



LFB Quarterly Performance report

Quarter 4 2021/22

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L F B
LONDON FIRE BRIGADE

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Key to abbreviations and symbols used

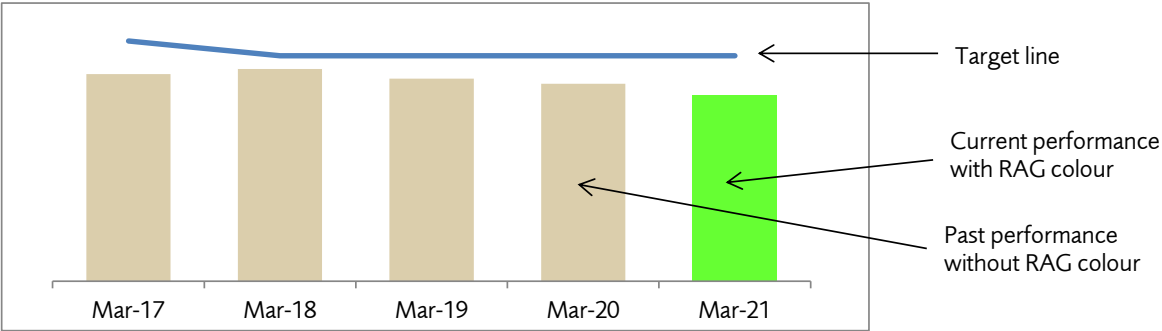
RAG Status

	Indicators	Projects	Risks	LSP Commitments	TDP Actions
	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 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
	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
	N/A	N/A	N/A	N/A	activity has been closed to avoid duplication in reporting
	N/A	project closed or closing	N/A	activity has been completed	activity has been completed

Performance indicator data

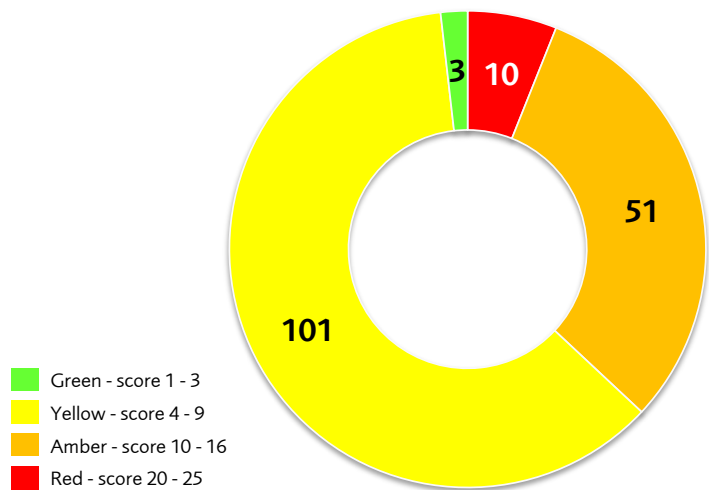
Performance indicators, unless otherwise stated, are displayed using rolling 12 month data. This is to avoid any significant fluctuations caused by factors such as seasonality, and to highlight the actual underlying performance trend.

HX : A Performance Indicator

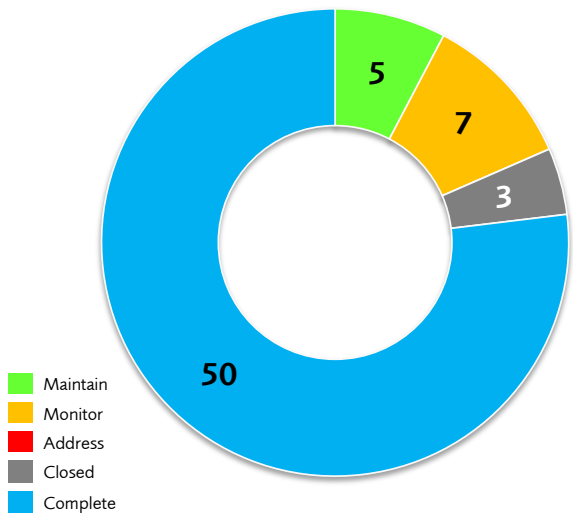


Performance at a glance

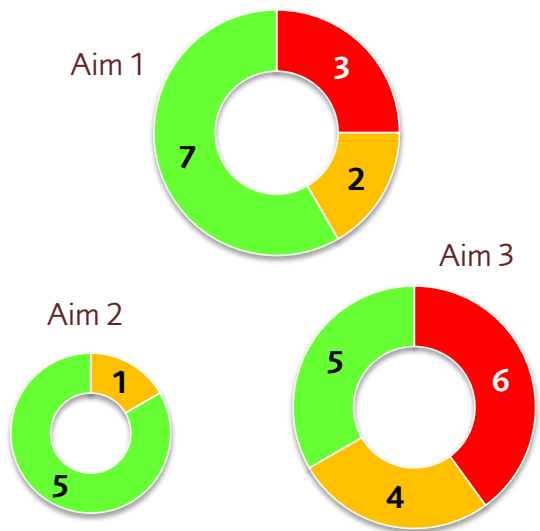
LFB Risk Register



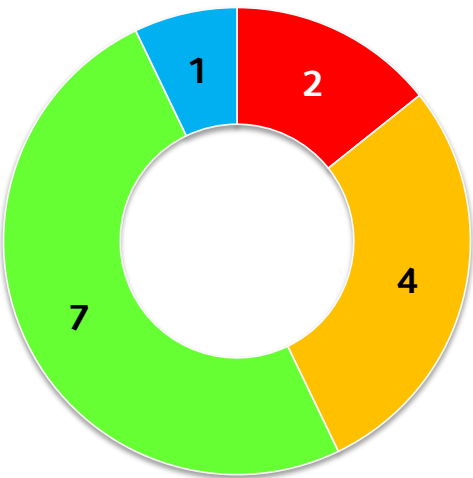
Transformation Delivery Plan



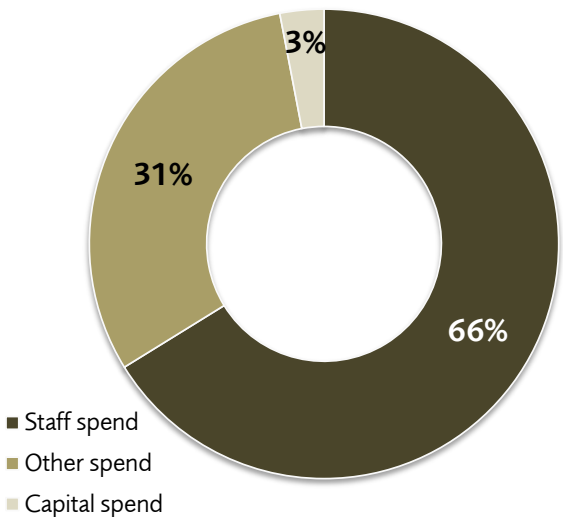
Corporate Performance Indicators



Corporate Projects



Spend - 2021/22



Introduction

Welcome to the London Fire Brigade's performance report for quarter four 2021/22 (the information contained in this report covers the 12 months up to the end of March 2022). 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:

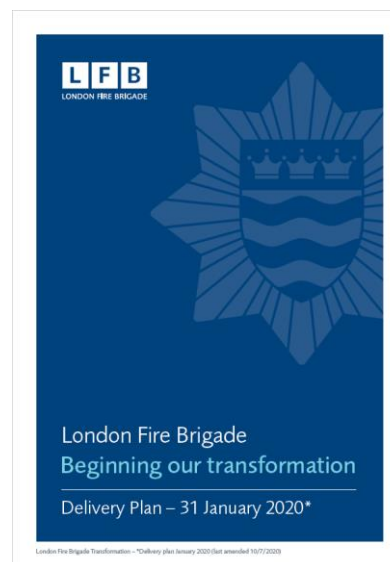
<https://data.london.gov.uk/dataset/--lfb-financial-and-performance-reporting-2021-22>

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 13.



<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

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.

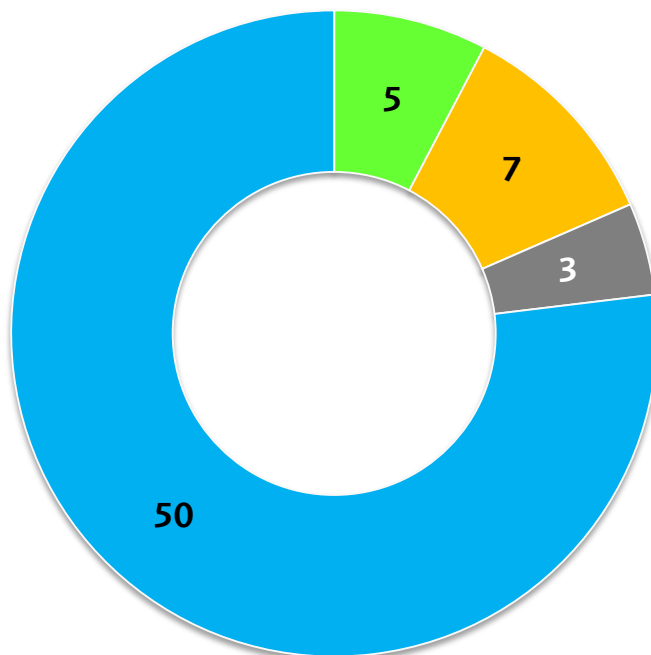
Delivering excellence

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

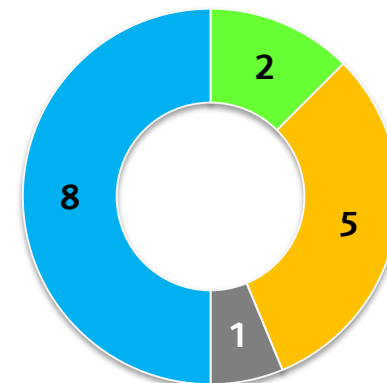
Outward facing

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.

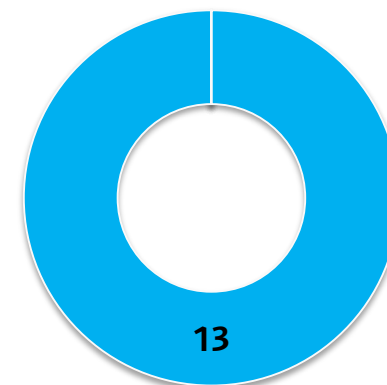
Overall performance against the TDP



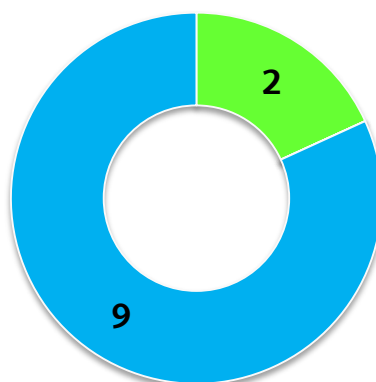
The best people and the best place to work



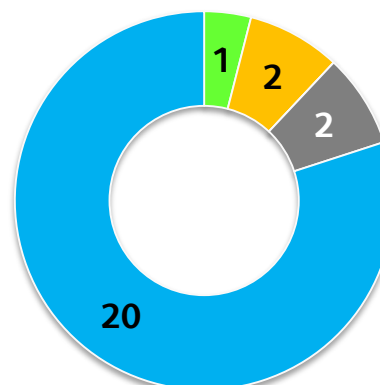
Seizing the future



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, 50 have now been completed, two were completed during quarter four.

- **TDP17:** *Integrate and adopt National Operational Guidance as the foundation of LFB policy and Procedure.*
- **TDP46:** *Engage with FBU to improve Mass Casualty Response capability.*

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, seven 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 – Phase 3 of 3 deliveries of GT Programme beginning this month, which will see the first cohorts complete the whole programme. So far feedback on the previous two phases has been positive.

Middle Management Leadership Programme – The Leadership and Inclusion teams are working in collaboration with the new training providers, GBS Corporate Training, and on Carole Litchmore's advice by sourcing a provider for an additional Inclusion module to be placed in the middle of GBS's four modules. Some detailed content for module 1, including cases studies, has been co-written, and was agreed by the Brigade and GBS in March.

- **TDP3** - *Embed and reinforce leadership behaviours at all levels through new performance management processes:*
- **TDP9** - *Introduce new performance management processes for all employees across the whole organisation:*

Progress summary

A new 'Objectives & Performance Conversations' approach was launched in 2020 for Tier 3 (Top Management Group) and in mid-2021 for Tier 2 (middle managers).

A version of this approach called 'Great Conversations' has been developed for Tier 1 staff. A small pilot with Tier 1 Operation, Control and FRS staff took place in late April 2021. A 'soft launch' began from summer 2021 in some FRS departments.

Following consultation with representative bodies, we developed an approach for fire stations staff (Firefighters, Leading Firefighters, Sub Officers) based on 'template to be soft launched in two boroughs. We are also exploring the option of also using 'template objectives' in Control, as suggested by a representative body.

Our Transformation Delivery Plan

Responsibility for this work has since transferred from People Services to Learning & Professional Development and is linked to the Organisational Learning Model which will form the basis of appraisals. As a result, this work has been reviewed.

The interim expectation (until 'Great Conversations' is replaced by the Organisational Learning Model appraisals) is that staff in the 'soft launch' areas will start to hold regular 1-to-1 conversations ('Great Conversations') if they are not already taking place, to include discussion about objectives. The objectives and the conversations will not be recorded during this interim stage. Instead, a record will be kept that the conversations are taking place (but not the content of the conversations).

The approach for staff at all levels is based on regular 1-to-1 conversations and agreeing performance objectives 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

The in-house Incident Command Team is 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 Level's 1,3, and 4.

The revised L2 Incident Command course is in the final stages of development with Babcock with pilot courses for SC and GC scheduled for 6 June and 18 July respectively. Whilst the revised L2 Incident Command courses are finalised. This will be in time to deliver acquisition training to the new cohort of level 2 officers, following the recent promotion round and ensuring appropriate training is delivered prior to promotion.

- **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.

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

Progress summary

The project moved to Red status during December 2021 due to funding and governance issues affecting our ability go out to market. The Project Board was subsequently presented with a discussion and options paper during January 2022, actions were agreed, and the following progress has been made against those actions:

1. Review the feasibility of changing the procurement route to take the project back into budget and governance parameters.
This work was undertaken and reported back to the Project Board on 3rd March 2022. The Board agreed to move the project forward by changing to a straightforward output-based procurement process (Standard two-stage restricted procedure) and removing the requirement for a (5 year in) system refresh element. Additional budget requirements for external legal and procurement costs have subsequently been sourced and agreed upon by the Project Board on 30 March. These actions have broadly brought the project back into the budget, therefore, out of the Red status and into Amber status.
2. Undertake a revision to the original governance funding paper and to take it through the formal governance process again.
This is being progressed by ICT and can be undertaken in tandem with the new procurement process. This action should bring the project back within governance permission; therefore, this has contributed to the Board's decision to bring the project out of the Red status and into Amber status.
3. An independent review of the project is to be undertaken.

Our Transformation Delivery Plan

An external review has been undertaken and reported back at the Director level.

The Project Board recognised the additional unplanned work involved in drawing up the system specification for output-based the procurement route, so agreed to a new project timeline being introduced. ICT developed a planning document for the system specification and work in this area has commenced. A subsequent ICT specification workplan has been drawn up and the project plan has been updated accordingly.

An updated revision of the stakeholder's requirements feedback document has been drawn up by consultants Dunstan Thomas and further stakeholders meeting for sign off has been scheduled for 7 April.

A new procurement workplan has also been drawn up and the project plan has been amended accordingly.

A revised/updated PID has been agreed upon by the Project Board and the project scope has been clarified in relation to the GTI recommendations.

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

Progress summary

The development of the Property strategy remains dependent on having clarity regarding the Target Operating Model and its implementation as part of the Community Risk Management Plan (CRMP).

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 ten risks which are rated as red. Seven key projects are progressing to schedule, however four are amber and two 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 four 2021/22 shows that a majority of the indicators that are reporting were meeting their target (17 out of 33).

Aim 1 : Prevention and Protection

Indicator	Mar-17	Mar-21	Dec-21	Mar-22	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	5,508	4,961	4,894	4,917	6,000	-10.7%	-0.9%	0.47%
H3 : Fires in other buildings	1,953	1,210	1,294	1,414	2,500	-27.6%	16.9%	+9.3%
H4 : Fires in care homes	322	276	227	237	400	-26.4%	-14.1%	+4.4%

Indicator	Mar-17	Mar-21	Dec-21	Mar-22	Target	5 year change	Annual change	Qrly change
H5 : All fire deaths (10 year av.)	46	46	46	46	50	0%	0%	0%
CX3A : All fire deaths - annual	44	35	50	45	N/A	+2.3%	+28.6%	-10.0%
H6 : Acc fire deaths in the home (10 year av.)	33	35	36	36	35	+6.6%	+0.9%	0%
H7 : Injury from fire (5 year av.)	993	838	819	814	1000	-18.0%	-2.9%	-0.6%
H8 : Home Fire Safety Visits	84,895	17,386	30,224	35,171	76,000	-58.6%	+102%	+16.4%
H9 : Educating young people	94,530	36,625	50,107	42,402	100,000	-55.1%	+15.8%	-15.4%
CO1 : Time by station staff on Community Safety	12.41%	5.40%	6.71%	7.43%	10%	-40.1%	+37.5%	+10.7%
H10 : All fire safety audit/inspections	14,640	9,185	9,279	9,157	N/A	-37.5%	-0.3%	-1.3%
CO2 : Alleged Fire Risks addressed within 3 hrs	89.80%	91.07%	92.50%	92.68%	90%	+3.22%	+1.77%	+0.20%
H11 : False alarms due to AFA non-domestic	21,928	17,052	20,249	21,570	20,000	-1.6%	+26.5%	+6.5%

Aim 2 : Response and Resilience

Indicator	Mar-17	Mar-21	Dec-21	Mar-22	Target	5 year change	Annual change	Qrly change
CO3 : 999 calls answered within 7 seconds	85.11%	92.78%	90.68%	89.11%	92%	+4.70%	-3.96%	-1.73%
H12 : Av. time from answering a 999 call to dispatch (seconds)	97	98	94	94	100	-3.1%	-4.1%	0%
H13 : Av. arrival time 1st appliance (mm:ss)	05:21	04:59	05:10	05:12	06:00	-2.8%	+4.3%	+0.6%
H14 : Av. arrival time 2nd appliance (mm:ss)	06:43	06:11	06:31	06:38	08:00	-1.2%	+7.3%	+1.8%
H15 : 1st appliance arrival 10 mins or less	95.96%	97.76%	96.99%	96.83%	90%	+0.91%	-0.95%	-0.17%
H16 : 1st appliance arrival 12 mins or less	98.19%	99.03%	98.71%	98.67%	95%	+0.48%	-0.37%	-0.05%

Summary of LSP performance

Aim 3 : People and Resources

Indicator	Mar-17	Mar-21	Dec-21	Mar-22	Target	5 year change	Annual change	Qrly change
CO6A : Av. no. working day lost to sickness - Ops	5.44%	5.28%	7.32%	8.21%	3.65%	+50.8%	+55.4%	+12.1%
CO6B : Av. no. working day lost to sickness - FRS	3.50%	2.89%	3.61%	3.71%	2.48%	+5.9%	+28.3%	+2.6%
CO6C : Av. no. working day lost to sickness - Control	5.05%	7.02%	6.52%	6.73%	4.70%	+33.2%	-4.2%	+3.1%
CO7A : Trainee firefighter intake - % BAME	21.0%	33.3%	32.0%	46.9%	25%	+124%	+41%	+46%
CO7B : Trainee firefighter intake - % Women	10.5%	22.8%	30.0%	37.5%	18%	+258%	+65%	+25%
CO8 : Gender diversity (men) of Control staff	23.1%	23.1%	23.9%	23.2%	35%	+0.5%	+0.5%	-2.8%
CO9 : Black, Asian and Minority Ethnic FRS staff top earners	10.1%	13.1%	15.0%	15.4%	16%	+52.5%	+17.6%	+2.7%
CO10A : Pay ratio between highest & median salary*	5.12	4.40	4.99	4.99	6.0	-2.5%	+13.4%	N/A
CO10B : Gender pay gap - all staff (median)*	-4.07%	-2.69%	-4.36%	-4.36%	+/-3%	+7.1%	+62.1%	N/A
CO11 : RTCs involving Brigade vehicles	499	380	408	420	415	-15.8%	+10.5%	+2.9%
CO12 : Injuries from operational incidents	136	130	109	114	116	-16.2%	-12.3%	+4.6%
CO13 : RIDDOR	73	51	58	57	89	-21.9%	+11.8%	-1.7%
CO14 : Spend with SMEs	21.1%	30.7%	30.7%	20.0%	33%	-5.2%	-34.9%	N/A
CO15 : CO2 reduction from 1990 levels (%)	40.5%	58.9%	58.9%	59.1%	60%	+45.9%	+0.3%	N/A
CO16 : Statutory info requests handled on time (%)	97.82%	38.36%	58.66%	70.81%	95%	-27.6%	+84.6%	+20.7%

Publicity and campaign news

Safety awareness

The Brigade issued advice to communities about heating homes and the use of heaters in response to a fire in New York in January, rising energy prices during winter, and the imminent rise in the energy price cap in April. We warned people about the risk of fires due to portable heaters and the risk of running electrical appliances overnight when people are sleeping.

We also communicated the support that the Brigade is providing, alongside other fire and rescue services, to Ukraine. In March we promoted our donation of firefighting equipment and the firefighters who are transporting equipment as part of a convoy to Poland.

Other key safety campaigns included:

- Promoting the action taken against private health and care provider BUPA, which resulted in a £1.04m fine, after a resident died in a fire while smoking in a care home.
- Publishing new figures which showed that alcohol related fires increased towards the end of 2021.
- Promoting the service that our fire investigation dogs provide through our campaign to have Simba recognised as part of his nomination for the Crufts Hero Dog award. This resulted in coverage on BBC London and on digital media including Mail Online.
- Raising fire safety awareness on World Hearing Day through the use of an online scavenger hunt video, hosted by a firefighter who communicated in British Sign Language.
- Increasing the focus on the number of incidents we attended involving e-bikes and e-scooters and promoting our safety messaging.

Incidents

There was significant media interest in our preparation for and response to Storm Eunice in mid-February, in which the Brigade declared a major incident in response to the volume of 999 calls being taken. The media team worked with the digital team

Summary of LSP performance

to share our advice to communities, which was amplified by agencies through partnership working through the London Resilience Communications Group.

