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INTRODUCTION Councillor Brian Coleman AM FRSA, Chairman, London Fire and Emergency Planning Authority

The fourth London Safety Plan sets out our priorities for the next three years. During that period the Authority will be expected to deliver the Mayor's priorities for an efficient and effective fire and rescue service for London at a time when the public sector can expect to see significant reductions in spending.

We must look closely at the services we provide and seek alternative and innovative approaches to their delivery if we are to manage the spending reductions that lie ahead. One of the key proposals in this plan is a new way to deliver some of our specialist equipment to incidents by creating two new types of specialist centres, strategically located across the capital and consolidate the equipment we need to deal with major emergencies.

Partnership working with other public sector bodies and the private sector is another way in which we can make the most of our resources. Our London Local Authority Coordination Centre (LLACC) brings together the work of nearly all of the London boroughs' emergency planning teams to work strategically and stop duplication. It played a crucial co-ordinating role during last winter's weather and transport problems and we plan to expand on the number of groups we can work with at the centre. We also intend to work with the private sector to carry out major improvements to nine of our fire stations under the Private Finance Initiative scheme.

Making the best use of our staff will be vital if we are to deliver value to the taxpayer and succeed in reaching our more challenging targets on reducing fires and false alarms that will require a change in the way we deliver our services. We will consider the introduction of new working patterns that will help deliver these more challenging targets as well as enabling firefighters to carry out a range of other activities including training and community fire safety work.

The tragic events at Lakanal House in Camberwell in July 2009 focused many minds on the need for robust community and regulatory fire safety strategies. We will continue to review both our Community Safety and Regulatory Fire Safety strategies, concentrating on the people and buildings that are most at risk from fire. The next few years are likely to see the public sector, including the fire service, face unprecedented challenges to the way it administers and delivers its services. The London Fire and Emergency Planning Authority must be equal to those challenges and a diverse, committed organisation and its workforce that is able to adapt to change is essential to be able to meet them. This plan sets out how we are planning to do so.

FOREWORD Ron Dobson, Commissioner for Fire and Emergency Planning

My long term vision for London's fire and rescue service is quite straightforward: 'To be a world class fire and rescue service for London, Londoners and visitors'.

In 2008, the Audit Commission told us we were an 'Excellent' authority; through this plan and our work over the coming years I hope to maintain that excellence and further improve the service, hopefully with greater freedom and flexibility.

Continually improving performance is a permanent objective for us. It isn't a particular system or process though, it's our organisational mindset based on the aspiration that we can always do things better. We will continuously search for ways to improve quality, increase productivity, reduce costs and use resources more effectively. We will also continuously keep track of changing environments as Londoners' needs change, and we will continue to seek to stay ahead of the changes needed so that we are not just reacting to change but are prepared for what may come our way. In recognising the current economic situation, this plan builds on our commitment to provide an excellent public service and value for money. In keeping with our commitment to excellence, our proposals are about prioritising service improvements and outlining a programme of work for the next three years which delivers a sound platform for the future.

Our plan is based on our six strategic aims and their supporting objectives which provide the framework for our vision and enable us to identify the key priorities to achieve it.

Prevention and protection are the key to making London safer. We must focus our efforts on protecting people, property and the environment from harm and, importantly, preventing fires from happening in the first place. Our plan enables us to target those people most at risk as well as ensuring that the built environment protects people from fire. Our work in support of the Olympics will ensure that fire safety and fire engineering solutions are applied to the Olympic sites and will provide an ideal opportunity for a co-ordinated community safety programme with local communities and the vast number of visitors expected during that period. We will also learn from the tragic events at Camberwell in July 2009 and do all we can to prevent such tragedies in the future. However, we must recognise that emergencies may still arise. We will be identifying new and innovative ways of delivering our operational response and continue with our co-ordination role on pan-London emergencies.

Not only do I want our people to be as productive as they can be, I also want us to manage our physical resources efficiently and effectively to provide value for money. Amongst other things, we will continue with our building programme of fire stations under the private finance initiative, our energy savings initiatives, our collaborative work with the Greater London Authority (GLA) group on a range of activities and new working arrangements for our station-based staff.

