



LONDON FIRE BRIGADE

Report title

LFB Quarterly Performance Report – Quarter 3 2021/22

Report to

**Performance Board
Commissioner's Board
Audit Committee
Deputy Mayor's Fire and Resilience Board
London Fire Commissioner**

Date

2 February 2022
23 February 2022

For Decision

The subject matter of this report deals with the following LFB strategic priorities:

**The best people and the best place to work
Seizing the future
Outward facing
Delivering excellent**

By providing a Corporate level summary of: performance indicators, the transformation development plan, financial performance, corporate red risks, and key projects.

Report number – [LFC-0000] – COMPLETED BY GOVERNANCE TEAM

For Publication

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE DECISION-MAKER

Executive Summary

This paper presents the Brigade's performance against the London Safety Plan as at the end of quarter three 2021/22 (data to the end of 31 December 2021). This report covers performance against budgets, key indicators, risks and projects.

Recommended decision(s)

For the London Fire Commissioner

Pending consideration from the Deputy Mayor, that the London Fire Commissioner approves this report and Appendix 1 (LFB Quarterly Performance report, Quarter three 2021/22) prior to publication

1. Introduction and background

- 1.1. This is the quarter three 2021/22 performance report covering the Brigade's activities in terms of key decisions, financial information, performance against key indicators across the Brigade's three aims, workforce composition, risks and projects, set out in more detail at Appendix 1.
- 1.2. It should be noted that the figures presented in the report are interim figures only and may differ slightly from the final position published in the Corporate Performance Digest for quarter two, which is due in mid-February 2022.

2. Transformation Delivery Plan actions – key highlights

- 2.1. The London Fire Commissioner's Transformation Delivery Plan (TDP) sets out our priorities in response to the Grenfell Tower Phase One Inquiry Report, Her Majesty's Inspectorate for Constabulary and Fire and Rescue Service's (HMICFRS) assessment of LFB, and other areas for transformation. Progress on actions in the TDP has now been incorporated into the performance report.
- 2.2. Of the original 65 actions in the plan, 48 have now been completed, none were completed during quarter three.
- 2.3. The original plan has been impacted by the effects of the COVID-19 pandemic. This has been reflected in the amended completion dates in the current version of the TDP. However, nine other actions that have been delayed or are off-track. Further details of these can also be found on page 5 to 7 in the main report (appendix 1) and in appendix 2 .

3. Performance Indicators – key highlights

- 3.1. Performance as at the end of quarter three 2021/22 shows that most of the indicators that are reporting were on target (18 out of 32). The full set of indicators and commentary can be found in Appendix 1 on pages 25 – 31 and 38 – 40 (Aim 1), pages 41 – 42 (Aim 2), and pages 48 – 51 and 53 – 54 (Aim 3). The positive performance highlights are:
 - a. **All fire deaths (10 year average)** is reporting as on target (47), this is an increase of two when compared to the quarter two figure (45). There were 52 fire deaths in the 12 months ending December, an increase of 22 compared with the same period last year. (30). We are in the process of analysing the current spike in fire deaths.

- b. The number of **injuries from fires (five year average)** (819) continues to fall, having fallen by 4% over the last year and 19% over the last five years.
- c. The number of **fires in the home** (4,893) continues to fall, having fallen by 3% over the last year, and by 12% over the last five years.
- d. The number of fires in **care homes/specialist housing for older people** (227) continues to fall, having fallen by 21% over the last year, and by 32% over the last five years.
- e. The number of fires in **Fires in other buildings** (1,294) continues to fall, having fallen by 3% over the last year, and by 33% over the last five years.
- f. The **speed of attendance to incidents** by both first and second fire pumping appliances are both meeting their targets. The first appliance average arrival time is at 5 minutes 10 seconds, and second appliance average arrival times at 6 minutes and 31 seconds, this represents a slight increase of 3% and 4% respectively over the last year. Arrival times are now returning to levels being delivered prior to the COVID-19 lockdown, this aligns with the increase in traffic in London as the Capital returns to normal. Over the last five year first and second arrival times are down by 4% and 3.5% respectively.
- g. The **trainee firefighter intake - % Black, Asian, and Minority Ethnic (32%), and trainee firefighter intake - % women (30%)** continues to report as on target.
- h. The number of **RTCs involving Brigade vehicles** is reporting as on target (408).
- i. The number of **injuries from operational incidents** is reporting as on target for the third consecutive quarter (110).
- j. The number **RIDDORS** (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) continue to report as on target (58) and have fallen by 19% over the last five years.