There was also a high profile fire in a block of flats and offices in Whitechapel, above an entrance to Aldgate East tube station, which resulted in widespread coverage on all major news channels and the media team provided regular updates to the media and supported broadcast interviews with ITV News and the Bauer media group.

Campaigns

Supporting our Togetherness Strategy, the communications team supported a number of recognised events. In February, we supported LGBT+ History Month with case studies of gay and lesbian firefighters which received higher than average levels of engagement on social media. In March, we celebrated International Women's Day with case studies of female firefighters in support of this year's #BreakTheBias theme, which was supported on social media and featured in online news publications. Furthermore, we started a digital recruitment campaign to target under-represented groups and encourage people to find out more about a career in the fire and rescue service.

Proactively leading discussion to improve building safety

The Brigade continued to work proactively to improve safety in the built environment. Part of our ongoing advocacy work has been seeking improvements to the Building Safety Bill. A key part of this work was targeted at ensuring that companies cannot avoid liability for poor quality construction by opening subsidiary companies or special purpose vehicles to be responsible for new development or refurbishment. Our work on this included engaging with other organisations, such as the Local Government Association, who provided support by highlighting our concerns to Government. This has since resulted in amendments to the Building Safety Bill aimed at addressing this issue and ensuring that those responsible for poor construction can still be held accountable even where a separate company has been set up.

More broadly, we continued to work with Government through meetings with the Fire Minister, the Home Office and the Department for Levelling Up, Housing and

Communities on a range of other key issues relating to the built environment to try and improve the safety of Londoners and people across the country.

Knowledge and information sharing

We have been developing position statements on key issues relating to fire safety in the built environment. These will help to improve communications with communities, stakeholders and the wider sector by clearly signposting and explaining the Brigade's positions on important areas relating to safety. These are currently in development with an aim of publication in summer 2022.

Working with partners and stakeholders

The Brigade welcomed numerous partners and stakeholders to fire stations to demonstrate the wide variety of work undertaken by the organisation to keep Londoners safe. In March, this included hosting the London Assembly's Fire, Resilience and Emergency Planning Committee at Paddington Fire Station to demonstrate the changes that the Brigade has implemented since the Grenfell Tower fire to improve our response to fires in high-rise buildings. This included a demonstration of new equipment that has been introduced to improve our response, such as our 32 metre turntable ladders, drones, the new FSG App and fire escape hoods that are used to support evacuation of people from buildings by providing protection from toxic smoke.

Summary of LSP performance

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

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.

Quarter four 2021/22

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 1,000 individuals. 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. Fortunately, as January has continued absence and self-isolation have significantly lessened reducing down to levels similar to those experienced in the period prior to the winter peak.

All remaining legally enforced Covid-19 related restrictions concluded in England during February. Cases rose following the relaxation of restrictions and this was reflected in the Brigade, however sickness level began to reduce mid-March.

Following the "Winter Plan" the Government introduced the "Living with COVID" guidance as a result the Brigade has resumed activities stopped during the Winter Plan. The Brigade currently continues to assess the remaining control measures in line with our responsibilities under Health & Safety guidance. As the requirement for Self-isolation, Track and Trace and availability of Lateral Flow Testing has being

removed or reduced we continue to monitor the sickness levels of staff through the temporary reimbursement of Lateral Flow Test, the continued recording and use of specific Covid-19 sickness codes.

Safety measures

In order to keep staff as safe as possible while the wider changes to Covid-19 guidance is implemented we will keep the Hands, Face, Space guidance in place for the foreseeable future. Face coverings should continue to be worn on Brigade premises when you are unable to maintain a safe distance in a crowded or enclosed space. Type IIR surgical masks are still to be worn at all times when travelling on an appliance and an enhanced cleaning processes will remain in place, in line with the updated workplace guidance. Station ventilations will continue to be carried out when we have a confirmed case of Covid-19.

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 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 the Brigade 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

Brigade staff continue to adapt to a changed way of working that has been brought about by the coronavirus pandemic. There is a recognition now that living with Covid-19 is a new norm which is the messaging that the UK government has promoted, so officers remain focused on ensuring that the health, safety and

Coronavirus

wellbeing of the workforce is the best that it can be. Levels of stress anxiety and depression remain high. To help alleviate this more messaging about the availability of support services/networks is regularly being communicated. Officers will continue to monitor the data and engage further with staff, via Mental Health First Aiders and Counselling and Trauma Service interventions, to better understand the thoughts and feelings of individuals presenting with these issues with the hope that as society transitions to treating Covid-19 as a seasonal "illness", and it having less damaging health impact, the levels of stress anxiety and depression are consequently reduced

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 the Brigade which have been pre-dominantly 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 quarter three 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 Brigade's Medium Term Financial Strategy (MTFS).

Grenfell Tower Fire

The London Fire Brigade's Grenfell Tower Investigation and Review Team ceased to exist on the 6th April 2022. A number of the workstreams have been completed and closed. The Programme Administration Team have been absorbed into the Grenfell team in General Counsel's Department and will continue to support the Brigade in its response to Operation Northleigh and the Grenfell Tower public inquiry.

Prior to 6 April, GTIRT completed the following work, which has been shared with both Operation Northleigh and the Public Inquiry:

- Operational Response Report Volume 2
- Operational Response Analysis Report
- Module 8 narratives : Evidence relating to the deceased

Face to face interviews conducted by the MPS with current and former Brigade staff are continuing. Between January 2022 and April 2022, eight MPS interviews took place and another seven interviews are scheduled from April 2022. The team continue to contact witnesses for outstanding and new interview requests. Since January 2022 it has also dealt with 9 requests for information from the MPS as part of its Operation Northleigh investigation.

The Inquiry has now concluded hearing evidence in relation to Module 6b, which examined the testing and certification of construction products and systems and the role of Central Government. It is currently hearing evidence in relation to 'the aftermath,' which will consider the policies, procedures and plans in place on the part of the tenant management organisation and central and local government for dealing with a major emergency such as the Grenfell Tower fire and the response in the immediate days after the fire. This will include hearing evidence from London Resilience witnesses. Following the conclusion of the aftermath module, the Inquiry will hear further evidence from its expert witnesses.

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.

Lawyers acting for the bereaved survivors and relatives have issued around 950 claims against the London Fire Commissioner (LFC) and other core participants in the Grenfell Tower Inquiry. A further 107 claims from firefighters and control room

officers, and 36 claims from Metropolitan Police Officers against the same Defendants have also been made. The LFC, together with most other Defendants and most of the bereaved survivor and resident claimants, is participating in a confidential, alternative dispute resolution (ADR) process to try and resolve matters without the need for litigation. The first stage of the mediation is due to take place over a two week period, beginning 16 January 2023. There will be a further court hearing on the 26 April when parties will seek further directions as proceedings are currently stayed to facilitate the ADR process.

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 January and 31 March 2022.

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

London Fire Brigade Training Plan – 2022/2023

Each year the London Fire Brigade Training Delivery Plan (TDP) is collated by the Training and Professional Development department, following consultation with commissioning departments and other key stakeholders. The TDP reflects the known training requirements of the London Fire Brigade (LFB) after having considered both internal and external drivers. It encompasses all centrally-lead training. It does not include Brigade exercises, drills or Development and Maintenance of Operational Professionalism (DaMOP) training.

Final 2022/23 Budget

This report presents the London Fire Commissioner's (LFC) final draft revenue and capital budget for 2022/23 for approval.

Treasury Management Strategy 2022/23

Under Authority Financial Regulations, the Director of Corporate Services, being the statutory finance officer for the London Fire Commissioner (LFC), is required to report to the LFC on the Treasury. This decision was signed remotely on 30 March 2022. Management Strategy Statement and Annual Investment Strategy it is proposed to adopt in the coming financial year. It is presented to the Commissioner's Board for review and to the LFC for approval.

Estate Wide Redecoration Programme

This paper seeks approval for expenditure on a programme of cyclical redecoration works across the London Fire Brigade (LFB) estate, extending over the next six financial years. This will impact approximately ninety-one stations. Excluded from

the scope are the nine Private Finance Initiative (PFI) stations, together with those stations undergoing full refurbishment (Lambeth River and Plumstead) or redevelopment (Lambeth) during this time.

Purchase of Replacement Cooking Equipment and Appliance Bay Heaters

By 2023 London Fire Commissioner (LFC) will have met the 2018 decarbonisation target as stated in LFC report LFC-0256. The revised target is carbon net zero by 2030 in accordance with the UK Green Building Council definition. This paper seeks approval to implement several key actions to enable LFC to achieve 28% reduction of the property emissions net zero target by 2030.

Procurement of Foundation Software Licensing

This report seeks the approval of the Deputy Mayor for Fire and Resilience for the London Fire Commissioner (LFC) to commit revenue expenditure for the purposes of procuring foundation software licensing services for a period of up to three years, with options to extend by a further two years from February 2022. 'Foundation software' refers to the range of software products that come together in the ICT environment to keep it running effectively and securely.

Personal Injury Settlements – 2022/23

General Counsel seeks authority to settle personal injury claims up to the amounts set out in Part 2 of this report for the financial year 2022/23 which exceeds General Counsel's current delegation to settle claims, as permitted by the London Fire Commissioner's Scheme of Governance. Such delegation would be subject to reporting requirements to the Deputy Mayor, Fire and Resilience for financial monitoring purposes.

Extension of contract for Interim Director of Communications

In September 2021, the LFC approved the appointment of Lorraine Homer as Interim Director of Communications (LFC-0600). An extension of six months is proposed for the interim contract to enable changes at an executive level to be staggered, and whilst recruitment for a permanent director takes place.

Premises Asset Replacement Works for Projects in 2022/23 and 2023/24 – London Fire Brigade Estate – Paper No 2

This paper seeks approval to undertake key asset replacement and enhancement works across the London Fire Brigade (LFB) estate. London Fire Commissioner (LFC)

London Fire Commissioner's Decisions

premises to avoid asset decline and meet the operational requirements from the estate.

Operational Contingency Arrangements (OCA): Project Initiation

The London Fire Brigade (Brigade) has a duty under the Civil Contingencies Act 2004 to plan for the purpose of ensuring, "so far as is reasonably practicable", that if an emergency were to occur, we would still be able to continue to perform our functions. The current arrangements, known as Capital Guard, are the contingency measures implemented during times when gaps in normal service provision, operational response and control, are experienced.

Provision of External Audit Services from 1 April 2023

The London Fire Commissioner (LFC) currently opts into a service from Public Sector Audit Appointments Ltd (PSAA), which procures external audit services on its behalf. The current arrangements (approved by the London Fire and Emergency Planning Authority (LFEPA) in 2017) will expire at the end of the 2022/23 financial year and the LFC has been invited to consider whether to opt in for a further five-year period from 1 April 2023.

Statement of Assurance 2020 - 21

The London Fire Commissioner (LFC) is required to prepare an annual Statement of Assurance in accordance with the Fire and Rescue National Framework for England. This report presents the LFC's statement for 2020/21.

Appointment of Assistant Commissioners

The LFB is expecting a number of departures at Assistant Commissioner level over the coming months. As such an Assistant Commissioner promotions round has been completed and candidates are now recommended for appointment.

Independent Operational Assurance Remit Report: Review of Control

As part of its response to the recommendations of the Grenfell Tower Inquiry (GTI) and Her Majesty's Inspectorate of Constabulary & Fire and Rescue Services (HMICFRS), London Fire Brigade (LFB) commissioned the services of an Independent Operational Assurance Advisor (IOAA), Alasdair Hay to provide independent assurance on a range of operational areas.

Appointment of Interim Director of Corporate Services

The permanent Director of Corporate Services is due to start on 1st June 2022 and in the intervening period an interim is required to ensure business continuity until the permanent Director starts in post.

Marauding Terrorist Attack (MTA) Collective Agreement

This report provides details of the negotiation and consultation taking place between the London Fire Commissioner (LFC) and the Fire Brigades Union (FBU) to reach a Joint Collective Agreement to respond to a Marauding Terrorist Attack (MTA) type incident. Details regarding the Joint Collective Agreement are attached in Appendix A to this report. The negotiations and consultations are ongoing, and this update provides the background to an agreement in principle, which has been reached with the FBU allowing both sides to continue with the negotiations in order to reach a satisfactory conclusion.

Ensuring our people are well led: Middle Leadership Programmes (Update since contract termination)

This report offers an update on the controls offered in the People Risk Register as mitigations to the risk around leadership development. It complements the initial report (attached as appendix 1) submitted to People board on 27 May 2021. This update discusses options for moving forward to ensure the delivery of the three-year programme across our middle leaders' cohort.

Licence to Operate – Incident Command

This report introduces the concept of a Licence to Operate (hereafter Licence or L2O). It is proposed that a Licence will address the risk of London Fire Commissioner (LFC) operational staff not being trained and assessed to meet the standards required to ensure they can carry out their operational activities competently and safely. A number of reports have identified this as a risk, namely, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), 'Fire and Rescue Service: Effectiveness, efficiency and people 2018/19 - An inspection of London Fire Brigade'; Phase 1 of the Grenfell Tower Inquiry; The Independent Review of Training; Mayor's Office for Policing and Crime (MOPAC) Review of Delegate Throughput for Babcock Training 2018/19.

London Fire Commissioner's Decisions

Procurement of Mobile Telephony

The report seeks authorisation to defer the procurement of a replacement mobile telephony service by 12 months, to allow time for the LFC to explore entering into a shared procurement with the Metropolitan Police Service (MPS). The current mobile telephony contract that the LFC has with Vodafone will expire on 28 March 2022. An extension of 12 months to this contract will allow the LFC sufficient time to either enter into a new joint procurement with the MPS or initiate a separate procurement via a recognised procurement framework. Authority is also sought to procure the replacement mobile telephony service.

Assault on Emergency Workers (Operation Hampshire)

This report notes the current position for the London Fire Brigade (LFB) when staff are subjected to either physical or mental assault whilst carrying out the function of an emergency worker. There has been a notable increase of physical and verbal abuse in recent years against emergency workers. It will also note the underpinning legislation that imposes a duty of care under health and safety legislation

The Metropolitan Police Service (MPS) have adopted a procedure known as Operation Hampshire for dealing with attacks on police officers. This report makes recommendations for London Fire Commissioner (LFC) to adopt an adaptation of this procedure supported by a reporting, recording and data capture process. Operation Hampshire aims to appropriately support staff and to develop a process in order to capture and share information to support the criminal Justice (CJ) process.

Director of Communication: Creation of Permanent Post

The LFB communications function has been subject to a formal review since January 2021, led by two consecutive external interim appointments. The interim appointments have concluded and agreed with the Commissioner and Directors that the Assistant Director of Communications post is to be deleted, and a permanent Director of Communications is to be created.

Financial Performance

	Full Year Revised Budget	Outturn at 31 March 2022	Outturn Variance (under)/Over	Forecast Outturn Variance at 31 December 2021	Movement between variance figures
	£000s	£000s	£000s	£000s	£000s
Operational staff	270,883	283,096	12,213	10,852	1,360
Other staff	66,613	63,690	(2,923)	(3,929)	1,006
Employee related	23,976	26,131	2,154	(161)	2,315
Pensions	21,644	20,659	(985)	(303)	(682)
Premises	44,903	42,029	(2,874)	1,140	(4,014)
Transport	17,550	17,253	(297)	(703)	406
Supplies and services	31,409	32,065	656	5,725	(5,069)
Third party payments	1,364	2,068	705	399	306
Capital financing costs	8,953	9,810	857	0	857
Central contingency against inflation	1,880	713	(1,167)	(1,294)	127
Total revenue expenditure	489,175	497,513	8,338	11,726	(3,388)
Other income	(43,041)	(54,005)	(10,963)	(11,545)	582
Net revenue expenditure	446,133	443,508	(2,625)	181	(2,806)
Use of General Reserves	1,107	1,107	0	0	(0)
Use of earmarked reserves	(5,352)	(5,352)	0	(1,684)	1,684
Financing Requirement	441,888	439,263	(2,625)	(1,503)	(1,122)
Financed by:					
Specific grants	(36,485)	(37,732)	(1,247)	(48)	(1,199)
GLA funding	(405,400)	(405,400)	(0)	0	(0)

Revenue Position

The forecast revenue outturn position at the end of March 2022 is for an underspend of £3,872k, which is (0.9%) of the net revenue budget. The forecast underspend at Quarter 3 of £1,551k has increased by £2,321k since last reported at the end of December (LFC- 0703). The main reasons for this movement are explained below.

- The LFC insurer has recently made additional payments to fulfil its obligations under Combined Liability covers related to the Grenfell Tower

Inquiry and a payment in advance has been applied as part of year end closing to meet the expected costs in 2021/22 and 2022/23, as well as future years. As a result, these additional payments will not impact the overall financial position for 2021/22.

The movement in outturn variance above is due to the following:

- £3,306k due to a reduction in overall spend on Mechanical, Electrical and Plumbing planned works for building maintenance, including works not sufficiently progressed to be accounted for in 2021/22.
- £1,281k due to a reduction in spend on professional services mainly due to the delay in the procurement of the finance and purchasing system that will now be delivered from 2022/23.
- £1,378k over recovery on Metropolitan Fire Brigade (MFB) Act 1865 income from insurers, that reflects additional sums identified and invoiced at the end of the financial year.
- £1,070k saving on rent, reflecting the success in negotiating the rent renewal for Union Street, which was at a lower rate than previously forecast.
- £1,038k previously reported additional expenditure on operational equipment now to be incurred in the coming financial year relating to one-off equipment costs to support the Maurading Terrorist Attack (MTA) project. This is proposed to be earmarked in the reserve for 2022/23 financial year.

The above underspends are offset by other movements in the outturn due to the following items:

- £1,965k on customer and client receipts due to Grenfell related legal costs not covered by the insurer, although this is an ongoing process to match insurance payments to costs incurred. The outturn position reflects the actual income received from insurers to meet spend on professional services.

Financial Performance

- £1,356k on operational budgets mainly due to the assumption of leavers due to Immediate Detriment at year end now being substantially revised down, given the ongoing discussion with the Home Office with regards to the implementation of the pension remedy.
- £1,308k on professional development due to Covid related spend and for the development of training courses that were incurred in the year.
- £1,006k on other staff mainly due to Control staff overtime (£684k) - additional funding of £192k was agreed as part of the 2022/23 budget report for Control, to enable an increase in the number of hours worked for Control staff. This will reduce the risk of any overspends on overtime in future financial years. There is also a reduction in the previously reported forecast underspend on FRS staff (£323k) following progress made in filling vacancies during the last quarter of the year.

	Full Year Budget	Forecast Outturn	Outturn Variance		Full Year Budget
	£000s	£000s	£000s		£000s
ICT	5,017	1,308	(3,709)	ICT	5,017
Property	24,870	8,036	(16,834)	Property	24,870
Communications	40	0	(40)	Communications	40
Fleet and Equipment	22,436	7,722	(14,714)	Fleet and Equipment	22,436
Operational Policy	8,200	0	(8,200)	Operational Policy	8,200
Total Capital Expenditure	60,563	17,066	(43,497)	Total Capital Expenditure	60,563

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- 0596), with £1,926k carried forward to 2021/22 from 2020/21.

- The capital outturn for 2021/22 is £17,066k. This is (£43,497k) less than the revised budget position including ICT (£3,709k), Property (£16,834k), Fleet (£14,714k), Communications (£40k) and Operational Policy (£8,200k).
 - The capital receipts applied to capital expenditure in 2021/2022 totals £16,400k, including the sale of Clerkenwell Fire Station (£16,000k).
 - The capital outturn for 2021/22 is £17,066k, which is a reduction of £2,252k reported in the Q3 position (£19,318k) (LFC-0703). The main changes in the programme are outlined below:
 - Budget slippage in future years (£2,480k)
 - Other changes £228k
- Total (£2,252k)

Budget Slippage

Fleet

- As previously reported at the end of September (LFC-0610) the spend in Fleet continues to be closely monitored and the ongoing challenges due to global supplier delays in vehicle parts, relating to the pandemic and additional border controls. The slippage in Fleet of £1,489k is largely due to ongoing challenges that continue to impact global supplier delays in vehicle parts, relating to the pandemic and additional border controls. Specialist Heavy Vehicles account for £846k of the movement from Quarter 3 as well as Operational Equipment for £121k, Aerials £65k and the Fireboat project for £457k.

Property

- The variance in the Property outturn relates to the Biggin Hill Extension of £244k due to a delay in the commencement of construction works which started in March 2022. Lift refurbishment works have also been delayed due to a shortage in steel work which is essential to strengthening the lifts, causing £255k to slip into 2022/23. Among other projects, property were

Financial Performance

also able to complete works at Hornsey Fire Station in Q4 with various savings, totalling £65k, which included on provision for temporary heating and mechanical systems which were not required. Other changes relate to budget being brought forward for Privacy for all (£180k) to cover additional works at Holloway, Northolt and Kensington Fire Stations.

ICT

- The slippage of £343k in ICT consists of £211k for audio visual equipment because of a three month lead time due to computer chip shortages, and £132k for CAMS project system hardware & installation which has now been scheduled for the first quarter in 2022/23 due to the availability of engineers.

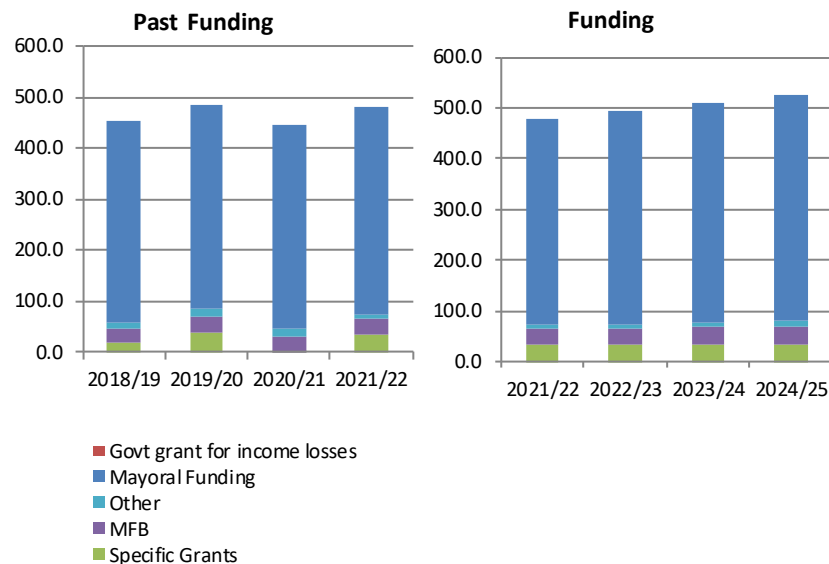
Operational Policy

- Slippage of £149k for Radio Repeaters as delivery has been delayed into 2022/23 in order to have the appropriate staff available to provide training.