We know that our people are our greatest asset and are at the forefront of achieving our vision and maintaining the excellence of the services we provide. We want to fully develop our staff, ensure we have the right people with the right mix of skills at the right locations and to build on our leadership strategy.

Our values are very important to us and safety, sustainability and equality are themes which run throughout our plan. We will deliver our sustainability strategy, build on our work on equality and diversity issues and will develop our partnership work further in order to improve our understanding and awareness of our place in London. We are also setting new challenging headline targets for the next three years, following our successful achievements against our existing five-year targets.

During the life of the plan we will deliver a range of key initiatives to further enhance and improve London's fire and rescue service. In particular we will:

- Create four incident support centres strategically located across London. These will be stations where we will group together vehicles and bulk materials that we need for larger, or specific types, of incident;
- Create five rescue centres strategically located across London. These will be stations where we will group together fire engines and specialist rescue equipment to ensure that we can manage and maintain the highly specialised skills of the staff who provide these services;
- Become more efficient in the way we crew and use our incident response units (which is what we call the equipment we need to provide mass

decontamination facilities at large chemical or similar incidents);

- Deliver our key priority projects including the Olympics and Paralympics, Firelink and FiReControl and our Property PFI; and
- Continue to look at ways in which we can deliver excellent services for less.

This plan outlines in more detail a programme of work for the next three years. I hope you enjoy reading our plan and we welcome any feedback on its content and the way we plan to deliver our services.

SECTION 1 – ABOUT US AND THIS PLAN

THE FIRE AUTHORITY AND THE FIRE BRIGADE

THE LONDON FIRE AND EMERGENCY PLANNING AUTHORITY

The London Fire and Emergency Planning Authority runs the London Fire Brigade. It is also part of the family of bodies which make up the Greater London Authority (GLA). The Authority has 17 members, all of whom are appointed by the Mayor of London, Boris Johnson. Eight are nominated from the London Assembly, seven from the London boroughs and two are Mayoral appointees.

The Mayor appoints the Chairman of the Authority who is Councillor Brian Coleman, AM, FRSA.

The main duties of the London Fire and Emergency Planning Authority are contained in the Fire and Rescue Services Act 2004. The Authority is responsible for the strategic direction of the London Fire Brigade, determining policy and setting priorities and performance targets. Within the framework set by the Mayor, the Authority also sets the budget for the Brigade. Our Standards Committee includes three people who are not connected with the Authority or its business, one of whom is the chair of the Committee. It meets to promote and maintain the high standards of corporate and ethical conduct to which the Authority is committed. In addition, four specialist executive committees meet to make decisions in their specific areas of responsibility and to report to the Authority where appropriate. There are also two panels which meet to consider and advise the Authority on particular topics.

The Authority also plays a major role in national developments in the UK fire and rescue service working closely with the government and the Local Government Association and in London local government via London Councils, an organisation that promotes the interests of London's 32 boroughs and the Corporation of London.

More information about the Authority and its members including agendas, reports and minutes for the Authority and its committees and panels are available from our website <u>www.london-fire.gov.uk</u>

THE LONDON FIRE BRIGADE

London's fire and rescue service is the largest in the country and one of the largest firefighting and rescue organisations in the world. With an annual budget of over £430 million and employing some 7,200 people, of whom about 6,000 are uniformed operational staff, we provide services across the whole of the Greater London area serving London's 7.5 million residents as well as those who work in, or visit the city.

As our most valuable resource, our firefighters' safety is a high priority. To minimise the dangers they face we have made substantial investment in their training, equipment and working methods ensuring every incident we attend is managed safety and effectively.



Map 1 - London's fire stations

In January 2010, the 113th fire station in London opened, in the Borough of Havering. It is the first additional fire station in 11 years. Our fire stations (including our river station) are operated 24 hours a day, 365 days a year. We provide 169 fire engines and a further 102 specialist operational vehicles including those additional vehicles which we have provided in order to radically enhance our capacity to respond to terrorist attacks or other catastrophic emergencies. We answer nearly a quarter of a million emergency calls and attend around 140,000 emergencies (often we receive more than one call to a particular incident). Of these around 14,000 are serious fires, including 6,500 fires in the home. We don't just attend emergencies. Our aim is to stop fire happening in the first place and our prevention activities fall into two broad categories:

- community safety (prevention)
- fire safety regulation (protection).