3.2. However, there are areas where the Brigade is not performing against target. Further information can be found in Appendix 1.

- a. **Accidental fire deaths in the home (10 year average)** is reporting as amber (36), this is an increase of two compared to the quarter two figure. We are in the process of analysing the current spike in fire deaths.
- b. The number of **Home Fire Safety Visits (HFSVs)** (30,167) is still reporting as red, however performance has improved slightly compared with the quarter two figure (24,709).
- c. The number of **young people educated on fire & other emergencies** (49,957) is still reporting as red, performance is fairly static compared with the quarter two figure (49,805).
- d. The **time spent by station staff on community safety** (6.70%) is still reporting as red, however performance has improved slightly compared with the quarter two figure (6.12%).
- e. The Brigade is exceeding its **sickness** targets for all staff groups, with sickness above target levels for Operational staff 7.32%, Fire and Rescue staff (3.63%), and Control staff (6.52%).

- f. Although the percentage of **Black, Asian, and Minority Ethnic FRS staff top earners** remains off target (15%), performance has improved, and it is now reporting as amber for the second consecutive quarter, having previously reported as red.

4. Risk Management changes

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

4.2. The two additional corporate red risks are set out below:

a. **OP7 – Alternative fuel fires (Deputy Commissioner)**

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

b. **CM7 – Brigade capacity and capability for internal comms c(Director of Communications)**

A new risk has also been raised regarding the Brigade's capability and capacity for its internal comms needs leading to a risk that all staff are not effectively informed or engaged on key messages. The immediate concern relates to how best to service the growing internal communications demands on the Brigade based on existing structures and current limited resources.

4.3. The following risk has been reduced and no longer appears on the Corporate Register:

a. **Reduced – OD2 – Incident command (Deputy Commissioner)**

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

5. Objectives and expected outcomes

5.1. This report provides an overview of the Brigade's performance and is provided for information so that work can concentrate on maintaining good performance and addressing performance that is off-track by the relevant lead officer.

6. Equality comments

6.1. The LFC and the Deputy Mayor for Fire and Resilience are required to have due regard to the Public Sector Equality Duty (section 149 of the Equality Act 2010) when taking decisions. This in broad terms involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.

- 6.2. It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.
- 6.3. The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), race (ethnic or national origins, colour or nationality), religion or belief (including lack of belief), sex, and sexual orientation.
- 6.4. The Public Sector Equality Duty requires decision-takers in the exercise of all their functions, to have due regard to the need to:
- a. eliminate discrimination, harassment and victimisation and other prohibited conduct
 - b. advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it
 - c. foster good relations between people who share a relevant protected characteristic and persons who do not share it.
- 6.5. Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- a. remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic
 - b. take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
 - c. encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 6.6. The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 6.7. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- a. tackle prejudice
 - b. promote understanding.
- 6.8. An Equality Impact Assessment (EIA) has not been undertaken specifically for this report. An EIA was not required because as the performance being reported on arose from the London Safety Plan 2017 which had an Equality Impact Assessment undertaken as an integral part of its development.

7. Other Considerations

Workforce comments

7.1. Workforce data is contained within Appendix 1 on page 55.

Sustainability comments

7.2. The suite of performance indicators and service measures in Appendix 1 of this report, show how the Brigade is achieving its sustainable development objectives.

Procurement comments

7.3. No procurement implications

8. Financial comments

8.1. Financial commentary is contained within Appendix 1 on pages 17 to 21.

9. Legal comments

9.1. In London, the Mayor appoints a London Fire Commissioner (LFC) under s327A of the Greater London Authority Act 1999 (GLAA), as corporation sole, who in addition to being the fire and rescue authority may have an operational role.

9.2. Section 327A(5) of the GLAA requires the LFC to secure that the London Fire Brigade is efficient and effective. The Mayor must hold the LFC to account for the exercise of the LFC's functions in accordance with Section 327A(8) of the GLAA.

