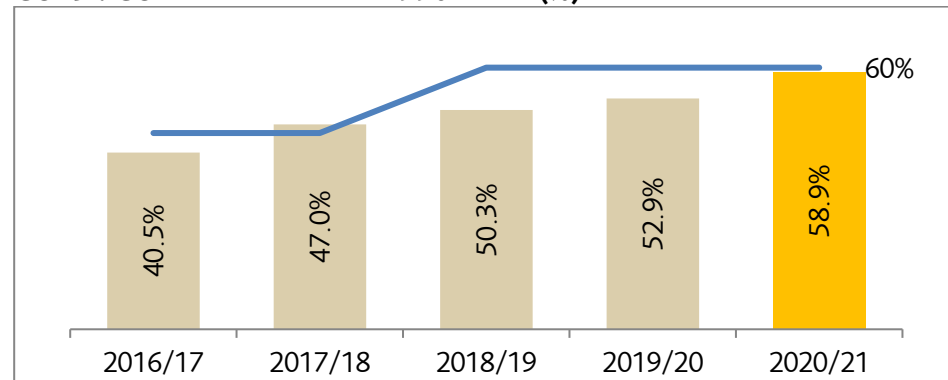
## Performance Indicators – Resources

CO14 : Spend with SMEs



SME spend dropped during 2020/21, primarily as a result of the impacts of Covid-19 delaying property works at fire stations that were not considered as critical to operations, to reduce the risk to staff and contractors. Additional spend reductions were the result of a significant drop in business travel, reduced need for legal services following the end of phase 1 of the Grenfell Inquiry, and some suppliers moving from being a small to large, due to the revised SME definition considering turnover as well as employee numbers. 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.

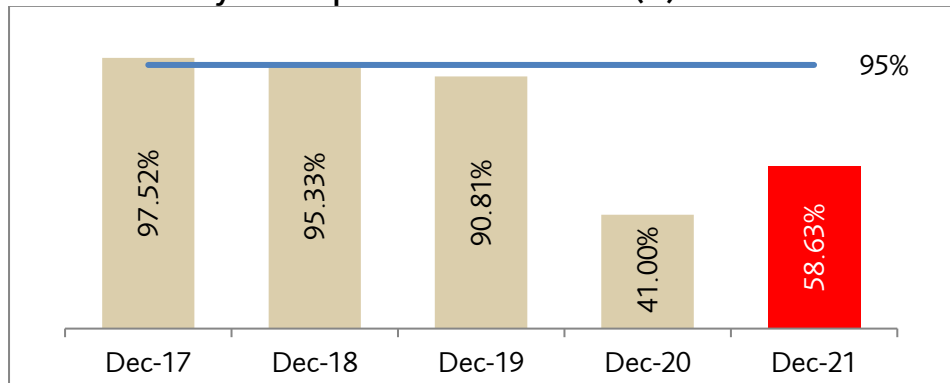
CO15 : CO2 reduction from 1990 levels (%)



CO2 emissions have reduced by approximately a further 5% from the previous year. It is expected that a large portion of these reductions are related to Covid-19, with over 90% of the emissions reduction due to reduced fuel use by frontline fleet vehicles. This goes against the recent trend of increased fuel consumption, thought to be due to the introduction of the new Euro 6 series 2 pumping appliance, which has continued to be rolled out through 2020-21. The temporary suspension of HFSVs (down 77%) and training activity, along with reductions in incident attendance, which may in part be a result of Covid-19 and reduced movement of people (total incidents down 8%; all fires down 4.5%; RTCs down 27%) substantially reduce the mileage and fuel consumption of frontline vehicles. Proportionally, there has also been significant emission reductions for grey fleet and air travel, that can be largely linked to changes due to Covid-19. Smaller reductions are attributed to buildings, with carbon reduction works on buildings undertaken during 2020/21 are expected to demonstrate emission reductions in the next years reporting cycle.