To address the danger of fire and injuries from fire in the home, we have developed an active programme of community safety and education initiatives based on our extensive understanding of those most at risk. This means that our prevention work often involves us working in areas of social deprivation and with people who are involved in anti-social behaviour, including deliberate fire setting. We work closely with the London boroughs and with a range of other agencies in the public, private and voluntary sectors and are active participants in the delivery of local area agreements with local strategic partnerships and crime and disorder partnerships.

We have 20 fire safety teams located across London to enforce fire safety in the capital. We carry out inspections to make sure buildings meet fire regulations and will take action to enforce fire safety measures if we think it necessary. To improve the safety of buildings, including major projects affecting London's infrastructure, we work with developers at an early stage to ensure all possible fire engineering solutions are applied during construction.

Details about how we have done against what we said we would do last year can be found in the appendix 1.

THE GOVERNMENT'S REQUIREMENTS

This fourth London Safety Plan meets the government requirement that all fire and rescue services should produce an integrated risk management plan (IRMP) to manage the risks to their communities. Our plan shows how we intend to meet the following objectives:

- Reduce the number and severity of fires and other emergency incidents and, with partners, reduce the number of road traffic accidents
- Reduce the severity of injuries associated with those types of emergency incidents
- Reduce the economic, social and commercial impact of emergency incidents
- Safeguard the natural and built environment
- Protect our heritage
- Provide value for money.

Our plan also meets the government's expectations set out in their Fire and Rescue National Framework and in particular that we must be representative of the communities we serve and meet public expectations of a modern, efficient and effective public service.

THE MAYOR'S PRIORITIES

We have also taken into account the Mayor's priorities for the next three years, both those which apply to all the bodies within the GLA family and those which are specific to us. The Mayor wants us to:

- Maintain front line services by continuing to modernise service delivery arrangements and maximising benefits from a risk-based approach to fire safety issues.
- Continue to develop community safety activity and identify areas for partnership activity to target high risk groups.
- Identify opportunities to reduce costs and improve effectiveness, with particular focus on training and development and our property portfolio.
- Continue progress towards a more representative workforce at all levels with a particular focus on the recruitment, retention and progression of staff from under-represented groups.
- Further develop our contribution to protecting London and Londoners from terrorist attack through training of firefighters and partnership with appropriate bodies.
- Make arrangements to ensure firefighter safety by improvements in equipment and training.
- Develop the role of the London Local Authority Coordination Centre and ensure that there is closer collaboration and communication between the Mayor of London and London local authorities during emergencies.
- Make further progress on the modernisation of accommodation to provide suitable facilities and a working environment that meets the needs of a diverse workforce.
- Assist Londoners and London businesses through the recession, including supporting the Mayor's Economic Recovery Action Plan, which is updated quarterly, and positioning London for resumed growth.
- Provide significant support to the Mayor's 'Time for Action' programme in order to prevent violence and improve opportunities for young people.
- Deliver the Mayor's call to end violence against women through his 'Way Forward' strategy.
- Deliver value for money and better quality of life for all Londoners.
- Take forward the use of procurement to deliver economic, environmental and social priorities through the GLA Group responsible procurement programme.

- Prioritise measures consistent with the commitment to carbon reduction targets of 60 per cent by 2025 and promoting open spaces.
- Supporting delivery of the London 2012 Olympic and Paralympic Games and its legacy.
- Providing skills and employment opportunities both through the direct workforce and through supply chains, implementing the Living Wage for London, and promoting equality in the workforce and across London.

Our latest response to these priorities was set out in our interim budget submission which was agreed by the Authority on 17 September 2009 (<u>http://www.london-fire.gov.uk/Documents/FEP1409(1).pdf</u>

THE MAYOR'S STRATEGIES

The Mayor has published the following strategies for shaping London's future:

- The London Plan which sets out an integrated economic, environmental, transport and social framework for the development of the capital over the next 20 to 25 years.
- The *Transport Strategy* which sets out the Mayor's plans for London's transport over the next 20 years; and
- The Economic Development Strategy which is the Mayor's broad vision to keep London an economic success. It sets out his intentions to promote London internationally, to keep our business environment competitive and to give all Londoners the opportunity to share in this success.