9.3. The report presents the London Fire Brigade's (LFB) Quarterly Performance Report (Q2 of 2021/22) which sets out in more detail how LFB delivers its services against the commitments made in the LFB's London Safety Plan.

List of Appendices

Appendix	Title	Protective Marking
1.	LFB Quarterly Performance Report – Quarter three 2021/22	NOT PROTECTIVELY MARKED
2.	TDP full action plan	NOT PROTECTIVELY MARKED

ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm the following (✓)

Drafting officer

Gary Kinsman has drafted this report and confirms the following:

Assistant Director/Head of Service

Fiona Dolman and Senita Robinson have reviewed the documentation and is satisfied for it to be referred to Board for consideration.

Advice

The Finance and Legal teams have commented on this proposal;

Hameera Darr Legal Advisor, on behalf of General Counsel (Head of Law and Monitoring Officer)

Omolayo Sokoya Financial Advisor, on behalf of the Chief Finance Officer



LONDON FIRE BRIGADE

Transformation Delivery Plan – Quarter three 2021/22

Progress

1. As indicated in the main body of the report, of the original 65 actions in the plan, 48 have now been completed, none were completed in quarter three, and a further five are on track. 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. Nine actions have been delayed or are off track, which is an increase of three from quarter two, when overall six actions were reported as delayed or off track.
2. The updated detailed position against each outstanding action as at the end of quarter three 2021/22 follows.

f

Code	Pillar	Strategy	Action	Forecast end date	Owner	RAG	Progress summary – December 2021
TDP 1	The best people and the best place to work	Leadership	Define requirements of leadership at all levels in LFB		Assistant Director People Services	Completed	Action Complete August 2020
TDP 2	The best people and the best place to work	Leadership	Design and deliver a new suite of leadership development programmes to increase leadership competence	August 2022	Assistant Director People Services	Off Track	<p>First line Leadership Programme – Started at the end of September. Computer Based Training (CBT), supporting materials and course content have been finalised. Discussions are ongoing with National Fire Chiefs Council (NFCC) around supporting the development of the Supervisory Development Programme, which is sponsored by the NFCC.</p> <p>Middle Management Leadership Programme - The contract with Lane4 has been terminated with a full refund. A new three year tender is currently out to market for bidders. Short & medium-term interventions available for middle leaders via a number of publications and aids.</p> <p>Top Management Group - Bespoke ad hoc opportunities have been made available, these are dependent on the needs identified through 360 profiles and cohort trends. One to one to meetings with Directors have been being arranged.</p>
TDP 3	The best people and the best place to work	Leadership	Embed and reinforce leadership behaviours at all levels through new performance management processes	May 2023	Assistant Director People Services	Off Track	As set out in TDP-9 below, a new 'Great Conversations' performance management approach is being rolled out for staff at all levels and is based on regular one to one conversations and in which performance objectives will be agreed. The LFB Behaviours were the basis of a 360-feedback process for Tier 3 (TDP) and Tier 2 ('middle manager') staff in 2020/21 as the first stage of the rollout of this approach. A 360-feedback process has not taken place, and is not proposed, for Tier 1 staff.
TDP 4	The best people and the best place to work	Culture and Behaviours	Conduct a culture audit to assess and identify desired culture to deliver LFC's purpose, strategy and vision		Assistant Director People Services	Completed	Action Complete – January 2021
TDP 5	The best people and the best place to work	Culture and Behaviours	Execution of Culture Change actions		Assistant Director People Services	Closed	Action Closed – February 2021
TDP 6	The best people and the best place to work	Culture and Behaviours	Implement Diversity and Inclusion plan		Assistant Director People Services	Completed	Action Complete – May 2021
TDP 7	The best people and the best place to work	Culture and Behaviours	Dramatically shift how we engage with our people through new employee engagement processes		Assistant Director People Services	Completed	Action Complete – May 2021
TDP 8	The best people and the best place to work	Culture and Behaviours	Dramatically. shift how we engage with our people through new employee engagement processes		Assistant Director People Services	Completed	Action Complete – March 2021