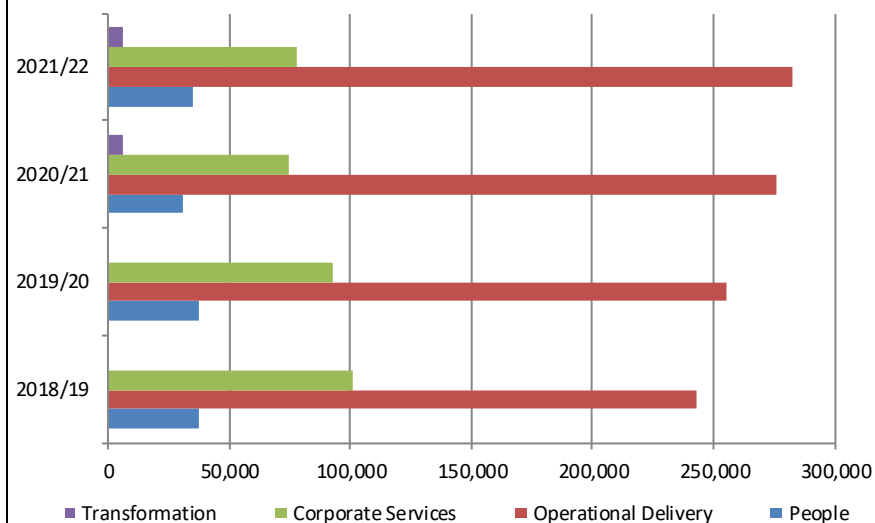
Financial Performance

Financial trends

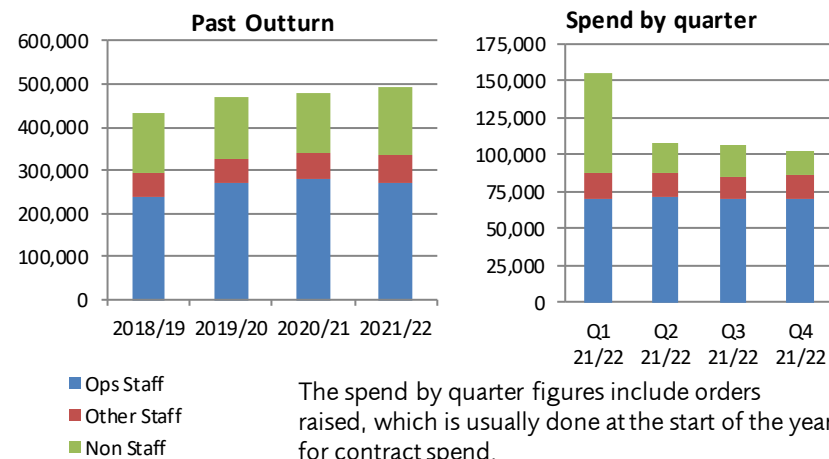
Total Funding for LFC (£m)



Directorate Spend by Year (£k)

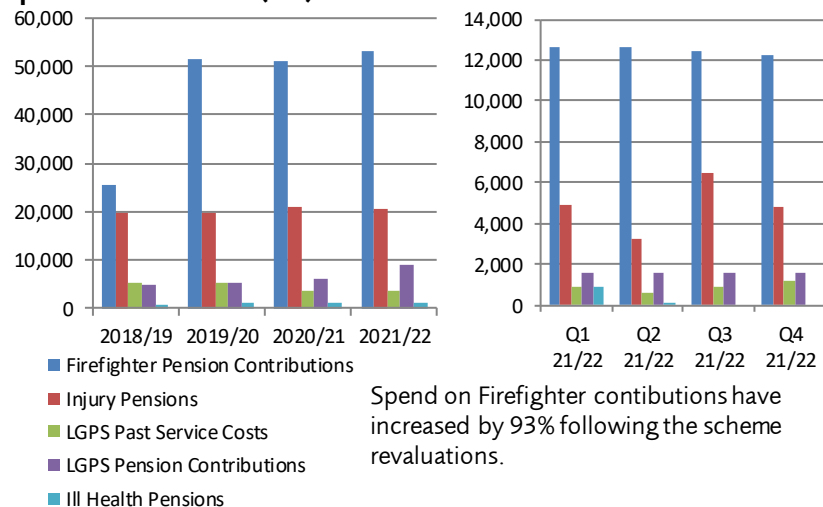


Total Costs (£k)



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

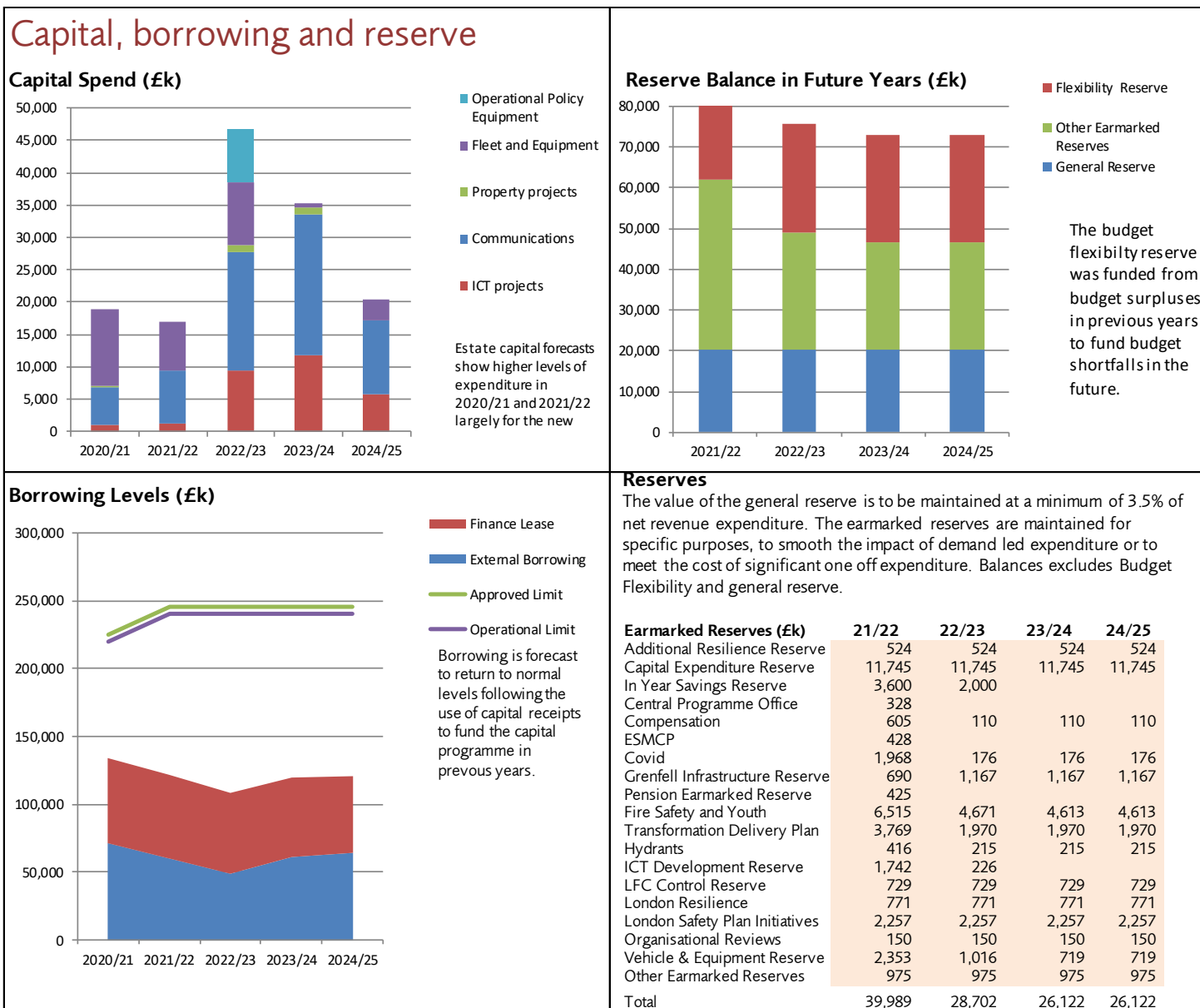
Spend on Pensions (£k)



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

Financial Performance

Capital, borrowing and reserves



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

The Brigade's prevention offer covers a variety of projects, activities and programmes for individuals, groups and organisations across London. The aim is to reduce identified risks by raising awareness and delivering frontline services. The Brigade has a long history of providing Home Fire Safety Visits (HFSVs) where we will visit residents in their properties to assess fire risks and fit free smoke alarms in all areas of risk. Before Covid-19, we delivered around 80,000 HFSVs annually but

during lockdown this was significantly impacted as we focused on the most vulnerable who required an urgent visit. The number of HFSVs delivered has been rising steadily throughout 2022, however delivery has once again been impacted by the rise in Covid-19 cases throughout the year and a national shortage of components, impacting the provision of smoke alarms across the country. We have increased the ways in which we engage with different communities by introducing a new Home Fire Safety checker, an online service whereby residents can assess risk in their property to determine if they require a physical visit or be directed to an online version of the HFSV, and telephone HFSVs to those who are not digitally engaged. Despite our prevention activity we sadly still see a number of fatal fires across London every year. Each fatal fire is reviewed to evaluate our operational response but also the learning from each individual case is used to tailor our prevention work, locally and pan-London, with partner agencies such as local authorities and care providers. An organisational learning report is being produced to share the outcomes of the year's Fatal Fire Reviews with borough and station staff as well as Fire Safety Regulation staff.

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

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

- Carry out high risk fire behaviours

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

- 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
- 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 child and youth engagement, intervention, and education schemes in order to: reduce fire risk; raise awareness of fire danger; safety and prevention; detection and escape from fire in the home. The schemes are aimed mainly at primary and secondary school age children and young people, but some also cover children as young as five years old which includes visits to nurseries and children's centres. All youth programmes delivered by the Brigade are attended by a wide range of participants and provide the opportunity to increase awareness of the Brigade amongst diverse communities. The introduction of online packages developed during the height of Covid-19 enabled work to continue whilst expanding our reach into more schools. This work has empowered the youth teams to provide options for delivery across all schemes and will enable greater flexibility in the future between face to face or virtual input.

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

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

Further to the work completed in 2020/21, namely, the development of online learning and launch of the virtual Hazard House, 2021/22 saw prevention activities adopt a blended approach; embracing new technological opportunities to compliment face to face delivery.

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

Firesetters Intervention Scheme (FIS)

In quarter four, Firesetters Intervention Scheme (JFIS) received 24 referrals and currently have 60 open cases across London. 111 intervention sessions, including multi agency meetings, were completed by caseworkers with 24 cases processed for closure during this quarter. As a routine part of the service a Home Fire Safety Visit (HFSV) is offered and 12 HFSVs were accepted as high priority upon referral to the scheme .

For 2021/22 FIS received a total of 94 new referrals, an increase of 27% on the previous year 20/21 where FIS received 74 referrals, and a total of 98 cases were closed. FIS caseworkers completed 630 one to one sessions with young people, including multi agency meetings working with partner agencies to support the children and their families. This compares to a total of 597 sessions completed in 20/21. A total of 43 HFSV's were generated as part of the referral process.

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

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

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

Education Team

The Education Team continues to explore new ways of working outside of their standard 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 Education Team's objectives. The updated Fire Station Education Packs and guidance video filmed by one of the Education Officers is available to all Fire Stations and is assisting them to delivering consistent Prevention, Detection & Escape messaging when carrying out visits to low and medium priority Schools.

During quarter four, the Education Team have promoted the return to face to face visits as well as virtual visits via Teams. However, due to this quarter's increase in numbers of Covid-19 cases, affecting Teachers and Pupils, schools have chosen to continue to book virtual visits to ensure consistent safety messaging for Year 2 and Year 5 pupils. We will continue to offer a blended approach of face to face or virtual visits to enable us to respond to each school's individual needs. During this quarter, we engaged with 127 schools (4 receiving face to face visits from Education Officers), delivered 410 sessions to approximately 12,330 children participating in the Prevention, Detection and Escape workshops which are our core delivery .

Over the course of 2021/22, the Education Team engaged with a total of 435 schools, providing educational inputs to 40,719 children across 1,358 sessions. Of these sessions delivered, 42 were face-to-face, and 1316 virtual.

In March, we started the first of our three new pilot deliveries to Year 5 in Primary Schools. The new subjects are Burns, Road Safety and Water Safety. The Burns pilot was created in collaboration with the London Ambulance Service and The Children's Burns Trust and will be delivered virtually to 10 schools during March and April 2022 with a follow up evaluation meeting with each class to ensure that the key messaging is retained by the children.

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

in 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 four, following face-to-face pilot of Safety First to two schools in Bromley and Barnet during November 2021, Safety First started to offer face to face school visits with virtual visits as a contingency measure. We delivered to 17 schools (4 schools face to face and 3 schools virtually) with a total of 281 workshop sessions reaching 2030 young people. Secondary schools are preferring face to face visits rather than virtual visits, however with the increase in numbers of Covid-19 cases affecting Teachers, Pupils and our staff we have had a higher number of schools rescheduling their Safety First day to later in the summer term.

Fire Cadets

During quarter four, the emergence of the omicron Covid-19 variant significantly impacted the planned return of Fire Cadets units onto all home stations. Full scale business as usual delivery was planned to commence from January with new cohorts of young people joining their respective units pan London. Whilst unable to identify on what scale omicron would impact London, the decision was made to maintain the Covid-19 secure Hub Delivery model. Recruitment strategies and

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communications were quickly adapted, and 32 boroughs plus the City of London were amalgamated into 18 combined Covid-19 secure venues. An additional three hubs were opened to augment those already in the establishment, providing greater opportunities for young people to join, helping to reduce travel distances of young people and volunteers.

These units opened in February 2022 with 199 young people forming the new first year Fire Cadets cohort. This was supplemented by 62 existing young people taking up Officer Cadet positions in roles of peer leadership at their respective hubs. Total engagement for quarter four has reached 257 young people on programme. An average of 190 Volunteer Cadet Instructors (VCIs), including 16 Lead VCIs, have been engaging in delivery during quarter four, with an additional 37 progressing through recruitment processes. Due to the delay in units opening, reassessments for Officer Cadets were unable to take place during quarter four as tentatively planned but are currently being planned for the first half of 2022/23.

First year cadets have been working towards their National Fire Cadet Award 1 accreditation, completing the induction module, and progressing onto the prevention and protection module. They have also learnt the standard practices surrounding squad drill and the safe use of operational equipment and have progressed onto carry out wet hose/hydrant drills. Officer cadets have been enrolled onto the CVQO Teamwork & Personal Development qualification.

Following a review of evaluation practices during quarter three, first year cadets, alongside their parents/guardians completed pre-joining evaluation of their skills and abilities. This data will be captured alongside termly evaluations and a post-course evaluation, to review the effectiveness of the programme and to inform any amendments/additions to the programme that can be implemented over the summer ready for a new cohort of young people. Evaluations are also currently being created for VCIs to appraise their experiences, and for Officer Cadets to review the development opportunities on offer and their preferences regarding qualifications/accreditations and assessment processes.

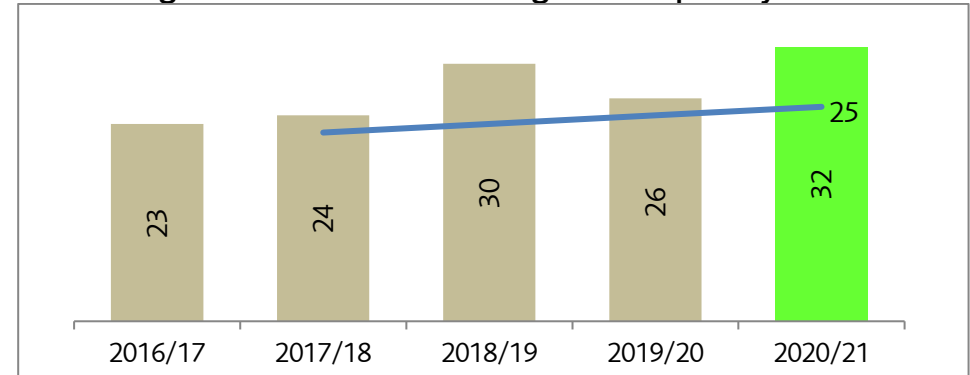
Fire Cadets and VCIs have played key roles in event, supporting the Brigade and partner blue light services in hosting a joint stand at the Ideal Home Show, and supporting a large-scale training exercise on the River Thames. Managers of Fire

Cadets delivered the inaugural LFB Youth Services presentation to two cohorts of new trainee firefighters, to provide them with an understanding of Youth Services.

The Central Fire Cadets Team conducted four face-to-face team days to plan out the strategy for returning to full scale delivery within all 32 boroughs plus the City of London from September 2022. Alongside carrying out a continuous improvement review on current operating practices.

Performance Indicators - Prevention

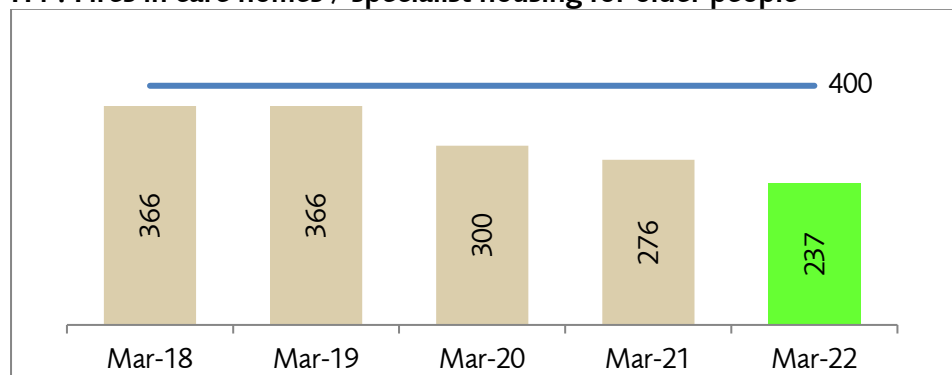
H1 : Boroughs below the national average rate for primary fires



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.

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



Throughout 2021/22 fires in this sector have continued 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 launched a video resource 'A Carer's Guide to Home Fire Safety' in March 2022. The video has been shared with around 1400 domiciliary care agencies, the CQC and Borough Commanders and is available on our website. We are continuing to target the care sector to ensure that fire safety is recognised as a vital part of a carer's role and have developed an action plan to support this ongoing piece of work. The team are identifying other organisations and agencies that will benefit from this fire safety education, including the voluntary sector.

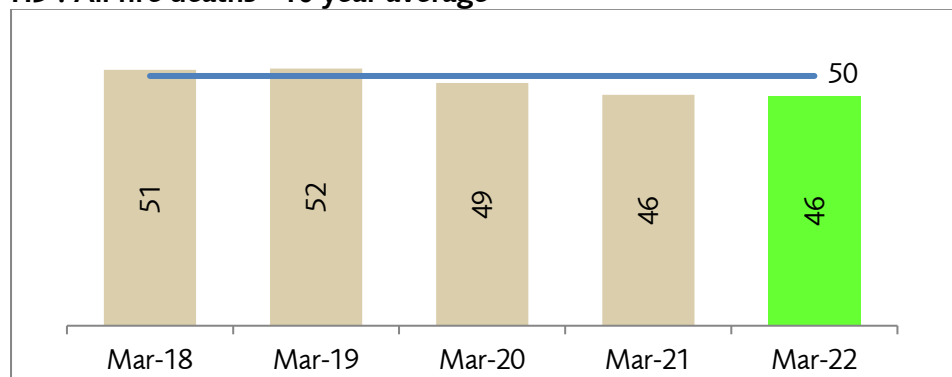
The auditing and inspection of care homes has remained a challenge with pandemic related issues continuing and the prevalence of the Omicron variant over the Christmas period. The figure for desktop audits in Q4 in 2020/21 was notably higher due to the lockdown being in place. However, the focus on desktop audits as a way of ensuring that we increase our interventions with care homes has continued (with figures being much higher than in Q3 2021/22), while in-person audits are progressively re-introduced.

Comparison for care homes desktop audits (FS14)		
	Q4 2020/21	Q4 2021/22
Total	59	28

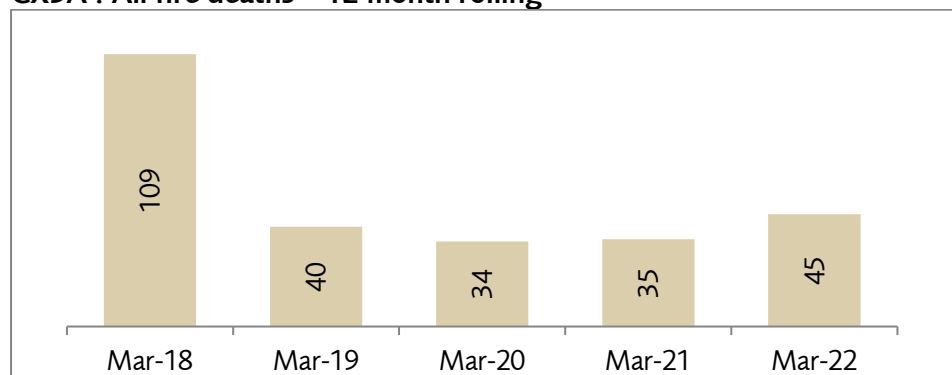
In addition, the policy and guidance notes (FSIGNS) relating to specialised housing premises have all been reviewed to assess the implications of the Fire Safety Act on them. The reviewed FSIGNS are scheduled to be published on commencement of the legislation.