The Mayor has also published draft strategies for housing in London, for water management and usage and for air quality. As we must have regard to most of the Mayor's strategies, we have reviewed them and commented as appropriate. For example, the Mayor's draft Housing Strategy is concerned with creating new homes through construction and refurbishment but also aspires to build and support sustainable and cohesive communities. We share these aspirations and we have a range of programmes, policies and activities which support these objectives. Fire safety is not only the product of physical fire safety measures, but also the result of community safety and wider social cohesion work and we have set this out in our Community Safety Strategy.

THE ECONOMIC CONTEXT

Covering the period from April 2010 to April 2013, our plans are being made in the face of the recession, a marked deterioration in public finances, an anticipated reduction in future government spending and at a time of economic uncertainty over the medium term.

There are a number of ways in which we are supporting Londoners through the recession. This includes our work in fire safety regulation in reducing the burden of regulation on London's businesses, while maintaining safe environments for Londoners and visitors. Our work in developing integral fire safety solutions within buildings and so reducing damage, also supports London's competitiveness and we are able to work with businesses on their plans to ensure that they can get back up and running in as short a time as possible after an incident.

Our recent successes in significantly reducing the amount of time taken to deal with incidents involving acetylene cylinders is an example of the sort of contribution we can make to keeping London competitive, while ensuring safety remains at the forefront of our objectives. We also support new transport projects through integrated fire safety engineering and this again enables us to contribute to keeping London moving as well as safe.

Our work in local communities is helping to contribute to social cohesion and a stable society. In terms of tackling unemployment and low skills, our work with young people in developing self esteem, life skills and teamwork through some of our youth engagement programmes, such as our LIFE project, are helping to support young people in getting work. We will also be introducing an apprenticeship scheme in the Brigade which will create more opportunities for young Londoners.

There is a perception that arson increases during a downturn in the economy .However, we have carried out detailed analysis using 40 years' worth of records and this has concluded that there is no evidence to suggest a causal link between fires and the economy. Nevertheless, we carry out many proactive initiatives to reduce the fear and risk of arson, including working in partnership with local authorities to target potential arson targets.

LOOKING FURTHER AHEAD

Although this plan is for the next three years, we are looking further ahead and considering what London might look like in the future and what that might mean for the services we provide. Using evidence provided from London Collaborative¹ about a range of potential scenarios (focusing on economic viability, climate change and social cohesion) we will work with our staff to consider how our role might be affected and prepare for any future challenges that occur. This will ensure that our

¹ An organisation funded by Capital Ambition, London's regional improvement and efficiency partnership, which includes representatives from a range of public and private sector organisations in London.

future safety plans include the necessary work to deliver the service which London and Londoners need.

SUSTAINABILITY AND CLIMATE CHANGE

In our Sustainable Development Strategy we have taken into account the risks and impact of climate change and our plan reflects the need to work with communities and partners on prevention and emergency response; acknowledging the risk of increased flooding and scarcer water resources and the proposals in the Environment Agency's Thames Estuary 2100 Plan. You can read more about what we are doing about sustainability in our Sustainability Strategy. Follow this <u>link.</u>

OUR AIMS AND VALUES

Our vision is to be a world class fire and rescue service for London, Londoners and visitors and our plan is structured around six strategic aims:

- Aim 1: Prevention. Engaging with London's communities to inform and educate people in how to reduce the risk of fires and other emergencies
- Aim 2: Protection. Influencing and regulating the built environment to protect people, property and the environment from harm
- Aim 3: Response. Planning and preparing for emergencies that may happen and making a high quality, effective and resilient response to them
- Aim 4: Resources. Managing risk by using our resources flexibly, efficiently and effectively, continuously improving the way we use public money
- Aim 5: People. Working together to deliver high quality services and to create a safe and positive environment for everyone in the organisation
- Aim 6: Principles. Operating in accordance with our values and ensuring that safety, sustainability, partnership and diversity run through all our activities.