Code	Pillar	Strategy	Action	Forecast end date	Owner	RAG	Progress summary – December 2021
TDP 9	The best people and the best place to work	Talent and Learning	Introduce new performance management processes for all employees across the whole organisation	March 2022	Assistant Director People Services	Off Track	<p>A new performance management approach was launched in 2020 for Tier 3 (Top Management Group) and in mid-2021 for Tier 2 (middle managers).</p> <p>A 'Great Conversations' performance management approach for Tier 1 staff has been developed. A small pilot with Tier 1 Operation, Control and FRS staff took place in late April 2021. A 'soft launch' began from the summer in some FRS departments. In December we agreed an approach with representative bodies including 'template objectives' for fire stations staff (FF, LFF, SubO) to be soft launched in two boroughs. We now need to explore the option of also using 'template objectives' in Control, as suggested by a representative body.</p> <p>We also plan to use the existing PDP (Personal Development Plans) system as an interim records management to ensure GDPR compliance until the new iTrent HR system offers performance management functionality and this needs to be included in the 'soft launch'.</p> <p>We will be able to continue with the rollout to all Tier 1 staff for the new 2022/23 performance year (March 2022) once we have the outputs from the soft launches.</p> <p>Note: the performance management approach for staff at all levels is based on regular one to one conversations in which performance objectives will be agreed including one Diversity & Inclusion objective and one Risk Management objective. The approach does not include performance ratings.</p>
TDP 10	The best people and the best place to work	Talent and Learning	Deliver prioritised actions from Independent Training Review	December 2023	Assistant Director Training and Professional Development	On Track	<p>Licence to Operate Report submitted to ODDB on 17 November, People Board on 25 November 2021 and Commissioner's Board on 14 December 2021. The report recommends the introduction of Licence to Operate for Incident Command with effect from 1 April 2022, to allow for policy consultation. The recommendation was agreed in principle.</p> <p>Training contract Major Change Process mapping workshops, led by the AD Training and Professional Development and involving staff who actually work with those processes, have been taking place. Additional sessions are scheduled for early in the new year. Work will then begin to implement new, more streamlined processes.</p> <p>The design and implementation of the organisational learning model (OLM) and training assurance framework are also expected to have a tangible positive impact on the workings of the training contract.</p> <p>It is currently expected that all changes will be completed on or before the December 2023 deadline for this overall action.</p>
TDP 11	The best people and the best place to work	Talent and Learning	Implementation of five year improvement plan for Control	March 2024	Assistant Commissioner Operational Resilience and Control	On Track	<p>The Control Improvement Plan (CIP) is continuing to deliver on the associated recommendations and actions. A paper will be presented to Operational Delivery Directorate Board in February to formalise an update on progress and seek formal approval to redefine some actions based on Covid related delays and changes in operational circumstances.</p>

Code	Pillar	Strategy	Action	Forecast end date	Owner	RAG	Progress summary – December 2021
TDP 12	The best people and the best place to work	Talent and Learning	As a priority action from Independent Training Review, provide more realistic and continuous training for incident command	March 2022	Assistant Commissioner Operational Policy and Assurance	Off Track	In House Incident Command Team now established and delivering ongoing Continuous Professional Development sessions to all senior managers. All levels of Incident Command acquisition training have been reviewed and revised, resulting in new training courses being provided for Level's 1,3, and 4. The revised L2 Incident Command course will be delivered in Q4 2022 to complete this action.
TDP 13	The best people and the best place to work	Talent and Learning	Update High Rise response.		Assistant Commissioner Operational Policy and Assurance	Completed	Action Complete – June 2021
TDP 14	The best people and the best place to work	Talent and Learning	Revalidate driver training		Assistant Director Training and Professional Development	Completed	Action Complete – March 2021
TDP 15	The best people and the best place to work	Talent and Learning	Develop, improve and maintain core skills for all operational staff.		Assistant Director People Services	Completed	Action Complete – August 2020
TDP 16	The best people and the best place to work	Talent and Learning	Assure Quality of training	TBC	Assistant Commissioner Operational Policy and Assurance	Off Track	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.
TDP 17	Seizing the future	Learning organisation	Integrate and adopt National Operational Guidance as the foundation of LFB policy and Procedure	March 2022	Assistant Commissioner Operational Policy and Assurance	Off Track	A further delay has been experienced with the NOG Implementation project due to sheer weight of workload involved with final risk assessments and policies to be reviewed and consulted on with representative bodies. Project board on 29 November 2021 acknowledged this issue and agreed to a revised Implementation plan to facilitate the switch over to NOG aligned policies of 01 March 2022.
TDP 18	Seizing the future	Learning organisation	Re-set the monthly Heads of Service meetings as a crucial element of organisational learning and change		London Fire Commissioner	Completed	Action Complete – August 2020
TDP 19	Seizing the future	Learning organisation	Task Strategy and Risk function to gather internal and external learning points as a standing agenda item for discussion and action at monthly Heads of Service Meetings		Assistant Director Strategy and Risk	Completed	Action Complete – August 2020