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

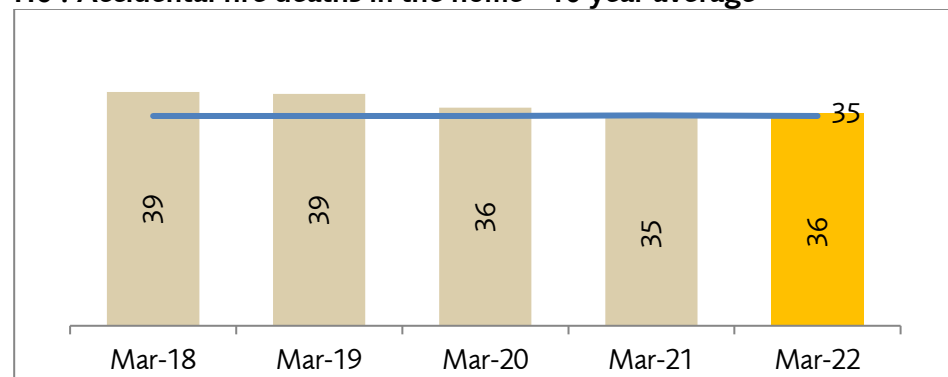


The all fire deaths (10 year average) is reporting as on target at an average of 46. The accidental fire deaths in the home (10 year average) is reporting just over target at 36.

Since 1 April 2021 there have been 48 deaths at a fire. The Coroner has found that four of the deaths were not as a result of fire related injuries, meaning that there were 45 fire fatalities in the rolling 12 months to the end of March 2022. Of these, 36 fire fatalities occurred during accidental dwelling fires, four fire deaths occurred as a result of a road traffic incident, two were found to be deliberate and one incident, although accidental occurred in an outside area. (Note a number of the incidents remain under investigation so numbers may change).

Quarter four 2021/22 saw a significant drop in the number of accidental dwelling fire deaths (10) compared to quarter three 2021/22 (23). The unusually high number of fire deaths in quarter three 2021/22 accounts for the rise in the All fire deaths 12 month rolling average.

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. 28 incidents have been subject to a fatal fire review since April 2021, with eight taking place in quarter four. Following a fatal fire Community Safety Policy and Projects team will review the circumstances of the incident and where appropriate prepare a letter highlighting causes of concern that could result in the issue of a Prevention of Future Death Notice from the Coroner. Of the 28 incidents reviewed since April 2021, eight letters have been sent with a further 14 to be prepared (it is important to note that these numbers may change as investigations are still underway. Letters cannot be sent until notice of date of inquest has been received, in some cases this can be up to 18 months after an incident). There are common themes to letters with most focussing on issues relating to telecare and where care agencies have failed to report or take appropriate action to reduce fire risk for those at high risk of fire. As a result of the letters a number of inquests have been postponed and subject matter expert (SMEs) have been commissioned by the Coroner to investigate concerns further,

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particularly in relation to telecare. Another emerging issue is where a fatal fire occurs in Specialised Housing where the individual flat/property does not fall under the remit of the Fire Safety Order and the Brigade is therefore unable to take enforcement action. This issue has been noted by a Coroner who has indicated that they will be raising this via a PFD notice. The Brigade continues to call for robust regulation of telecare services and mandatory home fire safety awareness training for carers.

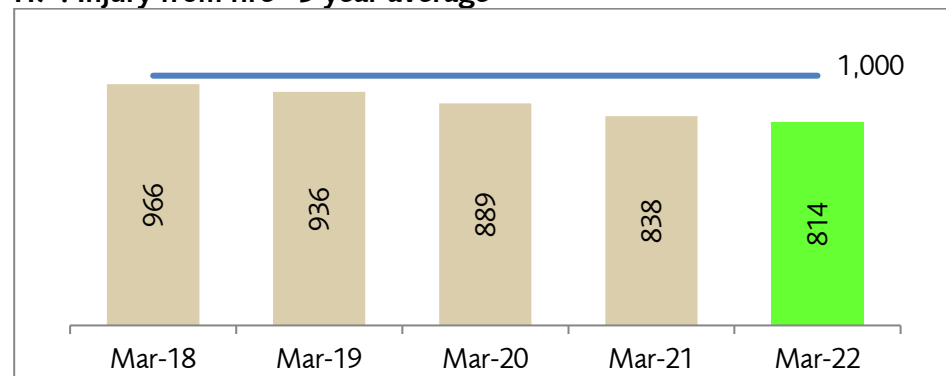
Evidence shows that people in receipt of care are at a higher risk from fire. Investigation of fatal fires shows that there have been clear indicators of fire risk, but these are not being reported by attending carers. As a result, Borough Commanders who have attended a Fatal Fire Review where the victim 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.

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.

The majority of those (27 of 43) who died in an accidental dwelling fire in 2021/22 were previously unknown to the Brigade. Covid-19 restrictions have severely hampered the Brigade's prevention activities and the number of Home Fire Safety Visits (HFSV's) 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

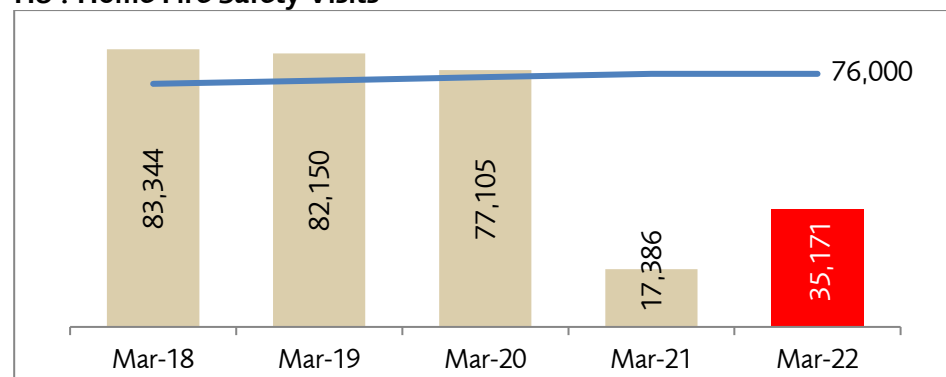
Brigade staff into their homes. The area Community Safety teams continue to provide home fire safety advice to residents over the phone and signpost to the online Home Fire Safety Checker .

H7 : Injury from fire - 5 year average



Injuries from fire (5 year average) continues to report on target and continues to fall over the long term, having fallen by 18% over the last 5 years.

H8 : Home Fire Safety Visits



Through the various means of disseminating key prevention advice to those across London, the Brigade has delivered 11,060 Home Fire Safety Visits (HFSV's) in quarter four. Of these, the Brigade carried out 7,386 in-person Home Fire Safety Visits, delivering key prevention advice to 16,344 Londoners in their homes. Of the remainder, 1,670 were telephone HFSVs, providing key advice over the phone and

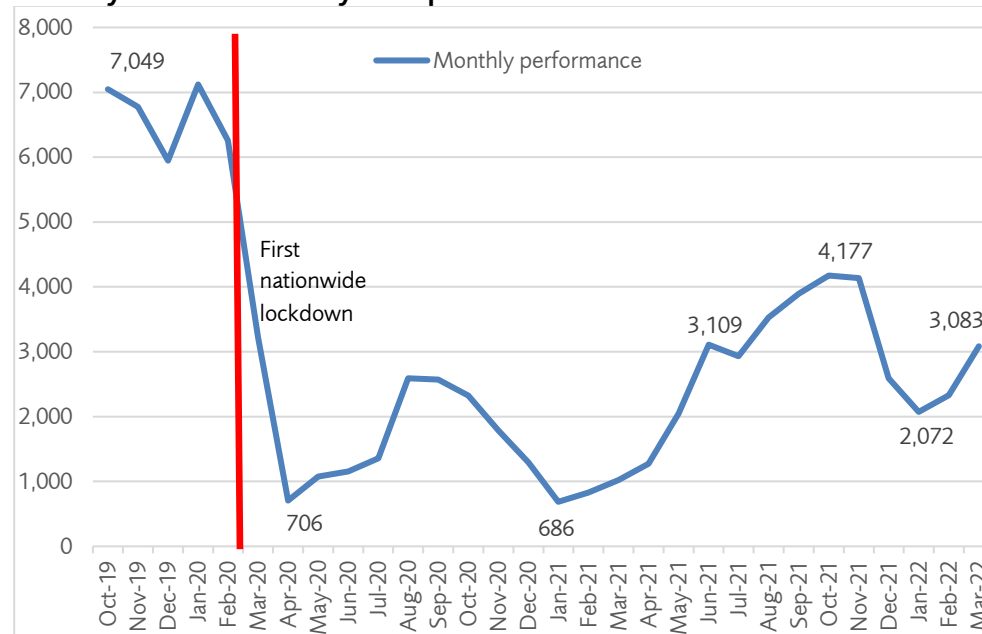
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2,004 were online Home Fire Safety Checks using the Home Fire Safety Checker, launched in May 2021.

Of the 7,386 visits, Brigade staff fitted 8,270 standard smoke alarms and 453 specialist alarms for those that are hard of hearing or deaf. 87% of households where a visit was carried out disclosed at least one disability with 51% of those households having at least one resident living with a mobility issue that could have impeded their ability to escape from smoke or a fire.

The Brigade continues to maintain 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. To this end, the Brigade has taken to carrying out HFSVs in a number of different ways.

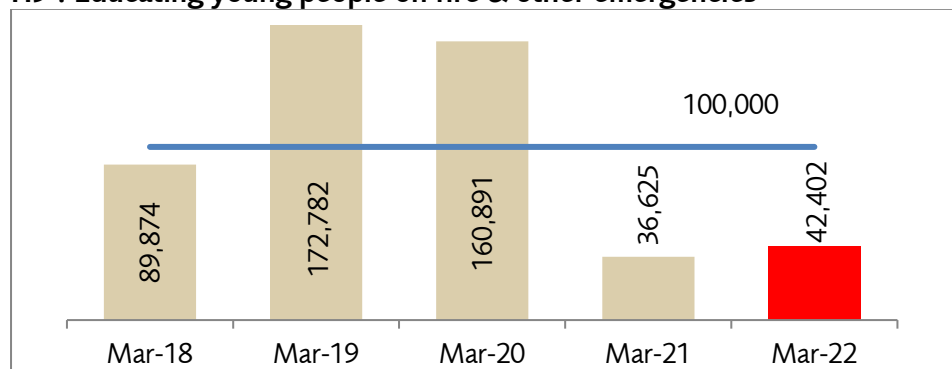
Monthly Home Fire Safety Visit performance



Monthly HFSV totals increased steadily between January 2021 and June 2021, from 686 to 3,109, after falling back slightly in July, after falling by almost 200 in July, monthly HFSV totals have increased steadily peaking at 4,177 for October. Due to the Omicron wave monthly performance fell back down to 2,072 for January 2022, performance has since recovered to 3,083 for March 2022.

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H9 : Educating young people on fire & other emergencies

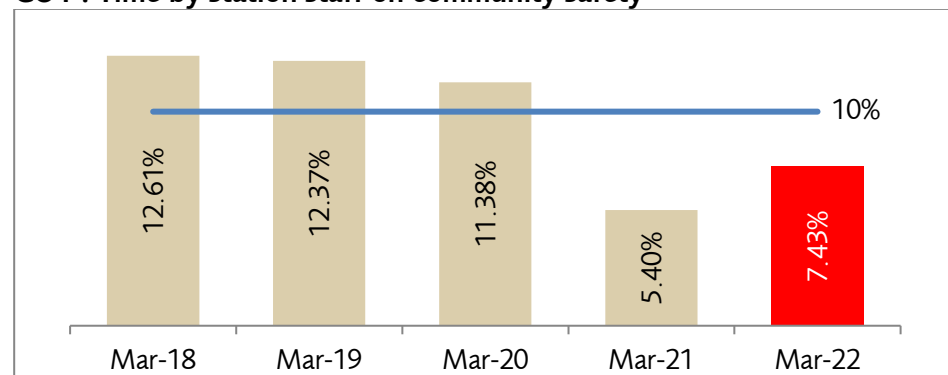


This indicator captures the number of young people reached by the brigade's youth activity work focussed on educating young people on fire and other emergencies. The target was to drive work to reach more young people over the four-year life of the London Safety Plan. The delivery of youth schemes has 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 opened in February 2022, under a Covid-19 secure hub model. Due to the inability of Fire Cadets units to be based within their home boroughs, due to the requirement to safeguard frontline firefighters, the number of young people engaged has been significantly impacted and does not reflect the target expected if all units were based on home stations, and filled to capacity.

12 month rolling data	Jun 21	Sep 21	Dec 21	Mar 22
Children reached school visits	31,176	34,074	35,352	41,839
JFIS	79	78	82	94
Fire Cadets (annual data)	442	442	442	469
Safe Drive, Stay Alive	0	0	0	0
Junior citizens	14,331	14,331	14,331	0
H9 Total	46,028	48,925	50,107	42,402

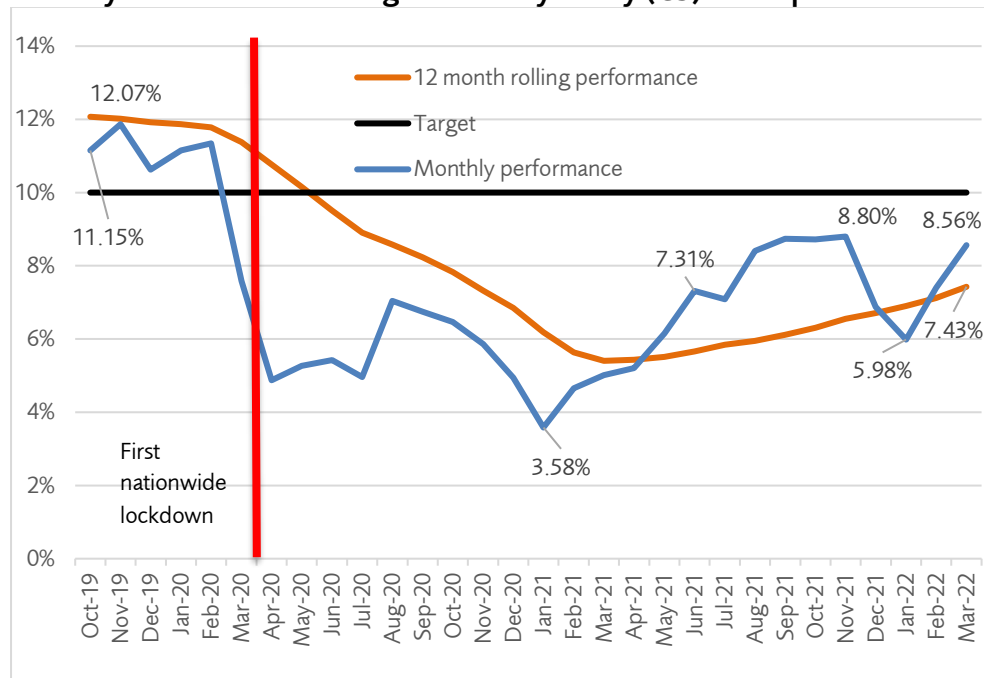
CO1 : Time by station staff on community safety



This indicator measures the percentage of available time utilised on community safety activity by fire station staff. Since the announcement of the government's roadmap to recovery, fire stations have moved forward with community safety engagement reflecting the Government's Covid-19 guidance. We continue to see hesitancy within local community groups such as, schools, youth groups to visit and external venues. We have adapted new ways of connecting with our communities using virtual open days and fire safety advice on social media platforms to disseminate key prevention advice however these are not recorded against individual borough community safety targets. The continued emergence of new variants and spikes in infection rates reduce our ability to allow communities to access our premises in conventional ways. This impacts on the return to higher engagement levels as seen prior to the pandemic.

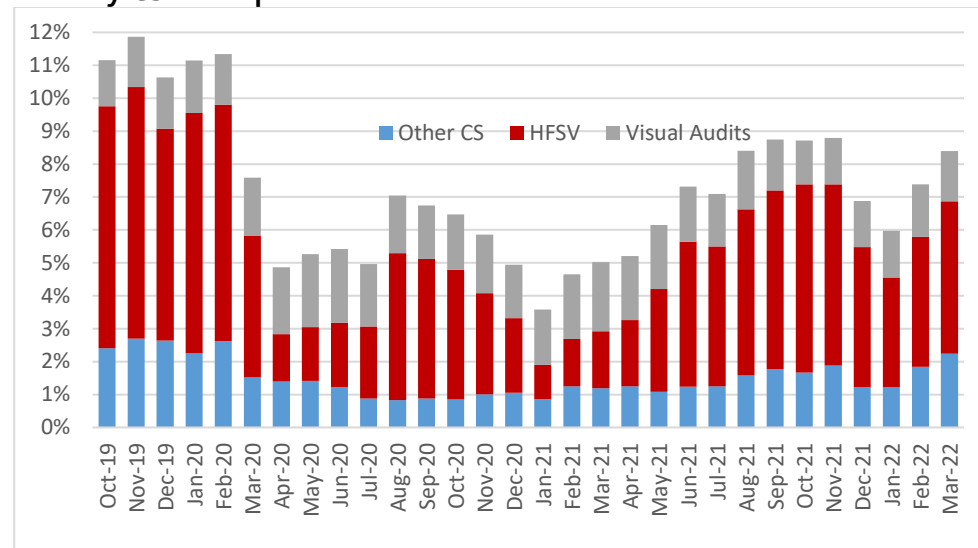
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Monthly and 12 month rolling community safety (CS) hours performance



Monthly performance increased steadily between January and June 2021, from 3.58% to 7.31%, after falling back slightly in July, performance peaked at 8.8% in November. Due to the Omicron wave monthly performance has fallen back down to 5.98% for January, performance has since recovered to 8.56% for March 2022.

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 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 National Fire Chiefs Council (NFCC) and Office of Product Safety and Standards

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(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 but that has been delayed on several occasions. It now appears coming into force has slipped further and will now be in quarter one of the 2022/2023 reporting year.

We continue to await details of the Government's risk-based prioritisation tool for fire risk assessments and whether that will include risk based 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. Officers have continued to work with NFCC on this matter through our representation on NFCC Committees. The Government has yet to announce a date as to when this will be provided though we think it unlikely that full guidance will be available until later in the 2022/23 reporting cycle.

Revised fire safety inspection audit forms and risk scoring for high-rise audits based on guidance provided by the NFCC have been developed and is due to be rolled out imminently. 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 and information and update sessions about the revised legislation have been held during the quarter for fire safety inspecting staff.

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 were still awaited from the Home Office at the end of quarter four. 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 and is expected to be published in quarter one of 2022/23. Fire Safety have continued to meet with Government and NFCC during quarter four to assist in this area. We have noted that shortly after the end of the quarter, the Government have indicated a further consultation on PEEPs is likely and that they may be excluded from the initial regulations implementing Grenfell Tower Inquiry recommendations. We expect to participate and report on this during the new reporting cycle.

Laying of the new regulations before Parliament now appears likely to take place in quarter one of 2022/23 with a coming into force likely to be in quarter three of 2022/23.

Fire Safety Regulation have been developing methodologies for receipt of information from responsible persons that is expected to result from the Grenfell Tower Inquiry recommendations. This has progressed during quarter four but continues to be hampered by lack of information about the exact legislative requirements being brought forward by Government. Officers will continue to work with NFCC on this area and report during 2022/23. As part of this exercise we continue to work with the OneRisk project Team to ensure storage and dissemination of received information will be available through that system once implemented.

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 during quarter four has been 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 National Fire Chiefs Council (NFCC) during its Parliamentary passage to seek to assist with ensuring the Bill achieves its aims and

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appropriate new burdens funding is provided. An announcement was made by Government in quarter four about amendments to the draft Bill in relation to costs of remediation and who should bear them. That then saw multiple Government amendments to the Bill being tabled together with a raft of amendments being proposed by Peers. These will now be debated in the House of Commons. We will continue to monitor progress.

Our current understanding, which has recently been reaffirmed, is that multiple pieces of draft secondary legislation will be produced for review during the parliamentary process. Some initial drafts were 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. During quarter four fire safety regulation staff have met with Health and Safety Executive (HSE) staff and will continue to do so to assist in the shaping of the working arrangements.

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 finished. The programme started with 8,005 buildings being in-scope, but as new buildings were identified, the number rose to 8,517, which was 512 ahead of the trajectory and original target number submitted to NFCC and the Protection Board.

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 7,762 Premises Risk Assessments (PRAs) identified as being in-scope have been triaged and completed, resulting in 7,575 electronic Premises Information Plates (e-PIPS) being completed.

As of 31 March 2022, the quality assurance (QA) process for the ORI element of the project was completed, involving QA checks on 624 buildings. Work is now starting on legacy planning for the ORI process.

The work of the High Risk Premises Team (HRPT) are responsible for data and enquiries relating to when the building design strategy moves from 'stay put' to simultaneous evacuation or returns to 'stay put' following remediation. There has been a small number of buildings being remediated with 4 buildings changing back to a 'stay-put' strategy in the month up to 15 March 2022. However, the numbers of buildings on the team's list of un-remediated buildings continues to increase, with 1,172 buildings currently having changed their design strategy to simultaneous evacuation from 'stay put' (as of 15 March 2022), which is an increase of 30 against the previous reporting period.

Of the 1172 buildings:

- 908 are over 18m,
- 264 are under 18m,
- 309 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 has not yet been published.

The HRPT have a process in place to share enforcement and prohibition information on buildings with fire station personnel in order to give them the latest risk information (relating to enforcement/prohibition action) the Brigade hold on

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premises within London. The detail held on the public register is now being shared via the station notification process with stations, so the operational risk database can be updated, and new premises risk assessments carried out on these premises, so the risk is recorded correctly.

The HRPT are also the main conduit for information to be sent through to the fire rescue services when the Fire Safety Act comes into commencement. The team have the building safety information mailbox in place to receive, format, share and store information the responsible persons inform us of until the OneRisk project is in place, this information may incorporate:

- 1) Electronic plans of each floor of residential high-rise premises.
- 2) Up to date status of firefighting lifts and last test dates.
- 3) Up to date plans of key fire safety systems on each floor.
 - a. inlets for dry-rising mains
 - b. inlets for wet-rising mains
 - c. outlets for dry-rising mains
 - d. outlets for wet-rising mains
 - e. smoke control systems
 - f. suppression systems

The Brigade are in contact with NFCC to ensure we are involved in the consultation process for the national template guidance that is being designed. This will give responsible persons the detail on how to present the information to fire and rescue services in order to be consistent and that information is presented in a usable format.

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 National Fire Chiefs Council (NFCC) in relation to technical fire safety matters. This includes a number of technical research groups feeding into the review process of Approved

Document B, a variety of live drafting panels for British Standards (BS) as well as some specific industry guidance areas.