# People and Resources – delivering a positive and healthy culture

**CO16 : Statutory info requests handled on time (%)**



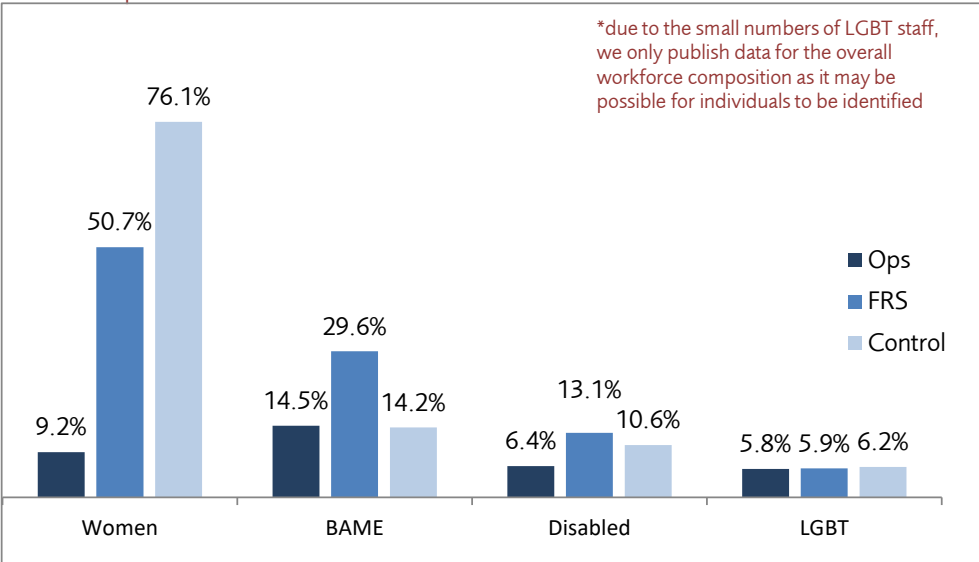
Two additional staff members have been in place to deal with the workload and to ensure that requests are dealt with in time; additional permanent resources for the team are included in the draft budget for 2022/23.

This indicator measures how well the Brigade is meeting the statutory deadlines for responding to information requests under the Freedom of Information Act (20 working days) and data protection law (one calendar month). Performance for the 12 months to the end of quarter three has improved compared to previous quarters but is still impacted by overdue requests earlier during the year. At end December 2021 there were no overdue requests (and 95% of request due during the three months to end December were completed on time). Requestors are now getting responses within statutory timescales. However, this improvement will take some time to be fully reflected in performance against this rolling 12-month indicator.

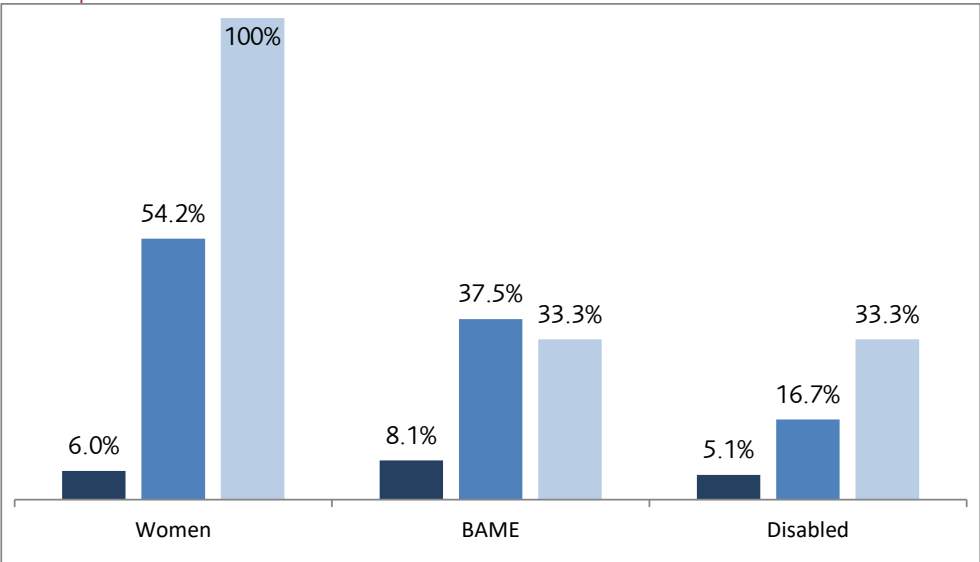
The backlog in dealing with requests was due to a number of extensive and time-consuming data protection cases during the reporting year involving large numbers of documents (linked to staff grievance, discipline, or employment tribunal cases), plus the disruption from home working. Additional impacts from General Data Protection Regulation (GDPR) related work (e.g. data protection impact assessments, producing contract schedules, and investigating/recording data breaches), is also recognised as having an impact on the team.