Code	Pillar	Strategy	Action	Forecast end date	Owner	RAG	Progress summary – December 2021
TDP 20	Seizing the future	Learning organisation	Put in place a formal Senior Team 6-monthly review of strategy, progress and priorities		London Fire Commissioner	Completed	Action Complete – August 2020
TDP 21	Seizing the future	Challenge and transform	Appoint Transformation Director		LFC/Assistant Director People Services	Completed	Action Complete – August 2020
TDP 22	Seizing the future	Challenge and transform	Review structure of LFB organisation		Director for Transformation	Completed	Action Complete – August 2020
TDP 23	Seizing the future	Challenge and transform	Create a single plan of prioritised activity across LFB, all of which are clearly linked to the organisation strategy		Assistant Director Strategy and Risk	Completed	Action Complete – August 2020
TDP 24	Seizing the future	Challenge and transform	Review governance structures and processes at every level		General Counsel	Completed	Action Complete – August 2020
TDP 25	Seizing the future	Challenge and transform	Develop a new internal communications approach		Assistant Director Communications	Completed	Action Complete – May 2021
TDP 26	Seizing the future	Challenge and transform	Engage the Trades Unions in the transformation; develop Industrial Relations Strategy in light of COVID-19 experiences		Assistant Director People Services	Completed	Action Complete – October 2020
TDP 27	Seizing the future	Innovate and improve	Embed continuous improvement processes at Heads of Service level		LFC/Deputy Commissioner/Director for Corporate Services/Director for People/Director for Transformation	Completed	Action Complete – June 2020
TDP 28	Seizing the future	Innovate and improve	Review decision making protocols		General Counsel	Completed	Action Complete – May 2020
TDP 29	Seizing the future	Innovate and improve	Following appointment of Director for Transformation, create a group of "Innovation Champions" to work with each department	September 2021	Director for Transformation	Completed	Action Complete
TDP 30	Delivering excellence	Constantly improving effectiveness of our service	Fully implement the Control and Mobilising Improvement Plan		Assistant Commissioner Operational Resilience and Control	Closed	Action closed – February 2021
TDP 31	Delivering excellence	Constantly improving effectiveness of our service	Consolidate delivery of Grenfell Improvement Plan and HMICFRS Action Plan into one function, under the Director of Safety and Assurance		Assistant Commissioner Grenfell Tower Investigation and Review Team	Completed	Action Complete – May 2020

Code	Pillar	Strategy	Action	Forecast end date	Owner	RAG	Progress summary – December 2021
TDP 32	Delivering excellence	Constantly improving effectiveness of our service	Fully implement the consolidated Grenfell Improvement Plan and HMICFRS Action Plan	March 2023	Assistant Commissioner Grenfell Tower Investigation and Review Team	On Track	At the time of writing a total of 88 actions have been completed, including 26 GTI recommendations and 14 HMICFRS recommendations, together with 48 TDP actions. In addition, three TDP actions have been closed as they are duplicated in the GTI / HMI action plan. Since the previous progress report submitted end of June 2021, this represents an increase of one HMICFRS recommendations completed.
TDP 33	Delivering excellence	Constantly improving effectiveness of our service	Appoint an independent Operational Assurance Advisor reporting directly to the Commissioner to ensure that the operational elements of transformation are being effectively progressed and delivered		Assistant Director People Services	Completed	Action Complete – June 2020
TDP 34	Delivering excellence	Constantly improving effectiveness of our service	Work with City Hall to establish an independent Audit Committee for LFB.		General Counsel	Completed	Action Complete – December 2020
TDP 35	Delivering excellence	Constantly improving effectiveness of our service	Implement a Consolidated Wellbeing Strategy for LFB		Assistant Director People Services	Completed	Action Complete – July 2020
TDP 36	Delivering excellence	Constantly improving effectiveness of our service	Review medium term financial plan to ensure all options to deliver balanced budget are fully understood and evaluated		Assistant Director Finance	Completed	Action Complete – November 2020
TDP 37	Delivering excellence	Constantly improving effectiveness of our service	Review contract management arrangements for all major suppliers		Assistant Director Technical and Service Support	Completed	Action Complete – August 2020
TDP 38	Delivering excellence	Constantly improving effectiveness of our service	Alignment of existing ICT Strategy with TDP		Chief Information Officer	Completed	Action Complete – May 2020
TDP 39	Delivering excellence	Understand and communicate risk information to better deliver our services	Implement Operational Risk Information Project		Assistant Commissioner Fire Stations	Completed	Action Complete – December 2020
TDP 40	Delivering excellence	Understand and communicate risk information to better deliver our services	Smarter mobile working for fire engine crews (to be reviewed annually)		Chief Information Officer	Completed	Action Complete – June 2020