In quarter four FEG have continued to support NFCC colleagues in the comments resolution for the review of BS991 Fire safety in the design, management and use of residential buildings - code of practice, a position statement on Modern Methods of Construction (MMC), a review of the simultaneous evacuation guidance and emerging concerns regarding the design and use of modern distribution style warehouses.

This quarter has seen FEG directly providing responses to several planning applications for tall residential schemes where significant fire safety issues were identified with the proposals presented at planning application stage. These schemes generated significant public, media, and political interest. The common themes were a reliance on tall single staircases and lack of justification for these, either a lack of evacuation lifts as expected by the London Plan 2021, or evacuation lifts proposed but then being poorly protected through inadequate compartmentation. In some cases, the documentation provided with these designs, explicitly stated there was no need for the design team to consider the evacuation requirements of disabled occupants which is indicative of the lack of cultural change taking place within the industry. To date, the first two of these schemes responded to by FEG have been returned by the developers and design teams with significant design amendments to include multiple staircases and effectively protected evacuation lifts. This highlights the value of that engagement as those significant design changes would be unlikely at the building regulations stage.

There have been inconsistencies identified in the planning applications the Brigade receives and how we respond to them. FEG has led the development of two subsequent corporate position statements; planning (including which consultations should be referred to the Brigade by planning authorities), and tall residential buildings (including limitations on single staircases and provision of evacuation lifts). There is potential for these position statements to have a significant and far reaching positive impact on the future design of buildings and therefore directly increasing safety for occupants and firefighters. These position statements are currently going through a process of impact assessments and once completed they will be reviewed with view to be sent for corporate sign off. It is envisaged that these

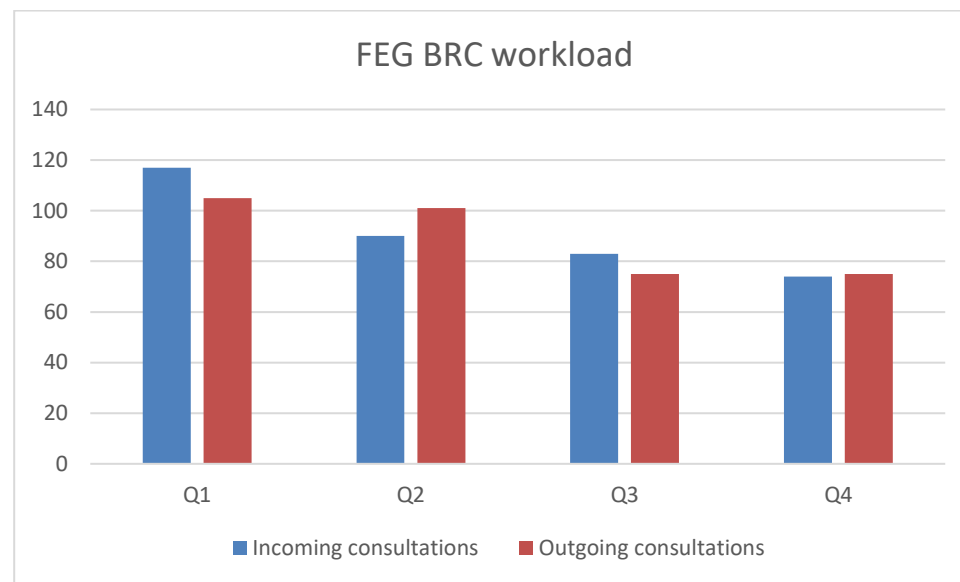
Prevention and Protection – where fires are happening and who we're targeting

position statements will be accompanied by a significant external communications strategy. Discussions have taken place with external agencies such as the Local Government Association (LGA), Health & Safety Executive (HSE) and other strategic partners regarding these position statements and the communities of London who these impact will be consulted on these too. To alleviate the inconsistencies with planning consultations, it has been agreed that the future direction should be for the Building Design & Consultation Hub (BDCH) to provide planning consultation responses alongside building regulations consultations and work is underway to incorporate that into the future workload.

Uncertainties within the industry around particular design aspects such as single staircase residential schemes and the need to incorporate evacuation lifts, and the increased use of MMC such as modular buildings and Cross Laminated Timber (CLT) or Glue Laminated Timber (GLT) 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. This quarter has seen a significant upturn in requests for 'pre consultation' meetings to discuss details around such schemes and in turn de-risk the design. FEG recognise the value of this early engagement in the design where there is more opportunity to positively impact the safety of schemes without certain features being 'locked' through either prior approvals or work started on site.

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

The figure below shows the number of building regulations consultations received by FEG and the number of consultations reviewed and responded to in 2021/22. This doesn't currently include planning consultations and pre consultation meetings but those will be recorded in the future. The output from FEG has been impacted by Covid absences, significant numbers of the team undertaking vital qualifications such as the Master of Science (MSC) and the need for the team to use accrued leave.



Building Design and Consultation Hub

The BDCH has completed its first year. 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. There has been an increase in electronic consultations and there is an ongoing drive to review the use of technology to support the way in which the Brigade 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 four the BDCH has undertaken 756 BRCs completing 99.9% of those received within 15 days, the statutory timescale detailed within the procedural guidance. This continues to demonstrate performance improvement compared to the 59% completion of work within the statutory timescale in the previous equivalent period, for the same Fire Safety Areas.

The project is aiming to move on to its next phase, with a view to increasing the capacity of the BDCH and expanding further, redirecting BRCs from all London

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Boroughs to be completed centrally and incorporating planning consultations into the workload.

Delivery – Enforcement, Audits & Inspections

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

Audits & Inspections

In quarter four we have seen an increase in audit numbers when compared to quarter three, with a positive end of year overall total, with overall audit numbers being 193 up on the previous year's total. In quarter one we should see another increase with structure settling down within the larger teams. There has been a further loss of experienced staff over the last quarter through retirement or staff leaving, as well as some newer staff being attracted into the private sector due to consistent demand and a sector wide shortage of fire safety professionals (both public and private). The skills profile of our workforce continues to change and there is currently a lower competency level across our inspecting staff, with a drop of circa 15% in a three month period from circa 47% to 32% of staff being competent to conduct a more complex audit. This competency level has impacted on the percentage of higher risk premises that have been inspected (due to the requirement for higher qualification/experience level).

We have however been able to re-employ some of those retired experienced staff on a part time or three day week basis. This experience is highly valuable to our new Fire Safety Advisors (FSAs) as they are able to support the FSAs with their development. Work continues to ensure that we develop appropriately skilled staff to serve and protect London, with the Centre of Learning & Excellence (CLE) being due to take in a new cohort of fire safety recruits in Q1 2022/23. In terms of supporting our FSAs already in role, the transformation of the teams in Service

Delivery which has created larger teams to improve the spread of experience and peer support, is now complete and the teams are building an in-team supporting development programme, which is consistent across London. This ensures that members of staff who are on development are given the same level of support. Mandated continuous professional development is starting to be rolled out and work continues to recruit development officers to support new staff.

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
Q4 2021/22	1942	-9%	57.2%	-630
2021/22 total	8497	-1.3%	66%	-525

*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.

Work on the project to review our Risk Based Inspection Programme (RBIP) is progressing well and a first draft has been produced in line with the project milestones, demonstrating good progress. The RBIP project continues to link in with NFCC who are working on the 'definition of a higher risk occupancy' and the team are liaising with the Community Risk Management Plan (CRMP) workstream. A revised RBIP should be in place for April 23 (in line with the CRMP commencement).

Enforcement

The drop in levels of enforcement and Notices of Deficiencies (NODs) for quarter four can be reflected in the lower level of higher risk premises audited this quarter due to the change in our staffing levels of competency as previously noted. We

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have lost a lot of experienced Inspecting Officers in the past year and seen an increase in the number of Fire Safety Advisors. The FSA's are visiting simple premises, at which we would expect to see a lower level of enforcement action. As our current FSA's progress with their development and move onto more complex premise supported by an IO, this will increase their knowledge which will in time lead an increase in Enforcements along with the changes coming under the RRO.

The work to improve the quality of enforcement notices continues, with the Enforcement team vetting enforcement notices to provide a further level of assurance with 45 enforcement notices having been vetted in quarter four. The higher number vetted compared to the number actually served, reflects those referred back for further work. This work reduces the risk to the Brigade, of enforcement notices being challenged or appealed. Overall, enforcement levels for the year have remained relatively consistent with 2020/21, with a NODs being down by 17 in total and enforcement notices being down by 76.

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 two. 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 quarter two. 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 quarter 3. 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%
Q4 2021/22	1942	327	17.1%	-79	31	1.6%
2021/22 Total	8497	1670	20%	-17	203	2.4%

*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 24 cases with our Enforcement Team and a further 11 now with General Counsel's Department.

One prosecution brought by the Brigade were sentenced in quarter four.

The case concerned a fatal fire in a care home. Mr CS, a vulnerable man with multiple disabilities, had been left alone in a smoking shelter in the garden of the care home. He had been prescribed paraffin-based emollient creams, although his actual use was uncertain. It appears he dropped a cigarette and was unable to deal with it due to his physical infirmities and there was no way for him to raise an alarm. It ignited his clothing. By the time the fire was noticed he had suffered serious burns which proved to be fatal. The care provider had policy requiring individual smoking risk assessments for residents and enhanced fire safety measures for smokers who were prescribed paraffin-based emollient cream. Despite this no arrangements were in place for Mr CS to be supervised when smoking or for similar measures. The care

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home provider was prosecuted for breaches of Article 11, failing to make and give effect to suitable fire safety management arrangements. The litigation was long and complex, including a challenge to the Brigade's view of the application of the Regulatory Reform (Fire Safety) Order in care settings. Also, the defence challenged the Brigade's view that the breach of Article 11 contributed to causing the fatality. They accepted only a very narrow failure in management of emollient creams that they argued was just background circumstances independent of the tragedy. The court heard expert evidence brought by each side on the extent of the Article 11 duty. Ultimately the court rejected all the defence arguments and sentenced on the basis of an extensive Article 11 breach that contributed to the fatality.

The responsible person – a large international corporate body – was fined £937,000 and ordered to pay a further £104,000 towards prosecution costs. This is the largest ever fine for fire safety regulatory offences. Sentencing levels for corporates is to a large extent dependent on turnover. The defence have given notice of their intention to apply for leave to appeal the sentence (but not the conviction).

The Centre of Learning & Excellence

We are continuing to recruit and develop new Fire Safety Advisers on a career pathway to Inspecting Officer via our Centre of Learning & Excellence (CLE). During quarter three, cohort 05/2021 consisting of 11 Fire Safety Advisers (FSA) have entered the CLE, increasing the total establishment to 85 upon graduation. Progressing to Area teams 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. Future courses will be scheduled twice per year, in order to facilitate and support the increased establishment of the FSA cadre.

FSAs consolidate their training by completing a bespoke development folder to record and demonstrate applied learning in addition to maintaining Continuous Professional Development and providing a promotional pathway.

CLE have also assisted in the facilitation to deliver a 12-month pilot scheme to give firefighters the opportunity to work in Fire Safety as an FSA, whilst maintaining their operational competency. This pilot will look to redress the balance of operational staff in Fire Safety Regulation (FSR) roles by delivering a new operating model,

whereby operational staff at firefighter level will be able to take up specialist roles within FSR, whilst maintaining their operational role.

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

Growth is being requested to support the long-term delivery of the CLE. Providing consistency and resilience within fire safety and offers the capacity to expand to other roles (existing Inspecting Officers, Team Leaders and Senior Fire Safety Officers. Via a central location for staff to maintain and develop their fire safety qualifications through 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 6,020 visits have been carried out up to 31st March 2022 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 June 2022. A quality assurance process has been implemented which is facilitated by local Fire Safety delivery teams carrying out a joint visit with operational crews.

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Further enhancements are now being made to the Fire Safety Checks process following feedback from crews, to give further guidance and support to carry out this work.

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

A working group is now being set up with operational staff to agree an appropriate guidance sheet to use whilst carrying out their checks, this will ensure a standardised approach with clear reporting pathways for crews who identify risk. It is planned to add this sheet to the station diary appointment to allow a record of risk decisions being made when completing the visits.

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

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 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 several key areas:

- Joint working with Incident Comms around improving communication systems on Crossrail.
- 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.
- Joint 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 their transport networks on 13 December 2021. As well as working with other transport providers regarding this area.
- Implemented 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 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.

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- 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 the Brigade, in addition they are the lead for fire risk assessments of all Brigade premises. Primary Authority partnership working will re-start from the 1st April 2022. Currently 1,500 hours have been prebooked by partners.

Since the 1 June 2021 65 fire risk assessments have been undertaken with 1,042 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 Brigade's portfolio.

Petroleum & Alternative Fuels

The Petroleum & Alternative Fuels Group has resumed all programmed inspection activities across London. The team remain under establishment; however, a further recruitment process is soon to be commencing to backfill the vacancies.

The group, alongside Fire Engineering Group (FEG), have continued to work collaboratively with the NFCC in their engagement with the Home Office, Department for Levelling Up, Housing and Communities (DLUHC), Office for Zero Emission Vehicles and the Department for Transport in understanding the risks electric vehicle charging equipment may have on the built environment and a petrol filling station.

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. Due to the fast pace development of alternative fuels, engagement is continuing a national level to ensure risks are appropriately managed and the necessary guidance and procedures are put in place.

In terms of consultations, we have responded to 100% received in quarter four within 28 days which included two complex premises.

Period	Consultations completed	Consultations completed within 28 days	Consultations not completed within 28 days	<i>Complex*</i> consultations completed in 28+ days
Q4 2021/22	6	6	-	0*
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

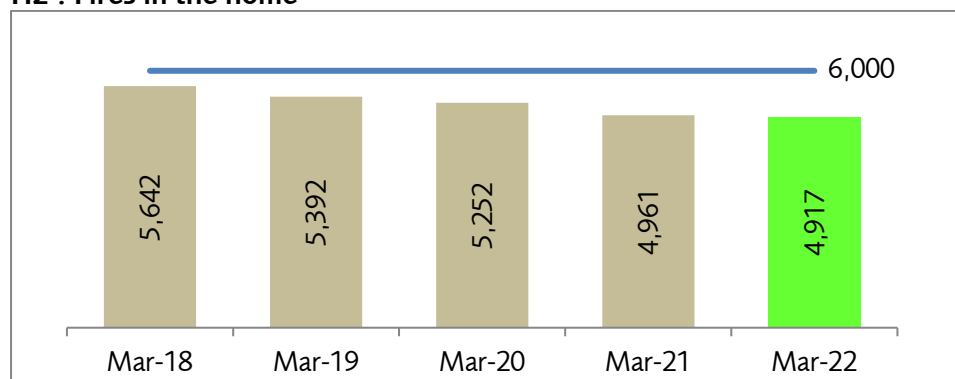
The Automatic Fire Suppression Systems (AFSS), Healthcare and Heritage Coordinators have continued to offer support to the cadre of Fire Safety Advisors/Inspecting Officers and engaged with NHS Trusts pan London regarding current and planned hospital projects, including carrying out fire safety audits. This also includes continuing driving forward the Memorandum of Understanding (MoU) work with NHS Trust's across London. Proactive worked has continued and engagement sessions have taken place at a national level with regards to updating the current suite of guidance documents for hospitals, including enforcement guidance to assist inspecting officers in their visits.

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The Heritage Coordinator has continued to provide specialist support and advice on the subject of salvage planning; completing a review of London Fire Brigade's heritage online platform to ensure the content is accurate. Across the quarter, work has continued with a number of heritage stakeholders, over 20, including Harrow School, HSM Belfast, Bethlem Museum and Westminster Abbey.

Performance Indicators - Protection

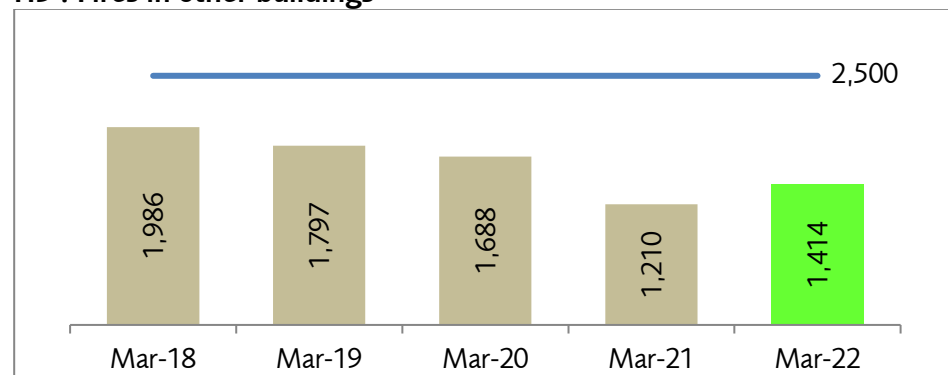
H2 : Fires in the home



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

The Brigade continues to develop and expand existing partnerships as well as developing new ones as we strive to reduce dwelling fires. This has been demonstrated in the borough of Brent with our increased work with partners in the local community involving fire safety training for those working in the health sector and increased training for Brigade staff in areas including recognising and supporting those with dementia. An important part of our work is recognising the importance of social media where we have increased our exposure on twitter regularly tweeting our fire safety measures in addition to health and safety measures from our partners in the borough. This has shown a doubling of followers on the LFB Brent account. All these measures are now showing a reduction in Accidental Dwelling Fires across the borough in areas of cooking fires 3.6% and those involving electrical appliances 17.2%.

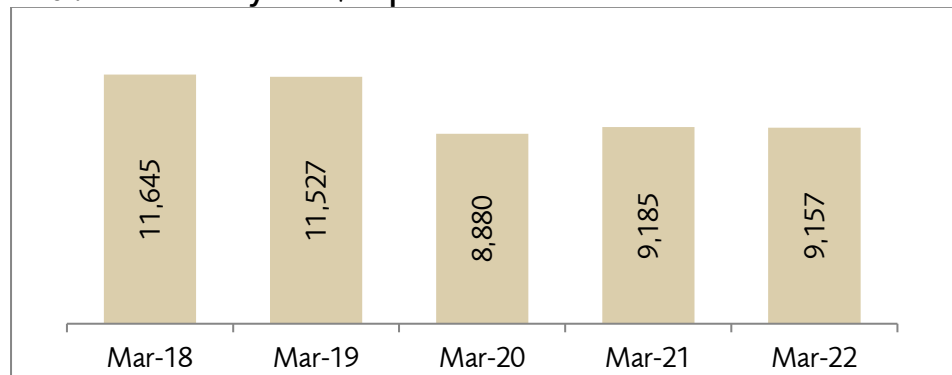
H3 : Fires in other buildings



Fires in non-domestic buildings has increased slightly compared with last year and in contrast with the previous downward trend seen between March 2018 and March 2021. The current figure is approximately 17% higher when compared to the same period last year, yet it is still lower by approximately 16% when compared with the same period two years ago. This slight increase in comparison with last year could be as a result of changing behaviours and movement of people following the relaxation of the lockdown restrictions of the Covid-19 pandemic. The equivalent period in 2021 saw the third national Covid-19 lockdown during which the majority of businesses and venues were required to be closed with a resultant abnormal reduction in fire risk being generated in those premises. However figures are still over 1,000 below the target

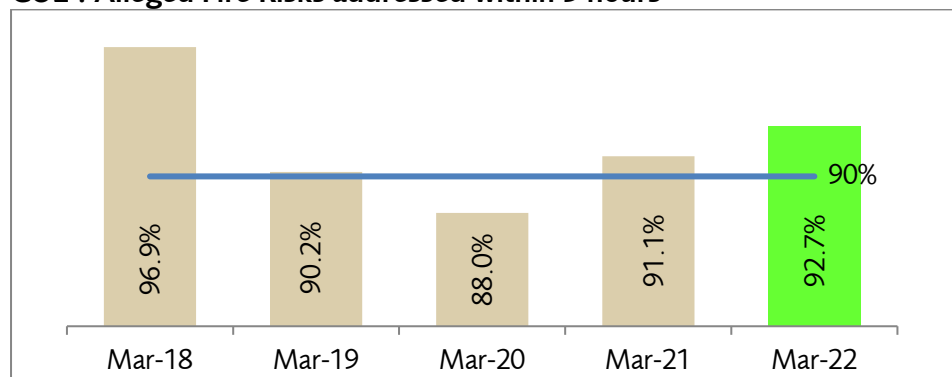
Prevention and Protection – where fires are happening and who we're targeting

H10 : All fire safety audit/inspections



Audit numbers have remained stable, with a slight decrease by comparison to this time last year. A total of 1,942 audits were conducted in quarter four of which approximately 57 % were at high risk premises. While the challenge in the changing staff profile in terms of competency remains a key issue, the overall audit numbers for the year have been positive.