# Key People and Resources Information – workforce composition

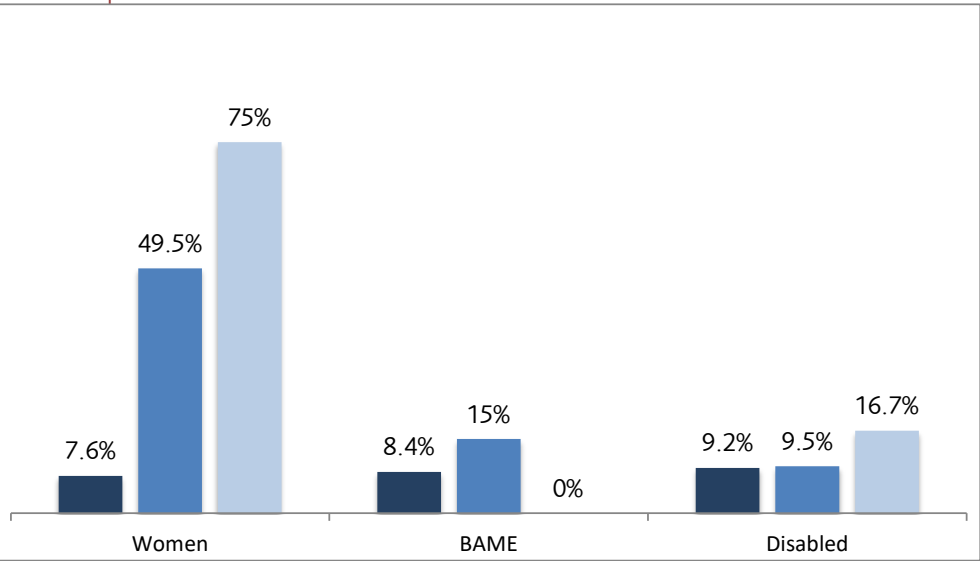
Workforce composition\*



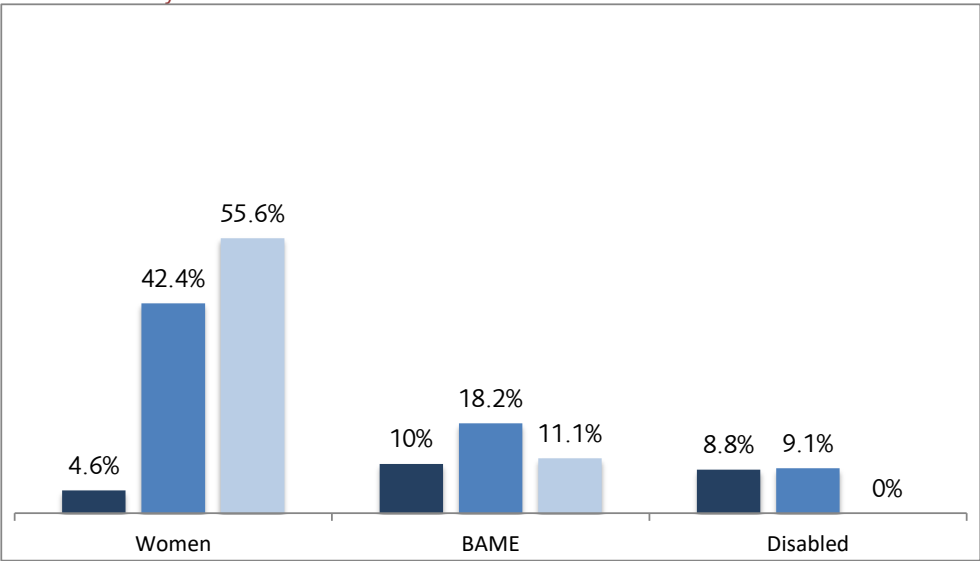
Workforce promotions



Workforce top earners



Workforce voluntary leavers



# Our Risk Perspective

## Risk management

Strategic risk management enables the Brigade to plan for, anticipate, manage, and mitigate risks which have the potential to seriously impact upon the services provided by the organisation. Risk management is a process which seeks to identify, evaluate, and manage these risks in a structured way. A robust strategic risk management framework enables the LFC to take sufficient action, which could involve prevention of significant risks and/or reduction of the impact of those that do occur by putting adequate risk mitigation controls in place.

The Brigade's risk management strategy was updated in May 2021, alongside a refresh of the organisation's most significant risks, as part of the Brigade's transformation blueprint. A five by five matrix is now in use for risk assessment, and accordingly, 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. This report focuses on these corporate level risks.

Since the last performance report at the end of quarter two 2021/22, regular board level risk reviews have led to the reduction in rating of the incident command risk (OD2) and the addition of two new red risks on the corporate (red) risk register, so that there are now nine corporate (red) risks, as summarised below:

Code	Risk Description	Score
CS1	Cuts in Government funding in part as a result of inability to demonstrate effective utilisation of staff and additional externally driven costs (e.g. Covid-19, Brexit, legal challenges) result in a financial shortfall reducing the overall size and capacity of the Brigade to effectively deliver BAU and LFB's 'change/transformation' agenda	20
TF1	Completion of the TDP and development of the core transformation capabilities (portfolio blueprint, risk and assurance, continuous improvement, CRMP) fail to deliver the change that the Brigade needs to make to thrive as a modern fire and rescue service leading to LFB not fulfilling our mission	20