Our core values reflect what we believe in as an organisation. They represent our standards of corporate behaviour, and the individual behaviour of our staff. We believe in:

Fairness

- Treating people as individuals while applying consistent standards
- Applying the Brigade's policies and procedures appropriately and in an unbiased impartial manner
- Recognising positive contribution
- Listening to people and giving full consideration to their views

Integrity

- Willing to be accountable for personal and team performance
- Having high ethical standards and behaving in accordance with them
- Promoting the Brigade's objectives by supporting and explaining decisions
- Showing leadership and setting a good example

Respect

- Understanding the values and opinions of others
- Valuing and embracing diversity
- Showing courtesy to others (our staff and the public)
- Supporting each other in our respective roles

Service

- Taking pride in making London a safer city
- Commitment to excellence and providing a quality service
- Providing the people of London with a service that is value for money
- Listening to views of those we serve
- Being professional in all aspect of our roles

Trust

- Being open and honest with people
- Being clear when confidences must be maintained
- Encouraging and supporting others in taking responsibility in their roles.

SECTION 2 – UNDERSTANDING AND MANAGING RISKS

OUR APPROACH TO RISK

When we talk about risk, we mean many things. We mean the incidents that happen every day to which we send fire engines. We mean the incidents that don't happen, but which we want to be prepared for should the worst occur (for example in response to terrorism). We mean the likelihood of people and places experiencing emergencies and the harm and damage that can and may be caused. We mean the risk of attending nonemergency incidents and incidents that we aren't required to attend and the effects that has on our prevention work and the associated risk to our firefighters and the public. And we mean many more things as well.

But in nearly all cases our approach to managing those risks are the same.

We want to understand the nature of the risk and its impact. We want to know who will experience the worst of the effects and what the impact to society and London's infrastructure will be. We try to understand how that risk will change in the future and most importantly we look at how we will respond and what we can do to prevent those risks from ever happening.

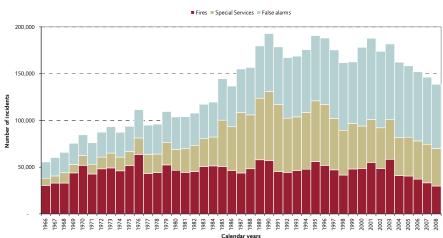
When we manage risk it doesn't always mean we will focus all our resources at the things that happen most often. Sometimes we will allocate resources because the impact, should an event occur, is so severe; our preparedness for terrorism or natural disasters is an example. At other times we will focus on those things that occur the most, knowing that if we can reduce them, we will free up time to spend on higher priorities; an example of this is our attendance to false alarms generated by automatic fire alarm equipment (AFAs). And when we try to prevent incidents from occurring (our community and regulatory safety work) we will focus our resources where we think they will have the most impact; for example our work to deliver home fire safety visits is targeted in areas where fires are most likely to occur and not just in areas where they have happened before.

In every case our approach to risk is to understand, measure and reduce the risk by directing our resources where we believe the impact will be the greatest.

PREPARING FOR EMERGENCY INCIDENTS

We have 113 fire stations across London with a fleet of 271 fire engines and other specialist vehicles. We want those vehicles to be in the best place to respond quickly, not just to the incidents that are nearby, but also to incidents anywhere in London where more than just a couple of fire engines are needed.

For the past five years we have been analysing the distribution of incidents that have occurred historically (going back as far as 2000) and this work has shown that data for the preceding three years is sufficient to model demand for future years.



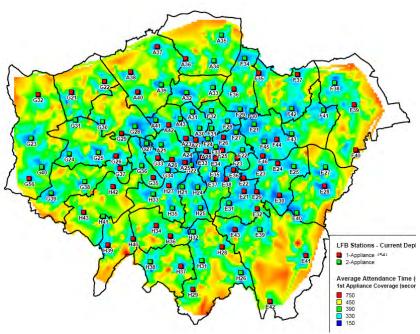
Number of incidents attended by the LFB (1966 to 2008)

We model the demand for our services in partnership with expert emergency services consultants (ORH Ltd). Together we are testing the demand on our services to identify the best locations for our fire stations and fire engines so that we can respond in the quickest times to the greatest range of incidents we experience.

POSITIONING FIRE STATIONS AND FIRE ENGINES

We are a London-wide service and we locate our fleet of emergency response vehicles where they can offer the best protection to London as a whole. Many people think that that it is their local fire station that provides them with all their emergency cover. It is true that it is the geographic location of a fire station that helps us to maintain our fast response times (we reach most emergency incidents in around five and a half minutes²) but for many incidents, where more than one fire engine is needed, vehicles come from a number of surrounding stations.