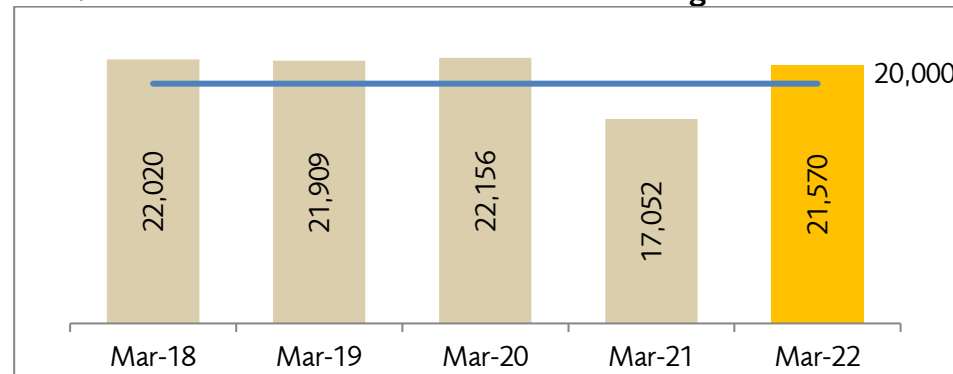
CO2 : Alleged Fire Risks addressed within 3 hours



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 data demonstrates that we are continuing to exceed the set target and will continue to attend and address these issues raised as a priority to reduce risk and reassure relevant persons

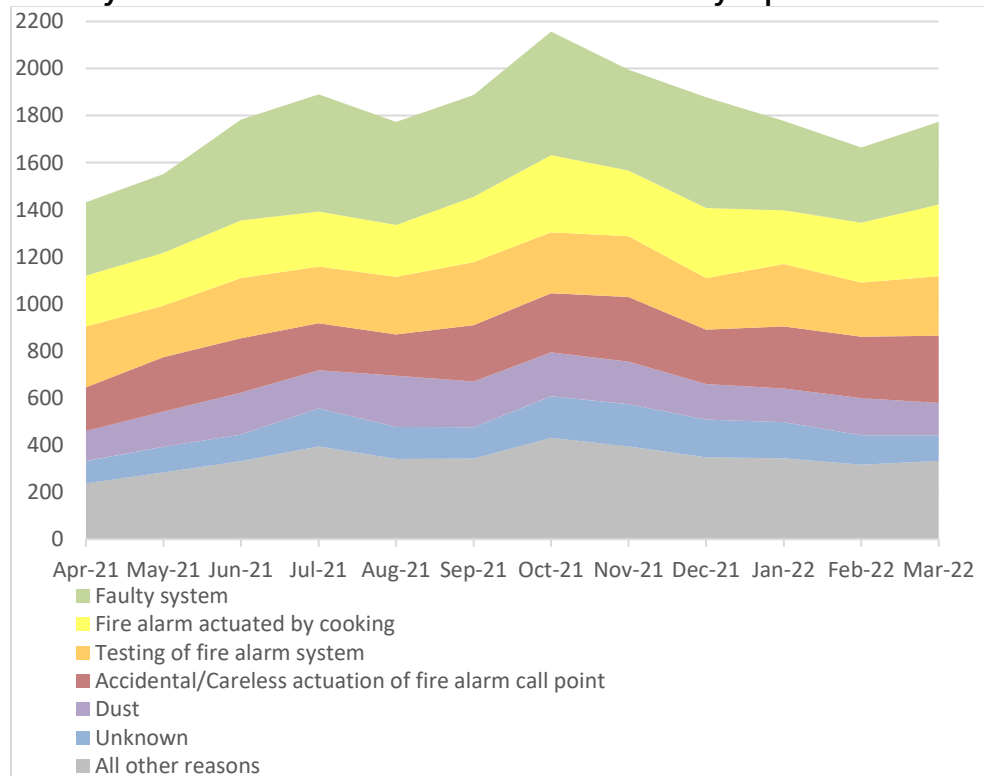
H11 : False alarms due to AFA non-domestic buildings



The 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, was completed February 2022. A revised version of this guidance is in development aimed at apprising fire safety inspecting staff on fire stations role regarding UwFS interventions, as well as familiarising them on forthcoming policy and guidance developments aimed at addressing false alarm management through fire safety interactions. Further work on developing an UwFS strategy is on-going.

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



The biggest cause of AFAs in 2021/22 was due to faulty systems, this accounted for 22.9%, followed by actuation due to cooking at 14.4% 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.

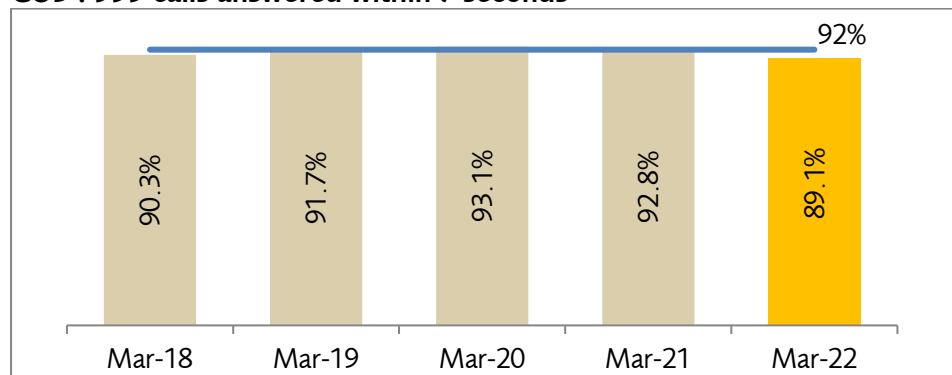
We'll deliver this aim by:

- *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.*

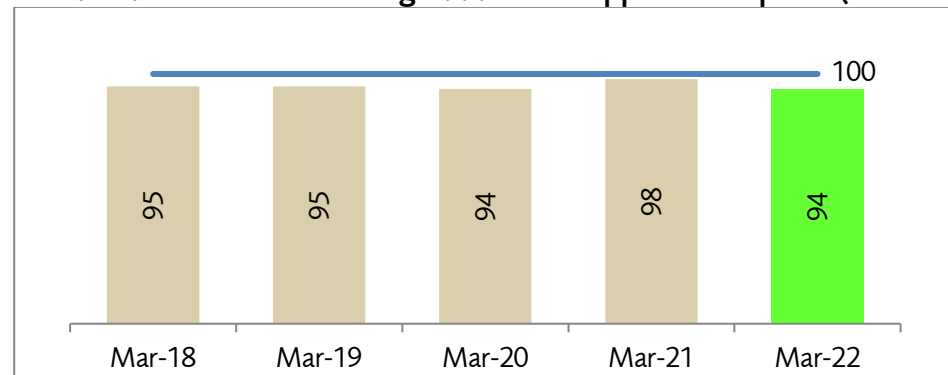
Our work under this aim focus on activities that help deliver a world class operational response service, and by working with our partners to address identified risks, at a local and national level to ensure continuity of service. Indicators under response and resilience focus on the emergency call handling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

Performance Indicators - Response

CO3 : 999 calls answered within 7 seconds



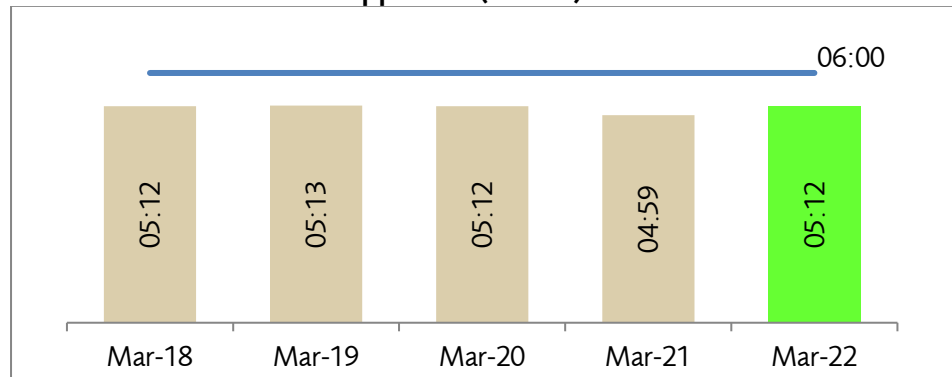
H12 : Av. time from answering a 999 call to appliance dispatch (seconds)



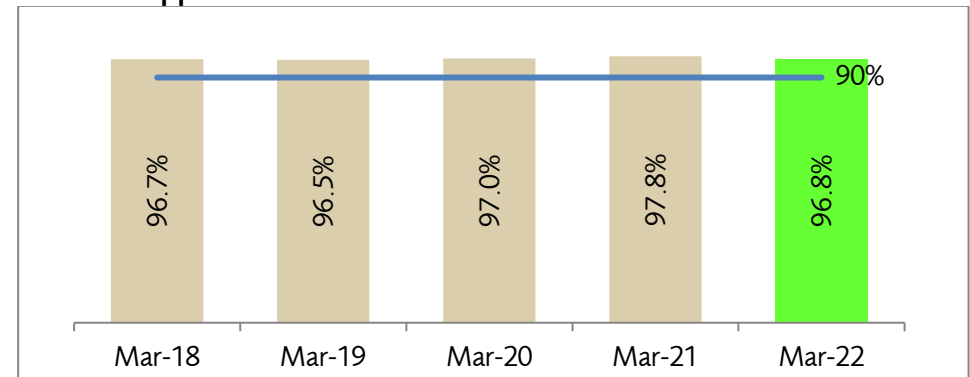
For quarter four, control's call handling performance has remained consistent, which continues to be encouraging given a number of external challenges such as the Covid-19 pandemic. However, there has been a slight dip in the time taken to answer calls, but the time taken from answering a call to mobilising 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

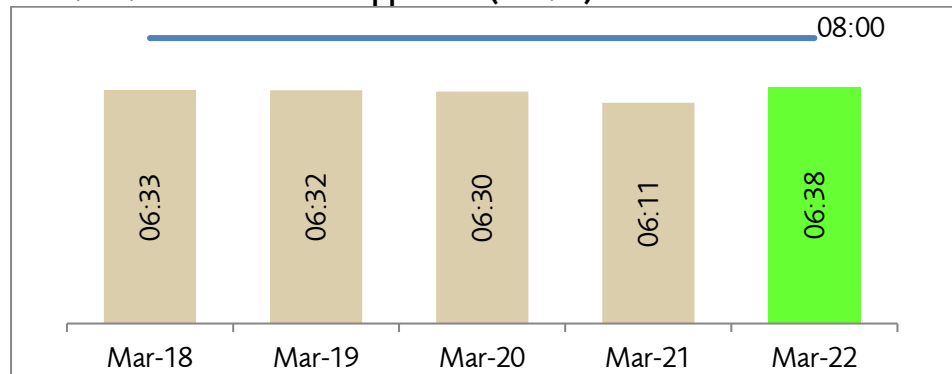
H13 : Av. arrival time 1st appliance (mm:ss)



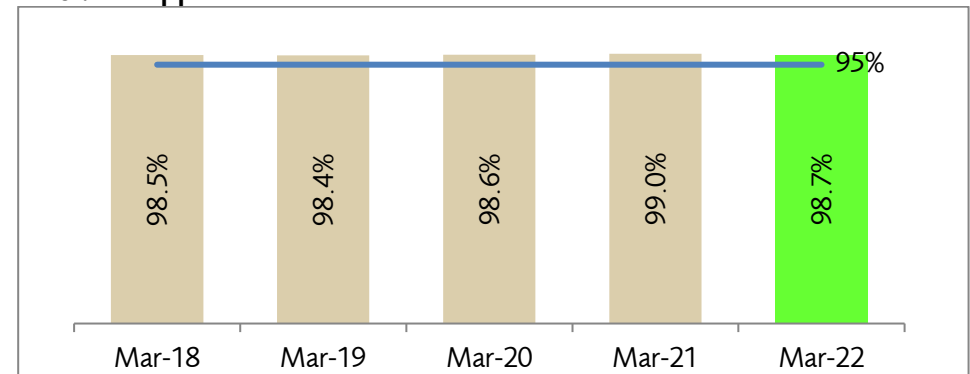
H15 : 1st appliance arrival 10 mins or less



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

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, however they have both shown improvement over the since March 2018.

Response and Resilience – providing a high quality, effective response

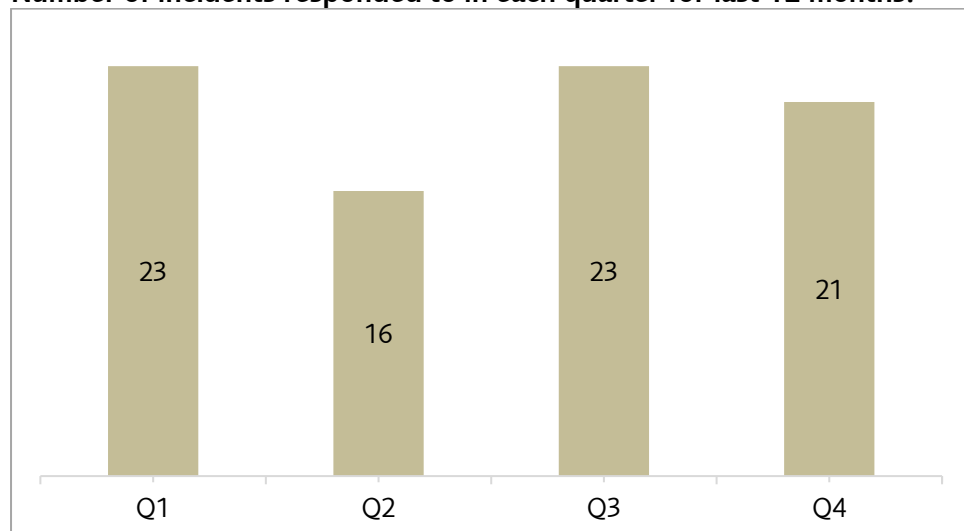
London Resilience

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

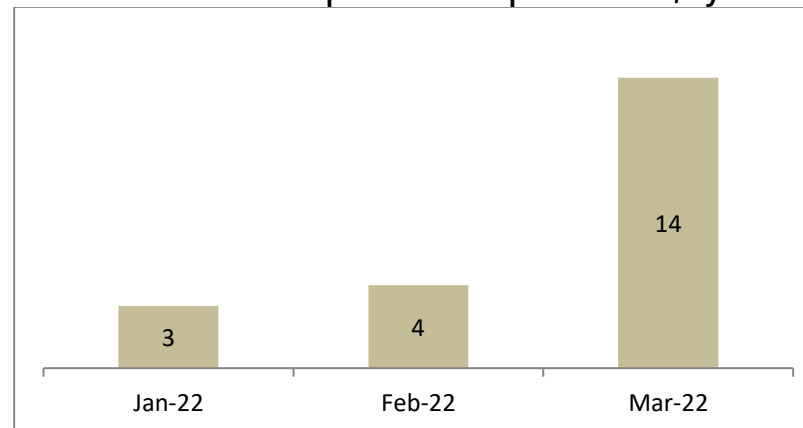
Typically, a response will be to an incident that:

- 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 (6.8 incidents per month over the previous 12 months). The graph above shows that in quarter four LRG responded to 21 incidents.

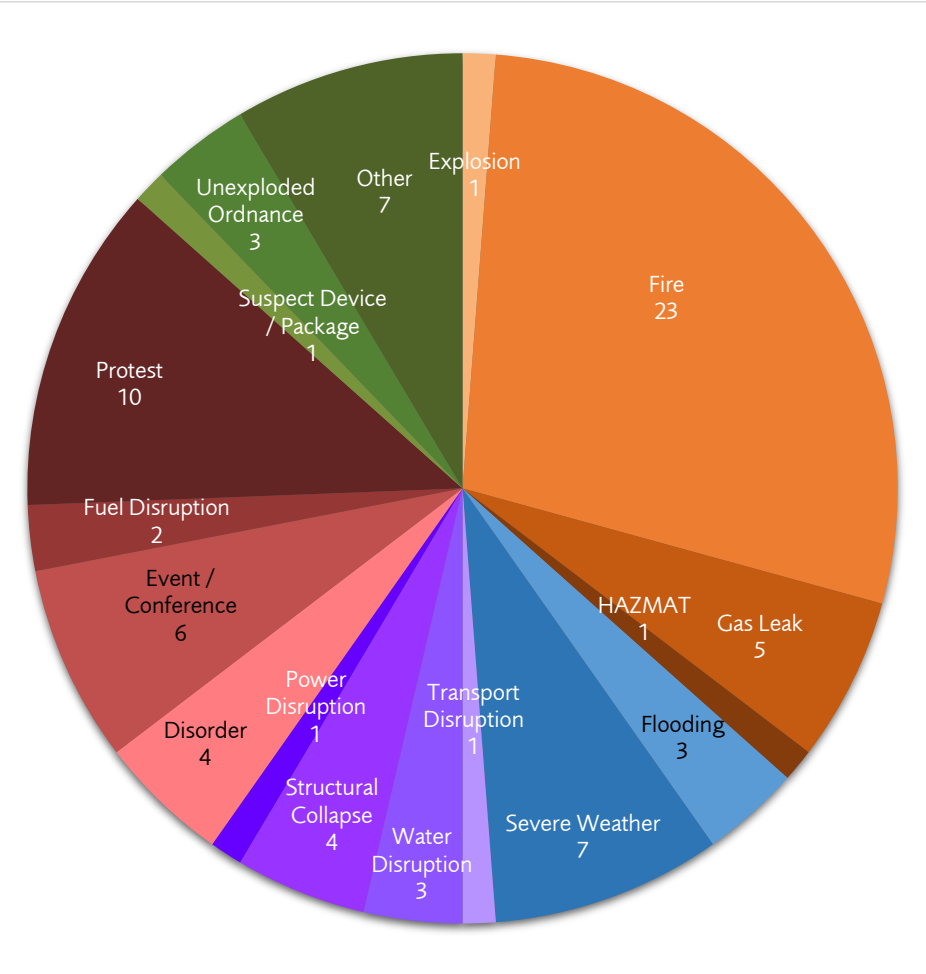
Incident responses can vary from a weeklong response supporting partnership teleconferences and providing communications to the partnership and key stakeholders to a couple of hours to determine that no further action is required and to assure key stakeholders that an adequate response is already in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

Quarter four response hours included a number of incidents with intense activity and /or of a high-profile nature. Four Major Incidents were declared: a high-rise residential fire in Aldgate, a chlorine gas leak at the Aquatic Centre, storm Eunice, and a gas leak in Whitehall. Other significant responses included the Poplar substation fire and subsequent power disruption, the major potential loss of water to approximately 250,000 properties in South East London, and continued protest activity from Stop the Oil and Extinction Rebellion.

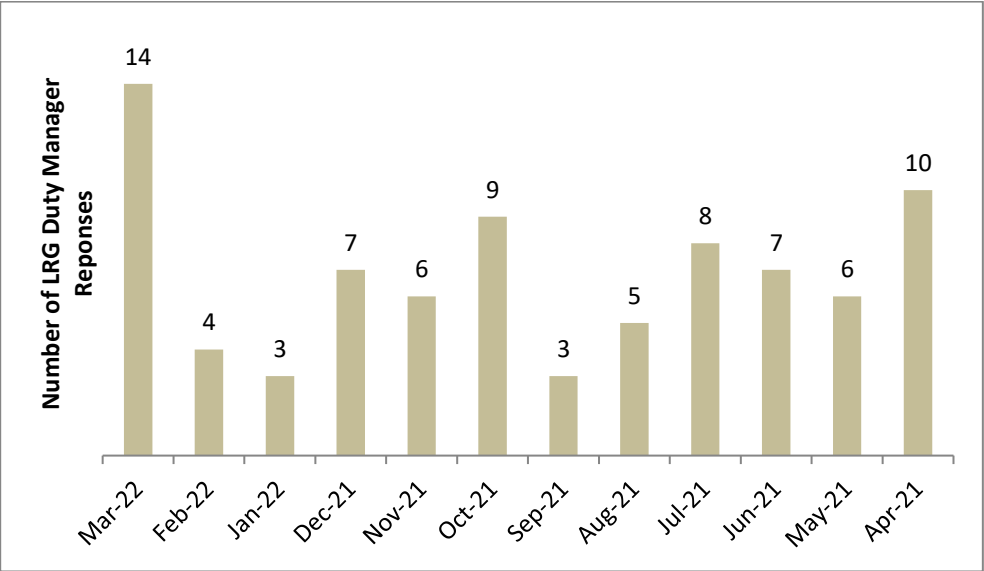
The incident types responded to over the past 12 months have been varied and demonstrates the wide range of incidents we respond to. The high proportion of fires responded to is in part due to the complexity and potential for attention this type of incident receives, and in part due to the good working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

Response and Resilience – providing a high quality, effective response

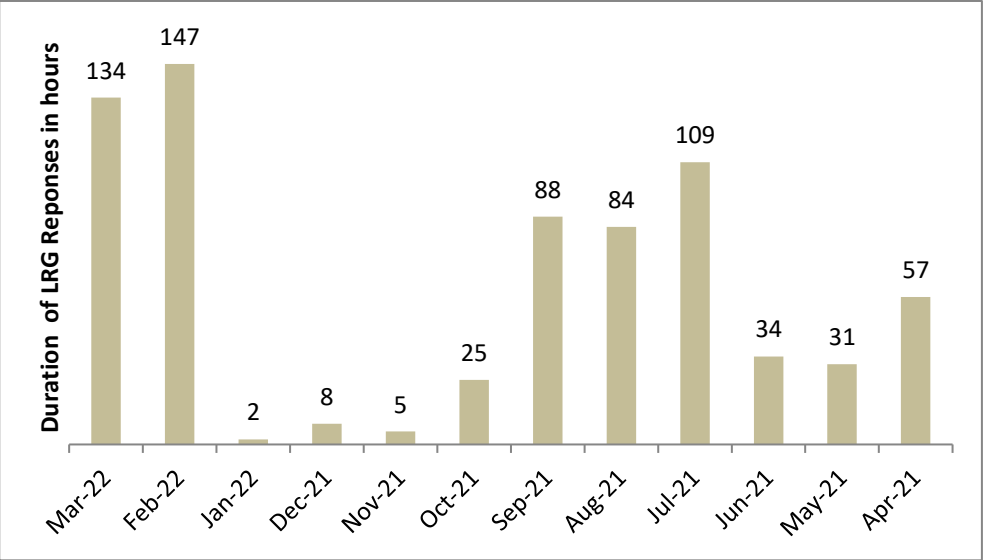
Incident types responded to by LRG - 12 months ending March 2022



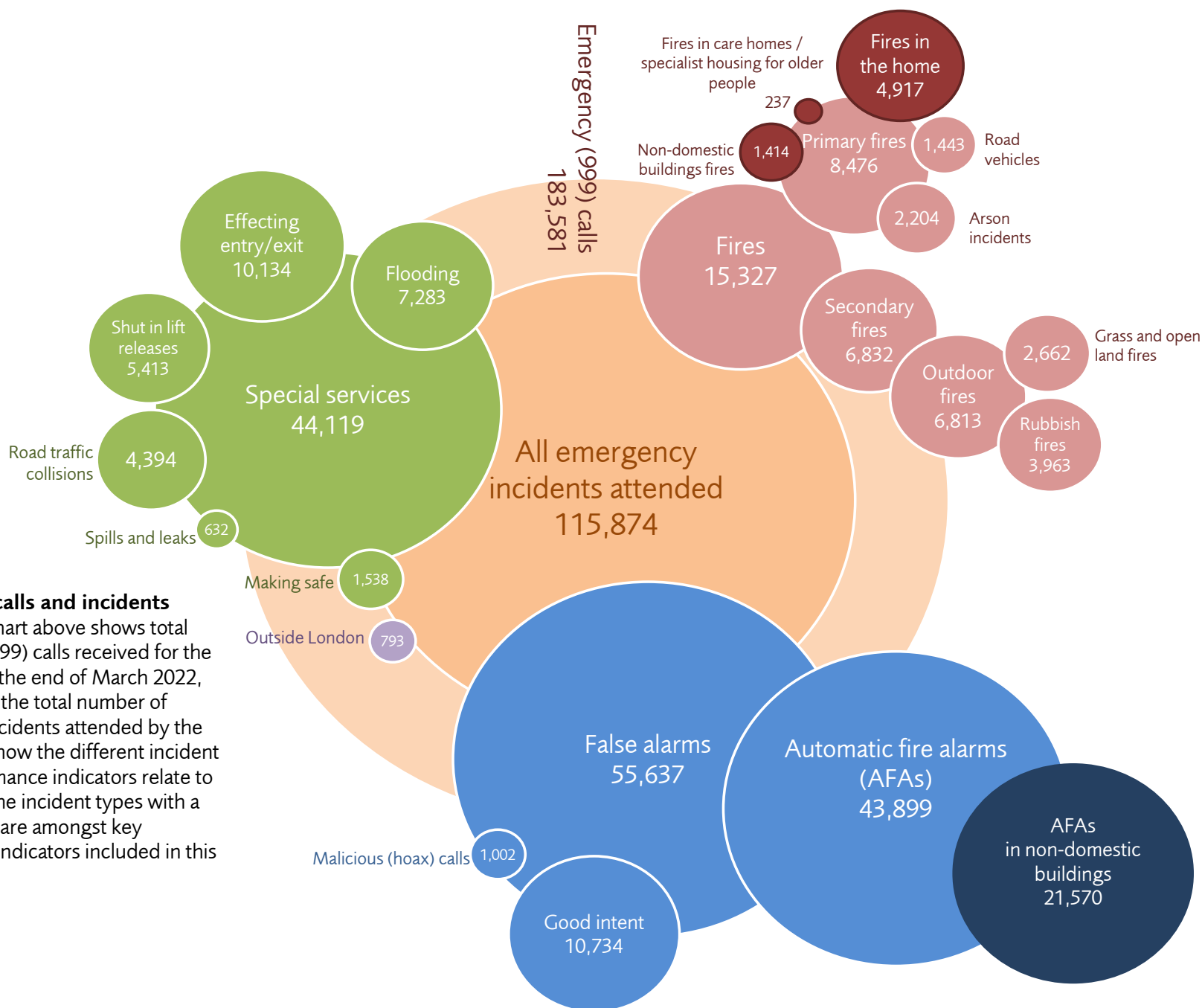
LRG Responses 12 months ending March 2022



LRG Response Duration 12 months ending March 2022



Incidents in Numbers



Emergency calls and incidents

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

People and Resources – delivering a positive and healthy culture

Key points

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

We'll deliver this aim by:

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

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

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

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 : CO₂ 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 has finalised. As part of this programme of work, inclusion will be embedded within the leadership programme as a core part of the training in a dedicated module within the wider programme. An e-learning neurodiversity course has been fully evaluated. The roll-out, beginning with our top fifty leaders and e-learning course has already begun.