OD1	The increasing complexity of the built environment increases the risk to our communities and firefighters. This is exacerbated by legacy issues from existing building stock which reduces the fire safety of buildings (e.g., compartmentation and external wall construction)	20
P1	Lack of support afforded to trainees during their apprenticeships leaves trainees isolated from the Brigade and at risk from harm	20

Code	Risk Description	Score
P2	Lack of training assurance means we do not know / have evidence to support whether or not our people are competent or safe to effectively undertake their day to day activities	20
P3	The culture of LFB does not provide a supportive and safe environment for our people to effectively deliver on the LFC's strategic priorities	20
PS13	Lack of effective workforce co-ordination and planning between departments (including lead in times for specialist skills) results in an establishment and skills gap that negatively impacts our service delivery	20
OP7	The Brigade is unable to respond effectively to fires caused by alternative fuels (e.g. lithium-ion batteries, hydrogen) exposing the safety of our staff and the public as well as damage to our reputation	20
CM7	The Brigade lacks capacity and capability in areas of internal communication (corporate and managerial), leading to a risk that not all staff are being effectively informed or engaged on key messages	20

### Changes to corporate red risks

#### Reduced – OD2 – Incident command (Deputy Commissioner)

The red rating for the incident command risk has been reduced to amber. This is based on the Brigade addressing the immediate concern from Her Majesty's Inspectorate for Constabulary and Fire and Rescue Services (HMICFRS) regarding officers being 'out of ticket' for incident command competence. Given that all levels have now been revalidated, the risk score has been reduced and the risk will now focus on the longer term matter of maintaining competence.

#### New – OP7 – Alternative fuel fires (Deputy Commissioner)

A new risk has been raised regarding real concern over the increased use of large lithium-ion batteries (or other alternative fuels) which could lead to a major incident that the Brigade is unable to effectively manage, as these types of fuels, if ignited, can be difficult to extinguish. This risk is not restricted to London alone and there will be opportunities to link up with other services and providers to collaborate on this area of uncertainty.