Our Asset Management Plan describes our intentions for the location and regeneration of our fire stations up to 2024. This is based on our modelling work which has identified the best locations for fire stations (and the number of vehicles they need to accommodate) and is also the work that has resulted in us opening a new fire station in the north-east of London at Harold Hill (our 113th fire station) in January 2010.



Map 2 - How our fire stations cover London

While we have been successful over the past decade in reducing the number of emergency incidents we have to attend (through the success of our community and regulatory safety work) this does not directly lead to a reduction in the number of staff or vehicles we need. The numbers of incidents are reducing, but the complexity of incidents has increased and the risks we face are more involved. The location of our vehicles enables us to provide additional support when required at major incidents while maintaining cover across London for dayto-day demand. We do however always look at the different requirements we have for our vehicles and their staffing arrangements that give us the greatest flexibility in providing cover and resilience.

SUPPORTING LARGE INCIDENTS

We position our vehicles so that they can respond quickly to emergency incidents. When we measure and report on our attendance times we record not just when the first fire engine arrives, but also the second if more than one fire engine is required.

We attend many more incidents with just one fire engine than we do with two or more. For example we send one fire engine to false alarms from automatic fire alarm systems and small fires such as in refuse bins. However, when we need to send more than one fire engine, it may come from the same fire station or it may come from

> another station nearby. In many cases, where two or more fire engines are needed, those vehicles will come from a number of other fire stations.

It is this principle which enables us to maintain fast first appliance responses times to other incidents across London while a large incident (or incidents) is in progress. This is also why we need to keep a higher number of fire engines available than typical day-to-day demand would indicate we need.

The strength of these arrangements can be demonstrated with a real example. In July 2005 a large fire occurred in a timber yard in north London (the 'Staples Corner' fire). It resulted in the temporary closure of a nearby railway line and a number of London major

roads, including the North Circular Road and a key section of the M1.

During the first eight hours of the incident, 55 fire engines (almost a third of London's fire engines) were mobilised to attend the fire. Over the course of the next few days, a further 77 were mobilised at roughly four to six hour intervals, to provide relief cover to crews who had been working at the scene.

In total, 73 different fire engines from 59 of London's 113 stations attended the incident over a three-day period. Some of appliances attended five or six times, producing a total of 132 appliance attendances.

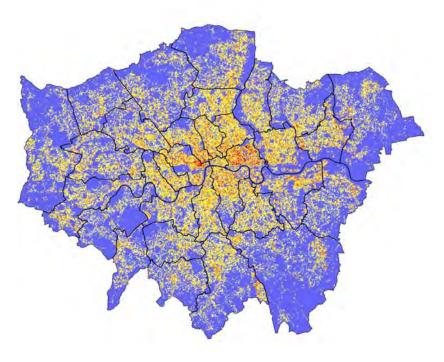
Appliances based at the stations closest to the incident accounted for the majority of the overall response. However, some appliances were provided from fire stations as far away as New Malden, Norbury, Dagenham and Ilford.

We made a fast and effective response to this incident, but what is perhaps equally important is how well we maintained emergency cover to the rest of London while

² Our average time for the first fire engine to arrive at an incident in 2008/09 was 5 minutes 32 seconds (source Our Performance 2008/09)

this incident was taking place. We are able to estimate that over the period, there was an average performance fall of only 1.44 minutes for first appliance attendance and less than a minute's delay in the attendance of second appliances to those incidents that required them.

We get around 60 large incidents a year where 20 or more fire engines are required during the duration of the incident, which is why we maintain the numbers of fire engines available in London that we do. We don't, however, need all of these vehicles to be instantly available (large incidents usually develop over a period of time) so some of them will be allocated work where they can be recalled to front line duty if or when needed.



Map 3 - where incidents requiring two or more fire engines happen

RESPONDING TO COMPLEX BUILDINGS AND STRUCTURES

We know that we can provide a rapid, effective and sustained emergency response to incidents wherever they may occur in London. We also have a range of vehicles and equipment to deal with the complexities of expected and unexpected situations.