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

Mental Health Wellbeing

In progressing the benchmarking activity that was resultant from the Royal Foundation's Emergency Services Mental Health Symposium in November 2022, the Brigade has been able to assure its own mental health wellbeing initiatives are continuing to align with blue light sector best practice. The delivery of the organisationally specific Recognising and Managing Stress Anxiety and Depression course to all people managers in the Brigade began in April 2022. An initiative to promote a "Want to Talk" message aimed at ensuring that staff know where to

People and Resources – delivering a positive and healthy culture

access immediate support in the event of a mental health crisis, was launched in February 2022, with the back of every toilet door in the LFB estate now having a poster displaying contact information. All arrangements are in place to launch the Wellbeing Dog initiative but a delay in the delivery of a suitable vehicle to transport the dogs, owing to ongoing worldwide car/van supply problems, has meant the initiative will now not commence until summer 2022. Officers are awaiting the submission of a research proposal for a study into suicides in the Brigade from a partner agency of the Royal Foundation that is due to be received in April 2022, which will then go through due governance. In the meantime, the Brigade, as a stakeholder member, is hosting an Asian Fire Service Association (AFSA) workshop in May 2022 debating the issue of suicide in the wider UK fire service. The number of LFB Mental Health First Aiders continues to grow, over 80 staff are now trained with a further 100 awaiting training. Work is progressing to establish a peer Trauma Support Volunteer (TSV) network with design and development sessions for the training of the volunteers due to commence in April/May 2022 with the aim of having an operational network of volunteers ready for October 2022. the Brigade's new standalone Mental Health Policy is going through a final consultation exercise with trade union colleagues. Publication is scheduled for May 2022 to coincide with Mental Health Awareness week where it will be used to further underpin the Brigade's commitment to supporting the mental health wellbeing of its people.

Employee Engagement and Recognition

The People Survey will launch in autumn 2022, following the independent Culture Review survey led by Nazir Afzal which was launched in early April. A full People Survey will provide the Brigade with a baseline of responses in a consistent format and be linked to performance indicators for the CRMP. To test the People Survey system, onboarding surveys are being planned to target new recruits in order to understand their experience of joining and working in the organisation at particular points in their first year.

The People Awards received over 150 nominations across all categories, a rise of approximately 50% on the previous year. The judging panels have met, and each decided their individual winners which will be announced at an in-person event on London's Southbank in May 2022, which will be attended by between 250-350

finalists, senior leaders and special guests. This will be the first time the Brigade has held an organisation-wide award programme for outstanding achievement in a variety of categories which cover all occupational groups and showcase the achievements of Brigade staff and best practise around the organisation.

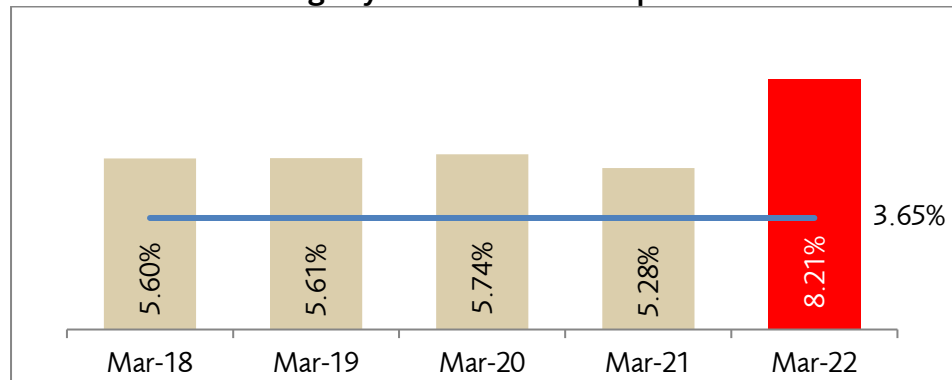
A bespoke LFB and Queen's Platinum Jubilee wearable is being produced to signify that the Brigade recognise both its Control and FRS staff as being an essential part in delivering the fire service in London. Distribution will mirror Home Office rules for the official Queen's Platinum Jubilee Medal, that non front-line staff across the emergency services, armed forces and prison services did not qualify for.

The Safe to Speak Up pilot has now concluded, and a review of cases is being drafted for People Board in May 2022.

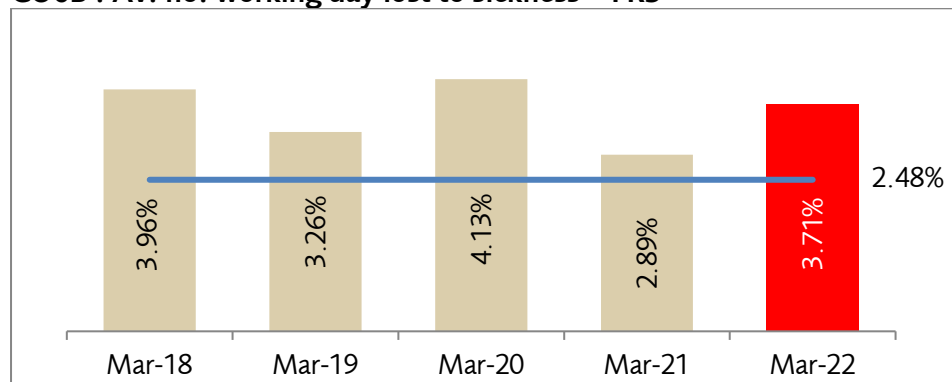
People and Resources – delivering a positive and healthy culture

Performance Indicators - People

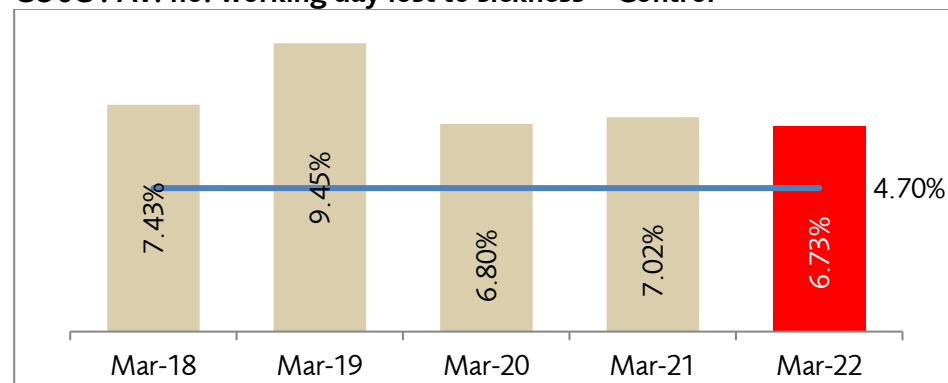
CO6A : Av. no. working day lost to sickness – Operational



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



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



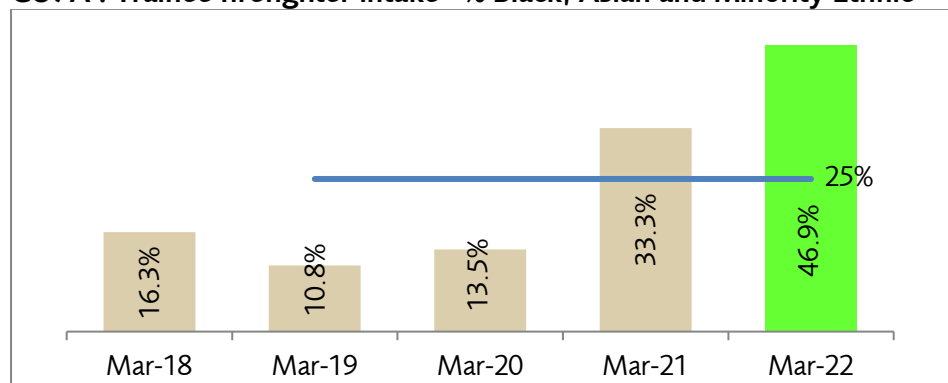
Operational employee sickness absence has increased from 5.36% to 8.21% during the past twelve months. FRS sickness experienced an increase from 2.89% to 3.71% which is also up from 3.61% last quarter. Control sickness continues to see a steady decrease. All staff groups sickness absence remains above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

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

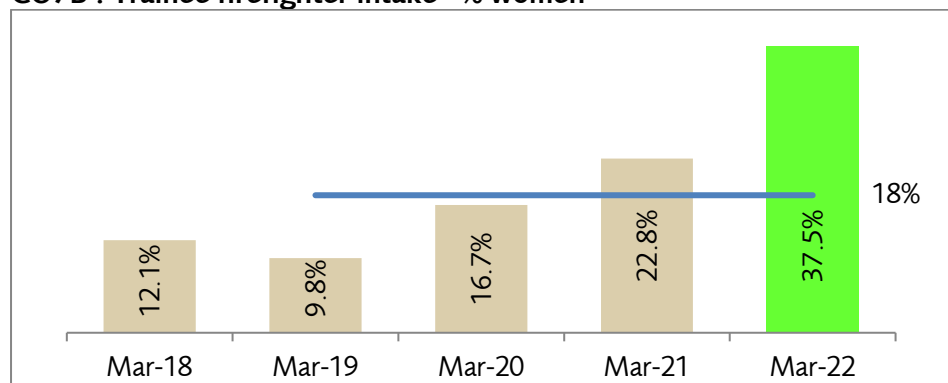
Wellbeing specific questions have also been included in the published culture review survey and upcoming employee survey to support identifying the sources of employee workplace stress. Recognising and Managing Stress, Anxiety and Depression training package has commenced delivery and all staff, with people management responsibility, will be required to complete the mandatory course. A people partner model will also support greater diagnostics of work-related concerns.

People and Resources – delivering a positive and healthy culture

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



CO7B : Trainee firefighter intake - % women

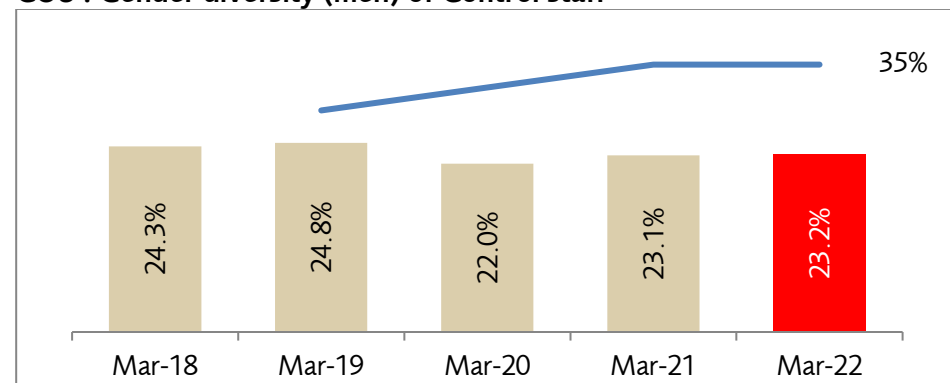


The intake of trainee BAME firefighters in quarter four is nearly 47%, a 15 percentage point rise compared to quarter three which was 32%. This growth is mirrored in figures for the intake of women which is an 8 percentage point increase compared to quarter three.

This growth is reflective of the significant engagement work carried out to attract under-represented groups before the recruitment freeze in 2021. This intake of trainees during this period, predominately consists of candidates who had their applications paused midway and are now able to progress into employment in the organisation and begin their training.

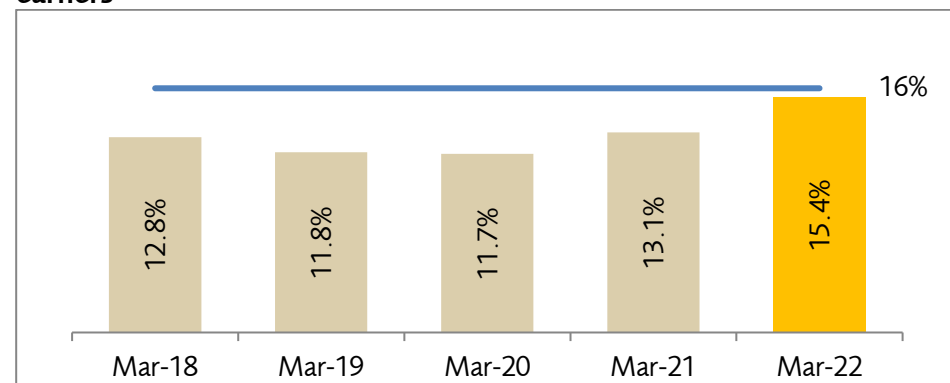
Attraction activity recommenced fully in quarter four. Due to ongoing challenges with face to face engagement due to Covid-19, the Brigade is launching a targeted digital marketing campaign in quarter one 2022. The aim is to attract applications from diverse groups.

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

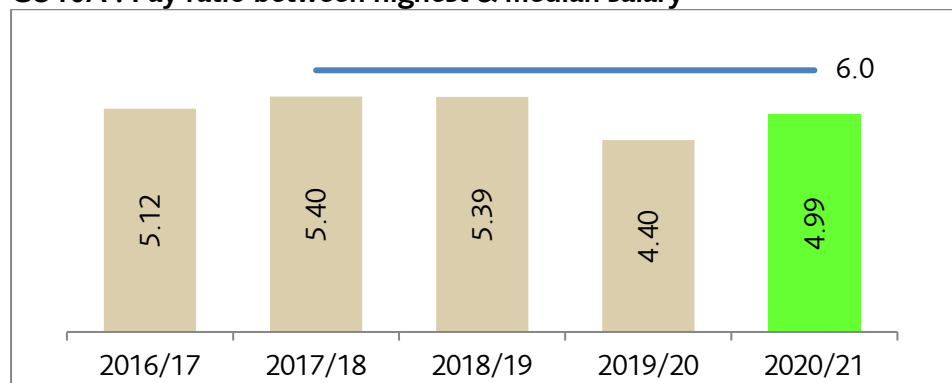


The percentage of FRS Black, Asian and Minority Ethnic Top Earners stands at 15.4%, which is a significant increase of 3.3% since March 2021, and close to our

People and Resources – delivering a positive and healthy culture

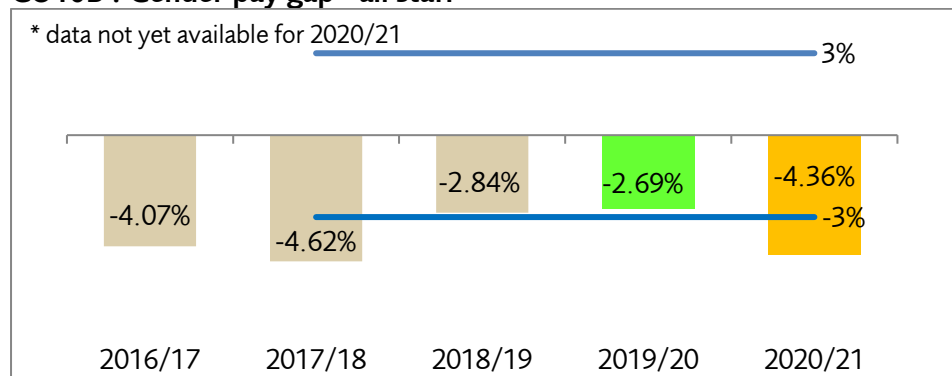
target of 16%. Work with our community engagement team and targeted media advertising, should also improve progress.

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.

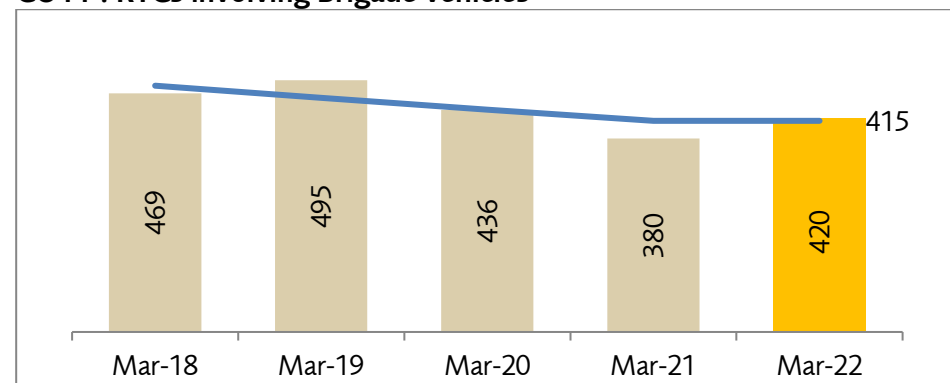
CO10B : Gender pay gap - all staff



The Gender Pay Gap report for 2019/20 has been published, the data shows a continued pay gap in favour of women due to the mean hourly pay being lowest in

the operational group which is predominantly male, and men therefore represent the bulk of the lower-ranked workforce.

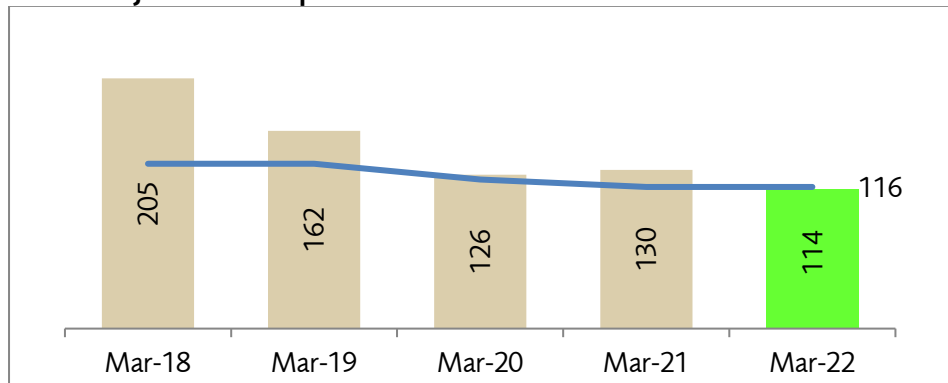
CO11 : RTCs involving Brigade vehicles



The target for Road Traffic Collisions (RTCs) involving Brigade vehicles for the year 2021/22 has not been met (420 versus a target of 415). Road traffic collisions have increased by 9% when compared to the 2020/21 year (384). The Emergency Response Driver refresher training programme is now established, with all appliance drivers completing the Emergency Response Driving Revalidation (Appliance) course. This training includes a reassessment of driver skills. Staff have also recently been provided with information and instruction in preventing accidental damage to the fire appliance when attending incidents. The use of CCTV on fire appliances to better inform road traffic collision investigations has now been enabled on all fire appliances, which should improve the quality of investigations and better targeting of initiatives to reduce road traffic collisions.

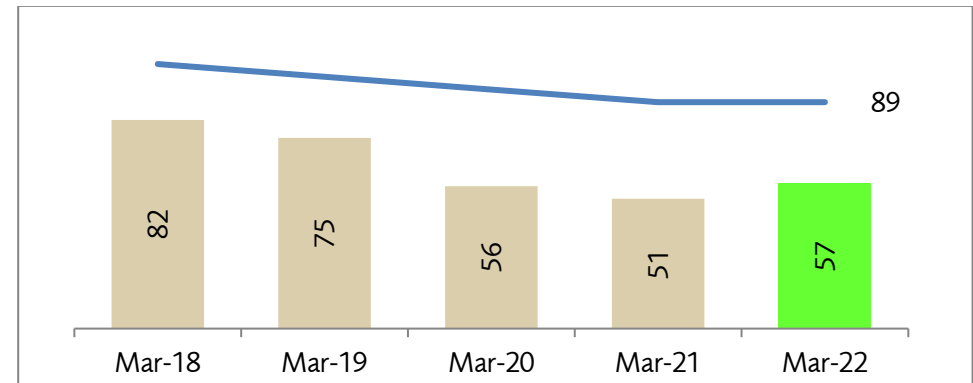
People and Resources – delivering a positive and healthy culture

CO12 : Injuries from operational incidents



The target for injuries from operational incidents is being met (112 versus a target of 116). Injuries from operational incidents have reduced (9% reduction) when compared to 2020/21 year (125). Officers have introduced operational (analytical) risk assessment, to make improvements to incident ground safety by focussing further attention on the review of hazards, risks and control measures on the incident ground. This policy change has started to be implemented on the incident ground. Officers are also working to improve data analysis by integrating injury investigation data with incident monitoring data to better identify actions to target further reductions in operational injuries.