#### New – CM7 – Brigade capacity and capability for internal comms (Director of Communications)

A new risk has also been raised regarding the Brigade's capability and capacity for its internal comms needs leading to a risk that all staff are not effectively informed or



# Our Risk Perspective

engaged on key messages. The immediate concern relates to how best to service the growing internal communications demands on the Brigade based on existing structures and current limited resources.

## Securing business continuity

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

### Business Continuity Planning

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

### Business as usual

As a Category 1 responder the Brigade continues to ensure wider risk / resilience and business continuity issues are addressed. In quarter three draft Departmental business plans and a new Station business continuity plan were developed and

shared with departments to begin adopting this approach. The new templates and process will ensure that plans remain relevant and incorporate lesson learnt (such as the increased use of virtualisation) from Covid-19 and others incidents and give more ownership over the input helping use embed robust business continuity management at all levels of the organisation.

### UK Fuel Supply Shortages

As widely reported, a shortage of HGV drivers caused delays to fuel distribution around the UK in quarter two – including across London. Public panic-buying of fuel was seen in all London Borough's, causing some fuel stations to limit supply or require closure while re-stocking – however in quarter three this situation appeared to be far less prevalent and most fuel supplies appear to be offering business as usual levels of availability.

The Brigade's fleet is predominantly diesel-based, significantly limiting our exposure since the delays are affecting petrol supplies more heavily. The Brigade's fuel reserves are currently within our acceptable service level delivery limits and will continue to be reviewed as the situation continues. We are communicating regularly with our agency partners to understand the wider London fuel supply picture. We continue to monitor this and any potential supply chains issues.

### Brexit

The Brexit Coordination Group has not met on a regularly scheduled basis in this quarter due to limited direct impact of the initial Brexit response since the agreement was activated on 1 January 2021. The Brexit risk register is being maintained and we are keeping a watching brief to factor in new and existing plans as they are raised, continuing to review the impact, and considering risk documents produced by the Pan-London partnership and Mayors Office, NFCC and other FRS. Our own contingency plans remain in place, and we are prepared to activate further agile BCG response activity as quickly as possible if/when we are alerted to any impact or anticipated disruption.

# Delivering on Change – Corporate Portfolio

Project Management is one of the key methods of delivering complex change in the Brigade in a planned and organised manner. At the end of December 2021, there were 13 active 'A' governance projects (those which affect multiple directorates; have a significant business impact and/or are of particular risk to the Brigade).

Governance	Project/Programme Name	Q2	Q3	Budget (£m)	Estimated Spend (£m)	Stage	Original End Date	Forecast End Date
<b>Active Projects/Programmes</b>								
A	Command Unit Replacement (CURP)	A	A	£5.3m	£5.3m	Plan	31/03/2019	31/01/2023
A	Integration of National Operational Guidance into LFB	G	G	£850k	£270k	Deliver	31/12/2018	01/03/2022
A	Respiratory Protective Equipment (RPE)	R	R	£8.35m	£8.35m	Plan	31/12/2021	31/07/2022
A	Zero Emission Pumping Appliance 1 (ZEPA1)	G	G	£1.8m	£771k	Deliver	31/12/2023	31/12/2023
A	Fire Survival Guidance Technology Solution	G	R	£100k	£227k	Deliver	31/12/2020	28/02/2022
A	Replacement Mobilising System	G	G	TBC	TBC	Define	31/05/2025	31/05/2025
A	Operational Contingency Arrangements Implementation	N/A	A	TBC	TBC	Define	28/02/2024	28/02/2024
A	Marauding Terrorist Attack (MTA) Project	N/A	A	TBC	TBC	Define	31/03/2024	31/03/2024
A	Business Intelligence Solution	G	G	£1.81m	£1.81m	Deliver	31/03/2020	31/03/2022
A	Finance and Procurement System Replacement	G	G	£510k	£478k	Deliver	31/03/2022	31/12/2023
A	HR and Payroll System Replacement	A	G	£950k	£950k	Deliver	30/06/2022	31/07/2022
A	Lambeth River Station - Pontoon Refurbishment	G	R	£3.75m	£3.32m	Plan	31/12/2021	05/05/2022
A	LFB One Risk	N/A	R	£2.45m	£2.45m	Define	31/03/2023	31/03/2025