But throughout London's design and unique architecture are a range of buildings and structures that present distinct challenges to us.

We know from experience that providing more and more specialised vehicles to meet the challenges of new and more complex structures isn't enough to achieve the safety of those who occupy those buildings, or our firefighters if they have to attend in an emergency.

So instead we seek to 'design in' safety into buildings as they are built or redeveloped. There are now a range of building standards and codes which require buildings to meet fire safety protection standards for their inhabitants and provide firefighters with improved access, protection and fire fighting capabilities. Fire regulations, which we enforce, ensure that these facilities within buildings are maintained and available for use.

Examples of buildings that have significant 'designed in' fire safety are high-rise buildings. Our vehicle fleet currently has 11 aerial (high reach) appliances. These

have a typical maximum working height of around 30 metres - which is sufficient reach for around 96 percent of all the buildings in London and more than 80 percent of all of London's high-rise buildings. Beyond 30 metres the capabilities of any fire appliance are greatly reduced. Currently the greatest reach of any commercially available fire appliance in the world is around 100 metres. All of London's 10 tallest buildings are taller than this and when the 'Shard' development is completed at London Bridge it will have a total height of over 300 metres and an occupied floor height of 244 metres.

Knowing we could never mount an external firefighting attack to fires in these very tall buildings means that we prepare tactics so that we can fire fight from within the building itself. Our

firefighters are trained for this and the building design gives protection to our firefighters and increased protection to the building occupiers who may have to stay within the building while the fire is brought under control.

And these building design features aren't only for very tall buildings. In London, any new building with an occupied floor height of more than 18 metres will have enhanced, designed in, fire safety protection and our enforcement of fire regulations ensures that building owners are held accountable for maintaining these facilities.

Designed in fire safety applies to more than just high-rise buildings. We have extensive arrangements in place with Transport for London to protect London Underground's rail system and we work with building owners, developers and local boroughs to ensure places where people live, work or socialise are adequately protected and provide our firefighters with the protection and resources they need should an emergency happen. Our firefighters are trained to use building design in their operational tactics and we carry out regular familiarisation visits of complex buildings so we can be fully prepared to deal with incidents within them. The government-endorsed UK Climate Impacts Programme has produced a range of climate models for the next century and we are considering the changes we will need to make should their most likely projections for average temperature and rainfall prove accurate.

A CHANGING LONDON

In preparing our strategies we are mindful of how London will change over the coming years. We cannot be sure how the future will look, but we are using information available to guide and inform our thinking and to test relationships between those changes and our current understanding of the associated risks.

We have found no direct link between the population size of London and the number of incidents we attend. However, in many cases it is people who are at the heart of our activities.

Over the next ten years we can expect an additional 567,000 people living in London in 286,000 new homes.

Many of those new homes will be in the Thames Gateway redevelopment area, stretching 40miles from Canary Wharf in London to Southend in Essex and Sittingbourne in Kent. Between 2008 and 2011, £500million will be spent on regeneration and £100million on local transport improvements within a total Government investment commitment of £9billion. By 2016, 225,000 new jobs are expected in the area alongside 110,000 new homes.

As well as the Thames Gateway, the Mayor's spatial development strategy (the London Plan) identifies areas for development opportunities. These include 23 opportunity areas and areas for intensification. The London Plan is supported by borough urban development plans and we are working with the London boroughs to consider what impact they may have on our services.

Urban redevelopment isn't just about housing, it also covers commercial redevelopment, social infrastructure and other major developments. We are working with boroughs and developers on all of the major works in London including the Olympics, Crossrail and the Shard development.

We are also considering the impact of predicted climate change and what action we will be taking to respond to a changing climate. We can reasonably expect to deal with more grass and open land fires during the summer (anticipating increased temperatures and less rainfall) and more flooding in the winter (anticipating increased rainfall and during cold spells we attend a number of flooding calls due to burst thawed water pipes).