CO13 : RIDDOR



The target for injuries reportable to the Health and Safety Executive (HSE) under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) for the 2021/22 year has been met (57 versus a target of 89). Although the number of RIDDORs has increased slightly when compared to last year, long term performance has seen significant improvements with a 30% reduction in RIDDOR injuries when compared with the 2017/18 financial year (82).

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 quarter one of 2022/23 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 four, 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 quarter one 2022/23. Due to recent resourcing pressures in the procurement department the database updates have not been a priority. Procurement have now appointed a Head of Procurement Assurance who will lead of the future development of this database. This will be a priority for 2022.

Internal audit plan

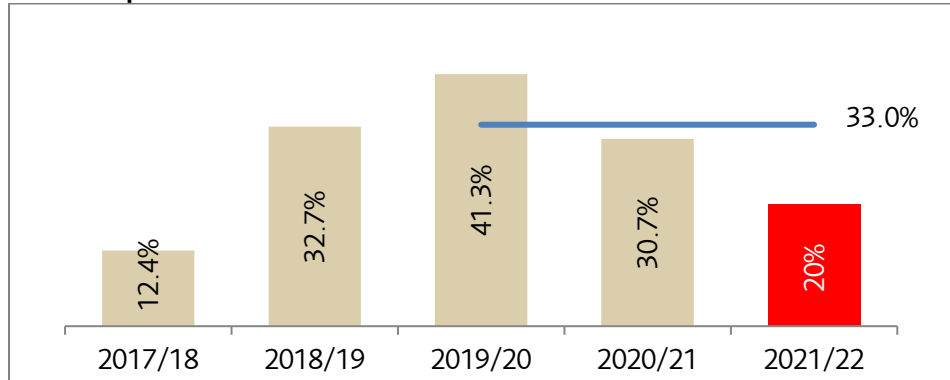
Work against the 2021/22 audit plan continues:

- Nineteen final reports have been issued: four risk and assurance, four advisory and 11 follow ups
- Four draft reports are currently with management and in the process of being finalised; one risk and assurance, one advisory and two follow ups
- Three reviews have concluded the fieldwork and we are in the process of drafting the report; two risk and assurance and one advisory
- Eight reviews are currently at fieldwork stage; four risk and assurance reviews and four follow ups

People and Resources – delivering a positive and healthy culture

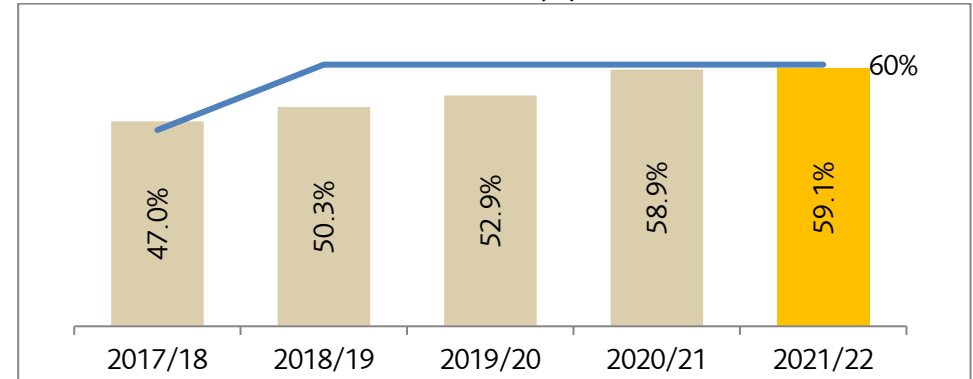
Performance Indicators – Resources

CO14 : Spend with SMEs



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

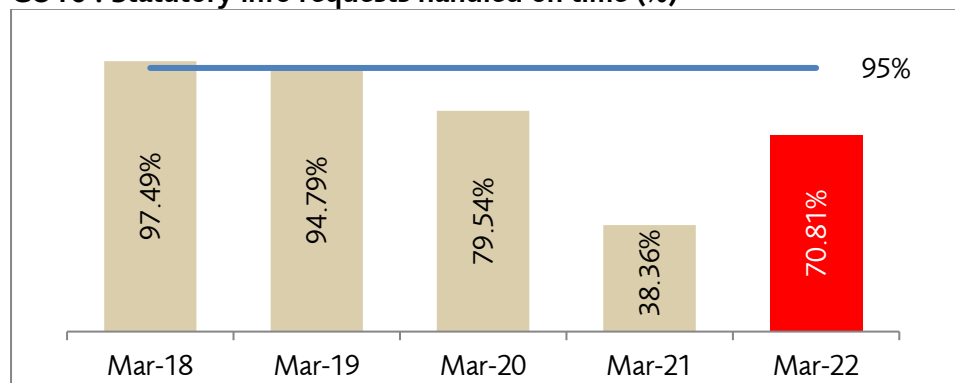
CO15 : CO₂ reduction from 1990 levels (%)



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

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 during 2021/22 and to ensure that requests are dealt with in time. Additional permanent resources for the team were agreed as part of the budget for 2022/23 and recruitment actions has started.

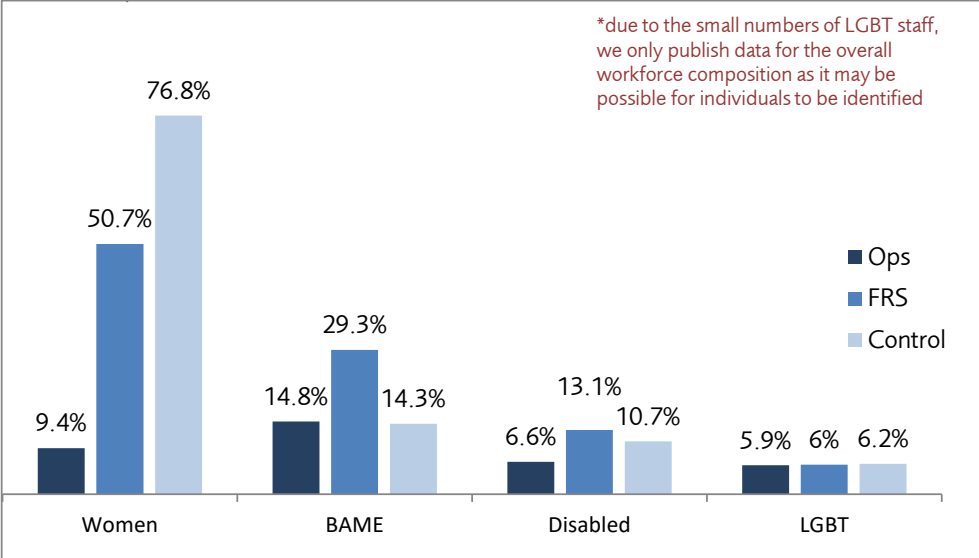
This indicator measures how well the Brigade is meeting the statutory deadlines for responding to information requests under the Freedom of Information Act (20 working days) and data protection law (one calendar month).

Performance for the year, at end of quarter four, at just over 70 per cent, has again improved compared to previous quarters but is still impacted by overdue requests earlier during the year. The improvement in performance will take some time to be fully reflected in performance against this rolling 12-month indicator. This performance was in the context of a 17 per cent increase in all information requests during 2021/22; data protection subject access requests were eight per cent higher, and Freedom of Information requests 23 per cent higher. At end March 2021 there were very few overdue requests with the majority of requestors now getting responses within statutory timescale. A few complex requests may always take longer than the statutory time, and this is reflected in the target (95 per cent) for this measure.

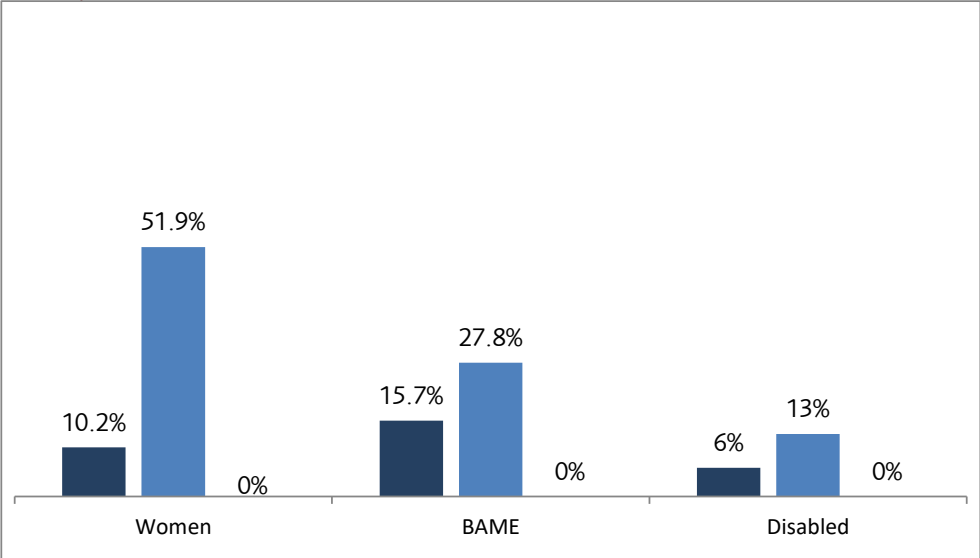
The past backlog in dealing with requests was due to a number of extensive and time-consuming data protection cases during the reporting year involving large numbers of documents (linked to staff grievance, discipline, or employment tribunal cases), plus the disruption from home working. Additional impacts 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

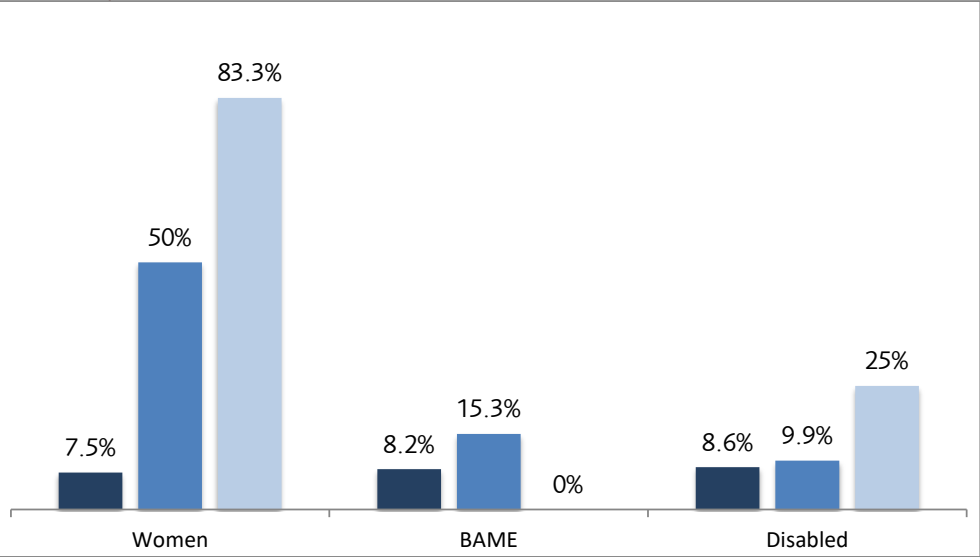
Workforce composition*



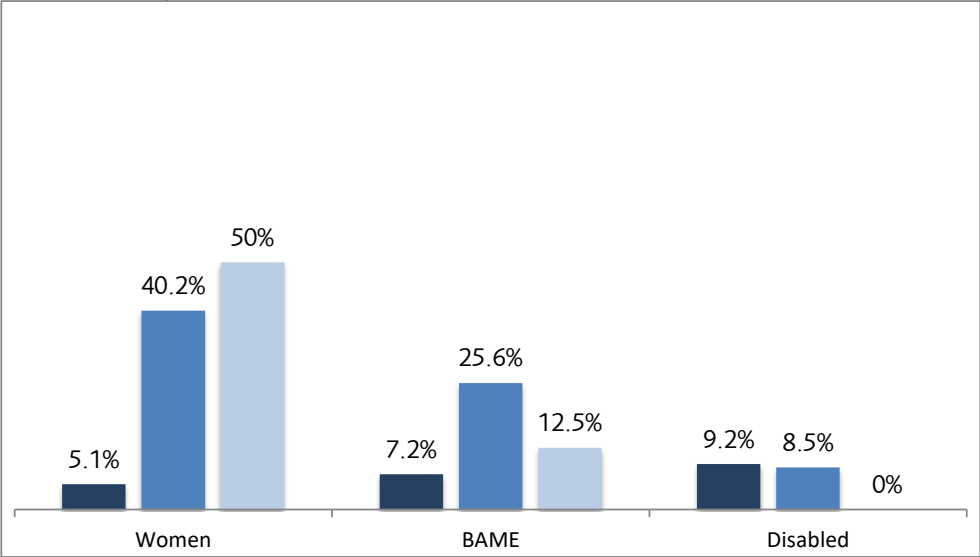
Workforce promotions



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 three 2021/22, regular board level risk reviews have led to splitting out of the PS13 workforce risk, so that it now focusses on the operational workforce risk and the addition of a new red risk (PS16) to manage fire and rescue staff (FRS) workforce risk. There are now 10 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 (including lead in times for specialist skills), exacerbated by upcoming changes to firefighter pensions, results in an establishment and skills gap across all operational groups that negatively impacts our service delivery	20
PS16	Lack of capacity in workforce planning (spanning multiple teams) and inability to match current market pay rates, reduces LFBs ability to retain existing staff and recruit new talent, causing significant delays in filling FRS vacancies leading to an insufficient number of appropriately skilled FRS staff across multiple departments	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

New – PS16 – FRS Workforce Planning (Director for People)

A new risk has been raised regarding FRS retention and recruitment so that there is specific focus on the management of specific relating to this staff group, which are significantly different to operational pressures, and the associated impact on support services. The main challenge is matching market rates which is a common problem for most public sector organisation currently, however there is also a capacity issue to overcome so that the Brigade has sufficient HR resource to oversee the management of effective recruitment services in this area.

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

Our Risk Perspective

successfully identify critical organisational activities and develop business continuity plans. Underpinning the BCM work that is undertaken across the Brigade are the International Standard for Business Continuity Management (ISO 22301) and the statutory requirements imposed on us as a Category 1 responder by the Civil Contingencies Act 2004, which requires all Cat1 responders to put BCM arrangements in place and to test those arrangements through staged exercises. The focus for the Brigade over the last quarter has been our response to the coronavirus (Covid-19) pandemic, this is explained in detail on page 13.

Business Continuity Planning

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

Storm Eunice

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

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

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

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

Ukraine

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

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 March 2022, there were 14 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	Q3	Q4	Budget (£m)	Estimated Spend (£m)	Stage	Original End Date	Forecast End Date
Active Projects/Programmes								
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	B	£850k	£293k	Close	31/12/2018	01/03/2022
A	Respiratory Protective Equipment (RPE) and Radio Replacement Project	R	R	£8.35m	£8.35m	Plan	31/12/2021	31/07/2022
A	Zero Emission Pumping Appliance 1 (ZEPA1)	G	G	£1.8m	£733k	Deliver	31/12/2023	29/11/2024
A	Fire Survival Guidance Technology Solution	R	G	£100k	£227k	Deliver	31/12/2020	31/12/2022
A	Replacement Mobilising System	G	G	TBC	TBC	Define	31/05/2025	31/05/2025
A	Operational Contingency Arrangements Implementation	A	G	TBC	TBC	Plan	28/02/2024	28/02/2024
A	Marauding Terrorist Attack (MTA) Project	A	G	£1.24m	£1.24m	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 Purchasing System Replacement	G	A	£510k	£478k	Deliver	31/03/2022	31/12/2023
A	HR and Payroll System Replacement	G	G	£950k	£950k	Deliver	30/06/2022	01/10/2022
A	Lambeth River Station - Pontoon Refurbishment	R	R	£3.75m	£787k	Plan	31/12/2021	05/09/2022
A	Occupational Health Services Retender	NA	A	£75k	£75k	Define	31/07/2023	31/07/2023
A	LFB One Risk	R	A	£2.45m	£2.45m	Define	31/03/2023	31/03/2025

Seven of the projects are currently reporting as green, these are: Zero Emission Pumping Appliance 1 (ZEPA1), Fire Survival Guidance Technology Solution,

Replacement Mobilising System, Operational Contingency Arrangements Implementation, Marauding Terrorist Attack Project, Business Intelligence Solutions and HR and Payroll System Replacement. Two projects are currently reporting as red; four projects are currently reporting as amber and one is reporting as blue (closing).

Command Unit Replacement (CURP)

The project is reporting amber (off target) as there is a further four-week delay on the first chassis to be delivered. This is now due around 21 April 2022. The delay is due to a Covid outbreak in one of the chassis building factories. Babcock have requested that the supplier build all nine chassis on mass rather than three batches of three. An updated vehicle delivery schedule is being sought so that the LFB can ascertain when the vehicles will be delivered to them. Design meetings continue during this time to ensure all required ICT and operational equipment are to the LFB requirements.

Meetings between the Brigade and the suppliers are underway to understand the implementation requirements for the Incident Command Operating System (ICOS), especially in respect to connection to the required LFB system and relevant security requirements.

There is ongoing dialogue around the driver training and the familiarisation requirements for the new command units, with the course duration now agreed.

Respiratory Protective Equipment (RPE) and Radio Replacement Project

This project is reporting red (off target) due to the requirement for the project to be re-baselined. An updated Project Initiation Document (PID) will be presented to the Project Board on 13 April 2022 for approval.

The re-procurement process commenced in March 2022 with the Invitation to Tender (ITT) documentation being approved by key members of the Project Board and quality assured by the external legal team, Bevan Brittan. The ITT was published on the Blue Light Procurement Portal on 23 March 2022. The tender submission deadline is 22 April 2022.

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The Project Initiation Document (PID) will be re-baselined in accordance with new milestones. Approval will be sought from the Project Board at the next meeting scheduled for 13 April 2022.

The radio tender has been republished and following evaluation to identify the preferred bidder and allowing a standstill period, it is anticipated a contract can be awarded by mid May 2022.

Radio repeaters have now been made available to support training as of the first week of April. Work is underway to produce the radio repeater training package, which will be delivered by Babcock trainers.

Finance and Purchasing System Replacement

The project is now reflecting an amber status as the procurement process review has been extended to a full re-review of all procurement requirements and associated requirement documentation. In addition, the standard terms and conditions of the contract have been deemed as not specific enough for an ICT contract and need to be re-written. This has been subcontracted out to external lawyers. As yet there are no target dates for the completion of either of these activities.

The project board terms of reference have been agreed and the stakeholder analysis submitted for review and sign-off. A request has been made for work-stream leads nominations to allow other work to commence.

Lambeth River Station – Pontoon Refurbishment

This project has now been re-scoped and agreed at the project board held on the 24 March 2022. The scope will now entail preparations to allow the station to accept the new fire boats and provide a light refresh to the internal spaces for the crews. The scope will also include dredging to the river. The aim of these improvements is to extend the lifespan of the station for five years. The dive report undertaken in February highlighted that provided the dredging is completed, the hull is in a suitable condition to achieve a further five years of use.

In tandem the scope will include the completion of an initial specification of a new river station. This specification will be intended to support a future project to replace the river station. This month's progress has been securing the decision to rescope

the project, as such there is not yet a firm timeline for these works to be completed, the programme will be confirmed over the coming weeks. The project status report for May will include a new set of revised milestones

The project is reporting red.

Occupational Health Services Retender

This project was established in July 2021 to ensure the LFC has a suitable Occupational Health provider from 5 March 2023, with the capabilities to deliver all required medical assessments.

The Collaboration Feasibility Study with TfL to understand whether utilising their in-house Occupational Health Service would be feasible has been completed. At present owing to the TUPE costs associated with commencing a contract between LFB and TfL, in addition to both organisations current and future IT project portfolio, collaboration is not presently feasible. The consultancy predicted that in three years, following completion of agreed IT projects and, more efficient application of Occupational Health resource, that both IT and TUPE concerns could be resolved.

The report seeking approval for the contract spend went to the Deputy Mayor's Fire and Resilience Board on 29 March.

Due to limited availability of procurement resource, the scheduled publication for the open market tender to be published on 1 February 2022 with expected tender close date of 28 February 2022 has been delayed. This is now expected to be published week commencing 14 March 2022 with an expected tender close date of 14 April 2022.

Market evaluation training, individual moderation and group moderation sessions have been re-scheduled and will now take place throughout April and May.

The project is currently reporting amber because the publication of the tender is off plan. This is a result of the requirement to review all tender documents and the delay in completing this review owing to procurement capacity. This delay has the potential of cascading time-delays onto other project milestones. The project risk may reduce when a contract has been awarded and the specifics of the supplier's IT offering and the compatibility with LFB IT becomes known. Safeguards have been

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put in place which includes essential and desirable criteria within the IT specification and simplification of internal OH admin processes.

LFB One Risk

The project moved to red status during December 2021 due to funding and governance issues affecting the ability go out to market. The Board were subsequently presented with a discussion and options paper in January 2022 and actions were agreed.

The Board agreed to move the project forward by changing to a straight-forward output-based procurement process (standard two stage restricted procedure) thus removing the requirement for a 5-year in-system refresh element. Additional budget requirements for external legal and procurement costs have been sourced and agreed. These actions have broadly brought the project back into budget.

ICT are progressing a revision to the original governance funding paper, which can be undertaken in tandem with the new procurement process. This action should bring the project back within governance permissions.

An independent review of the project has been undertaken and reported back at Director level.

The Board recognised the additional unplanned work involved in drawing up the system specification for an output-based procurement route, so agreed to a new project timeline being introduced. ICT developed a planning document for the system specification and work in this area has commenced. A subsequent ICT specification workplan has been drawn up and the project plan has been updated accordingly. A new procurement workplan has also been drawn up.

An updated revision of the stakeholders' requirements feedback document has been drawn up by consultants Dunstan Thomas and a further stakeholder meeting for sign off was held on 07/04/2022.

A revised/updated PID has been agreed by the Board and the project scope has been clarified in relation to the GTI recommendations.

This project is reporting amber.