Code	Pillar	Strategy	Action	Forecast end date	Owner	RAG	Progress summary – December 2021
TDP 41	Delivering excellence	Understand and communicate risk information to better deliver our services	Deliver a solution for managing all buildings risk information (incorporating 1Risk)	March 2025	Chief Information Officer	Delayed	The project has moved to Red status due to advice from both LFB Legal & Finance that there is a funding and governance issue that affects our ability to go out to market within the planned timeframe. There could be a potential delay to the project of six months, hence moving into the Red status.
TDP 42	Delivering excellence	Understand and communicate risk information to better deliver our services	Introduction of online home fire safety visit tools. • Interactive home fire safety check list • Virtual 360 hazard house 'tour' • Online home fire safety visit		Assistant Commissioner Fire Safety	Completed	Action Complete – January 2021
TDP 43	Delivering excellence	Understand and communicate risk information to better deliver our services	Define and incorporate risk management responsibilities at all levels into the new LFB performance management process		Assistant Director People Services/Assistant Director Strategy and Risk	Completed	Action Complete – May 2020
TDP 44	Delivering excellence	Understand and communicate risk information to better deliver our services	Review of Strategic Risk Register process to ensure it accurately supports and reflects the strategic planning process.		Assistant Director Strategy and Risk	Completed	Action Complete – May 2020
TDP 45	Delivering excellence	Improved execution	Develop new LFB property strategy	TBC	Assistant Director Property Services	Off Track	The target date remains as TBC currently as developing the property strategy is dependent on the TOM and CRMP being developed.
TDP 46	Delivering excellence	Improved execution	Engage with FBU to improve Mass Casualty Response capability	TBC	Assistant Commissioner Operational Resilience and Control	Off Track	New concept of operations, training schedule, policy, procedure, and risk assessments have now been developed. Now subject to FBU agreement as part of the joint collective agreement between the FBU and the LFC.
TDP 47	Delivering excellence	Improved execution	Integration of Command Units - the means by which we support incident commanders at incidents		Assistant Commissioner Fire Stations	Completed	Action Complete – May 2021
TDP 48	Delivering excellence	Improved execution	Implement improvements to Fire safety (Protection) delivery by producing a revised Enforcement Policy which outlines how we will deliver our regulatory role.		Assistant Commissioner Fire Safety	Completed	Action Complete – May 2020
TDP 49	Delivering excellence	Improved execution	Reduce UWFS (Unwanted Fire Signals) Automated Fire Alarms (AFA)		Assistant Commissioner Fire Safety	Closed	Action closed – February 2021
TDP 50	Delivering excellence	Improved execution	Review and re-charter the Project Management support function		Assistant Director Strategy and Risk	Completed	Action Complete – March 2021