Six of the projects are currently reporting as green, these are: Integration of National Operational Guidance into LFB, Zero Emission Pumping Appliance 1 (ZEPA1), Replacement Mobilising System, Business Intelligence Solutions, Finance and

Procurement System Replacement and HR and Payroll System Replacement. Four projects are currently reporting as red and three projects are currently reporting as amber.

## Command Unit Replacement (CURP)

The project is reporting amber (off target) as the LFB have received notification from Babcock that there is an eleven-week delay in the delivery of the first three chassis from Optare to WH Bence. This delay is due to the complexities of the design on the Optare chassis from a normal standard chassis and due to a Covid-19 outbreak at the Optare production site. Regular meetings continue to be held between the LFB, Babcock Critical Services and WH Bence around the design and layout of the vehicle.

The Alcatel period for the incident command operating system has not completed due to clarification questions from some of the bidders. The award of contract to the successful bidder will follow once the Alcatel period has complete.

The Incident Command Operating System (ICOS) contract is currently with procurement following final ratification by legal. Meetings are being scheduled to understand the implementation requirements and timeline going forward.

## Respiratory Protective Equipment (RPE) and Radio Replacement Project

This project is reporting red (off target) due to the project needing to do a re-procurement process and action considerations from the MOPAC report.

An interim MOPAC 'Lessons Learned' audit report was received on 1 December 2021; the recommendations of which are currently being considered by the project team, General Counsel and Procurement. MOPAC will report findings formally to the Deputy Mayor and the project team are ensuring that these recommendations are rolled into the new project plan. MOPAC have stated they will ascertain how this process will be conducted and how it will affect project timescales. A meeting was held on 18 January with the project team and stakeholders to decide how best to move forward with formal reporting.

On-going meetings have taken place with Procurement to look at the evaluation model, tender scoring process and the pricing model which will lead to further revision of the RPE specification and the Invitation to Tender (ITT) documents.

# Delivering on Change – Corporate Portfolio

It was agreed at the project board on 16 December 2021 that the old PEG building can be utilised for the PEG Shadow Workshops as long as these are commenced within the next 12 months. Once started, an extension can be arranged if necessary.

The previously used equipment trials methodology has been assessed by GC and Procurement as fit for purpose and is being updated in preparation for the new procurement process.

A risk workshop has been scheduled for February 2022 to drill down further into possible/potential risks that may be associated with the project.

Procurement issued Alcatel letters to bidders on 18 January for the radio replacement following which there will be a 10-day standstill period before contracts can be signed.

OP&A and Babcock Training continue to work on a training solution for new BA sets, radios, and repeaters. Work on the training package for radios is awaiting the contract award. The content and scope have been defined, but the training delivery method is yet to be determined.

## **Fire Survival Guidance Technology Solution**

This project is reporting red (off target) as whilst the Capita interface instability has been resolved, the FSG exercises designed to increase business confidence in December were cancelled and so the app has yet to be signed off by the business meaning the project forecast end date has had to be moved.

The FSG app has achieved the revised target completion date, which was set as Q1 FY 2021. The app itself has been signed off for use since June 2021.

A piece of work is underway within Operational Policy to determine the communication capability of the appliance tablets across different types of buildings. This work will now also be used to determine if the business have sufficient confidence in order to signoff the app to go live and has therefore now been placed by the board as on the critical path. As this work is due to take place in January, the FSG board has been moved to the end of January and it is anticipated that this will be the decision point for signoff.

Once signed off, there is a three-to-four-week lead time before the app can be made visible on the tablets, hence the new target date of February 2022.