Code	Pillar	Strategy	Action	Forecast end date	Owner	RAG	Progress summary – December 2021
TDP 51	Delivering excellence	Improved execution	Review and change Commissioner's and Director's board structures to include prioritisation of activity and corporate portfolio management as agenda items alongside robust performance management		General Counsel/Assistant Director Strategy and Risk	Completed	Action Complete – May 2020
TDP 52	Delivering excellence	Improved execution	Review existing work streams to ensure organisational support for Transformation Plan.		LFC/Deputy Commissioner/Director for Corporate Services/Director for People/Director for Transformation	Completed	Action Complete – March 2021
TDP 53	Delivering excellence	Improved execution	Review, consolidate and simplify performance reporting on the delivery of improvement actions contained in TDP and GT / HMI action plans.		Assistant Commissioner – Transformation Directorate	Completed	Action completed - February 2021
TDP 54	Delivering excellence	Improved execution	Implement new email and conduct of meeting protocols		Assistant Director Communications	Completed	Action Complete - March 2021
TDP 55	Outward facing	Become more central to our communities	Implement the Improving Stakeholder and Community Relations Plan		Assistant Director Communications	Completed	Action Complete – January 2021
TDP 56	Outward facing	Become more central to our communities	Opening Up Fire Stations	September 2022	Assistant Commissioner Fire Stations	On Track	The project board sat on the 17th November 2021 to review and rescope the PID following the recovery from Covid-19. The PID is to be updated and reviewed as part of this process. The project board and project team members will also be updated, and the key deliverables of the project are to be mapped against LFB's strategic objectives. Property are in the process of finalising the two new workplace hubs (Hammersmith and Lewisham). There are still IT infrastructure issues to be resolved however all building works have been completed. A communication launch is being planned for January to promote LFB's new ways of working. As part of the recovery from Covid the following external community engagement events have taken place over the last quarter. 31 CRMP engagement Events, 5 open days and 2 events at community rooms. There are ongoing efforts to achieve pre-pandemic levels of community engagement through Open Days, Community Forums, and use of Community Rooms.
TDP 57	Outward facing	Become more central to our communities	Deliver on community outreach activities		Assistant Commissioner Fire Safety	Completed	Action Complete - February 2021
TDP 58	Outward facing	Increasing trust and confidence with all stakeholder groups	Establish new relationships with Grenfell Tower Community Groups and individuals		Assistant Director Communications	Completed	Action Complete – December 2020

Code	Pillar	Strategy	Action	Forecast end date	Owner	RAG	Progress summary – December 2021
TDP 59	Outward facing	Increasing trust and confidence with all stakeholder groups	Training for Borough Commanders and Area DACs (managers) on how to engage better with local community groups	December 2022	Assistant Commissioner Fire Stations	On Track	As part of the Community Engagement Partnership project 9 pilot boroughs have delivered x31 CRMP Engagement Events, which included x 21 onsite events and x 10 virtual CRMP Engagement Events. These events included training and support for Borough Commanders and Area DACs on how to better engage with local community groups through support from the new CEP team. The CEP Board met on the 7th December 2021 to discuss the next phase of the project that will establish community forums within each participating borough. This will provide an improved approach for BCs and Area DACs in engaging more effectively with local communities. The first steering group is on the 5th January 2021.
TDP 60	Outward facing	Increasing trust and confidence with all stakeholder groups	Introduce research of stakeholder opinion and public understanding of how we are delivering our service.		Assistant Director Communications	Completed	Action Complete – August 2020
TDP 61	Outward facing	Increasing trust and confidence with all stakeholder groups	Appointment of a support office for the LFB Commissioner		London Fire Commissioner	Completed	Action Complete – May 2020
TDP 62	Outward facing	Leading excellence in the national service	Provide long-term commitment to provide expert advice and support to the Government's building safety programme, including informing standards of work, revisions of relevant regulations and development of the regulatory environment as part of the Hackitt recommendations.		Assistant Commissioner Fire Safety	Completed	Action Complete – May 2020
TDP 63	Outward facing	Leading excellence in the national service	Establish a team to contribute LFB position to the proposed Building Safety Bill and Fire Safety Bill		Assistant Commissioner Fire Safety/Assistant Director Communications	Completed	Action Complete – May 2020
TDP 64	Outward facing	Leading excellence in the national service	Review attendance on national bodies		Assistant Director Communications	Completed	Action Completed – June 2021
DP 65	Outward facing	Leading excellence in the national service	Review and increase our support to the spending review particularly in relation to data and information management.		Assistant Director Finance	Completed	Action Complete – December 2020