In the meantime, the online training package and quiz continue to be completed and the numbers of staff completing these are being closely monitored. Once the project team are more confident of the target live date for the main FSG app, further communications will go out to operational staff.

## **Operational Contingency Arrangements Implementation**

This project is reporting amber (off target) because the operational specification is still being drafted, which may have an impact on the project timeline.

On the timeline submitted with the project initiation document (PID) it was intended that the operational specifications work-stream would have been complete. A further meeting has been scheduled with procurement and general counsel to assess the impact on the timeline.

The operational specification is the main source of pressure on the timeline as this has to be completed and a tender sent out to market in time for a contract to be awarded along with an implementation period for a new supplier before the deadline of 12 November 2023. The delay should only minor.

## **Marauding Terrorist Attack (MTA)**

This project is reporting amber (off target) as the project needs to redefine several areas including the milestones to ensure the project follows the direction of the Commissioner and Project Sponsor. This may impact on timelines.

Negotiations have progressed with the Fire Brigades Union (FBU) and the Executive council, who have agreed to ballot their members with a recommendation to approve the collective agreement. The ballot will start in January 2022.

Work has continued scoping the Ballistic Personal Protective Equipment (BPPE) requirements including stowage and station storage. This scoping will result in a higher amount of BPPE needed due to BPPE being proposed onto all front-line appliances, the new amount will be shared with the project board when available. This will result in a redefining of the (PID), which will be circulated to the board upon completion.

# Delivering on Change – Corporate Portfolio

Communications with the SKED (rescue sled) supplier have started, and orders will be placed in early 2022 to secure the SKEDs for the front-line appliances and specials.

A small number of amendments have been made to the MTA stay safe guidance and the document is awaited by the project team for final review.

Planning for the rollout of the MTA training has continued and the project team has discussed the rescheduling of January's dates into March and April 2020. The project team are liaising with the Establishment and Performance Team (EPT) on a weekly basis to continue to reschedule the dates. Central Operations have also been updated on this approach and progress.

The project manager has been supporting Manchester Fire and Rescue Service in a range of areas as they develop their MTA response.

## **Lambeth River Station – Pontoon Refurbishment**

This project is reporting red (off target) due to significant issues with the contractor's performance resulting in a potential wider affordability issue.

The project is utilizing the 7 RIBA stages to guide its progress. The project is currently in stage 4 – Technical design.

The contractor has continued to work with their design team to complete the design of the scheme to construction drawing status, but there have been significant issues with the contractor's performance.

Although the level of information coming through from the contractor has improved following the release of their improvement plan, there still remain significant issues with the cost submissions received from the contractor. Cost plans submitted by Knights Brown also show a wider affordability issue.

The consultancy team are continuing to review and discuss the information provided and required with the contractor to finalise Knights Brown's contract sum proposal.

As a result of the poor performance, Property have held several meetings with both the consultancy team and Knights Brown (the contractor). This includes a weekly meeting with Knights Brown's director. Simultaneously the consultancy team are

preparing an options appraisal to provide the Brigade with the range of options available.

The current RAG is red to reflect the fact that the issue has been escalated to the sponsor and the contractor's managing director. The current programme is also uncertain as to whether the Knights Brown improvements will be acceptable or not.

## **LFB One Risk**

This project is reporting red (off target) due to advice from both LFB Legal & Finance that there is a funding and governance issue that affects the ability go out to market within the planned timeframe. There could also be a potential delay to the project of six months. A series of meetings have been arranged for early January to try to address the issue.

The project is in Phase 2 (Procurement), though some workstreams from Phase 1 (Requirements Gathering) are still running in tandem with the phase 2.

Although phase 1 will draw to a close, the intention is to continue to accept further requests during phase 2 and work with a developer to incorporate later identified requirements. The project intends to ensure a clear mechanism for ongoing change is incorporated into both procurement documents and the eventual contract.

In the final phase, delivery to users will be modular and include data migration, deployment, and user familiarisation. A sequence of modular introduction is being considered on a priority and organisational needs basis; the agreed sequence will be drawn up in due course.