London's population and households 1966 to 2020 (with estimated change)

Figure 1: Forecasted changes in London's population and housing

OUR PREVENTION PRIORITIES

Unlike our demand modelling work to identify our fire station locations and emergency vehicle deployments, knowing where incidents have happened in the past isn't enough to adequately predict where our prevention activities should be focused and this is due to a range of factors. In the case of preventing fires in the home we need to know how and why the fire started as this very much affects our approach to their prevention. For example, deliberate fires and accidental fires in the home have a very different profile and year-on-year trend analysis isn't sufficient to make predictions for the future. So by using a range of social, demographic and geographic data we have developed our own Incident Risk Analysis Toolkit (iRAT) to help model the likelihood of those fires occurring. Another example is the prevention of fires in commercial buildings where the fire service has been responsible for enforcing fire safety regulations for many years. Because of the long-term effectiveness of regulatory fire safety we no longer look only at where those fires have happened (their numbers are thankfully low), but instead we look at the inherent risks within those buildings, the impact should a fire occur (particularly on fire casualties) and how effective enforcement action will be at improving and maintaining fire safety measures.

MAPPING OUR PREVENTION PRIORITIES

To prepare for our community and regulatory safety strategies, (published in November 2008), we mapped out the whole of our service by looking at the numbers and different types of incidents we attend and the number of casualties they cause. We can then consider what, if anything, we could do, or wanted to do, to prevent them. An illustrative chart of that data is represented below.

From this work we have determined our prevention priorities as follows;

- Fires we attend around 600 fires a week, with a casualty rate of around five casualties for every 100 incidents. Our approach to preventing fire focuses on the places and causes where we think education (or regulation) will change behaviour to avoid unnecessary fires.
- 2. False alarms to automatic fire alarms – we encourage the installation of fire detection and alarm systems as the early warning they give is vital to preventing harm and reducing damage. However, where automatic fire alarm systems

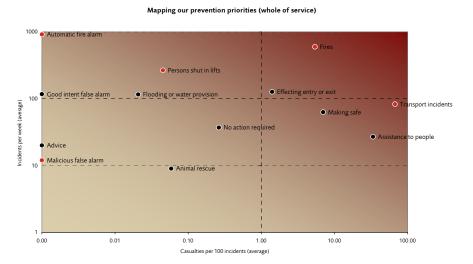
are installed in non-domestic buildings they can often be inadequately maintained, poorly positioned or negligently activated. These situations give rise to around 1,000 false alarm calls per week. These false alarms are an unnecessary demand on our resources and we believe proper managerial controls by their owners will reduce these calls.

- 3. **People shut in lifts** we attend around 250 calls to people shut in lifts each week. We will always respond to these types of calls where there is a genuine emergency but there are a number of buildings in London where poor maintenance and managerial control means we are repeatedly attending to faulty lifts. We have begun to take action to reduce our attendance to calls where there is no immediate emergency and to charge those who persistently neglect to make better maintenance arrangements.
- 4. Malicious calls we have been very successful in reducing the number of hoax calls we attend, but we will continue to educate, identify and prosecute individuals who make hoax calls.
- 5. **Transport incidents (which includes road traffic accidents)** Road traffic accidents cause more

casualties than any other incident type we attend. We believe that many more of these incidents should and can be prevented and that those bodies charged with road, transport and traffic management can have the most impact on achieving that. However, we are very keen to work with them on programmes and initiatives that they design and implement.

Together, these five incident types account for around 78 per cent of the incidents we attend and 85 per cent of all casualties³ we attend.

Figure 2: graphical representation of our prevention priorities



³ If transport incidents are excluded, then we are directly trying to prevent around 75 per cent of the incidents we attend and 31 per cent of the casualties.

OUR APPROACH TO PREVENTION

Our approach to prevention is to deliver a range of complementary schemes and initiatives with the intention that their combined effects will bring about a reduction in incidents.

Many schemes are focused towards improving understanding about the risks people face and ways to reduce those risks. Examples of these are our juvenile fire setter intervention scheme and our home fire safety visits. There are times, however, when improved understanding isn't sufficient to change behaviour and in these cases we have and will take more direct steps – our call challenge process for suspected hoax calls is an example. Measuring the success of individual prevention initiatives is very difficult and we believe it is the totality of our work that is bringing about the reduction in incidents we have seen in the past decade. For example, our schools officers give safety advice to more than 100,000 children in schools every year. From those visits one of the children may be discouraged from making a hoax 'prank' 999 call. The education we give in our schools visits is part of a 'life long learning' approach, but we expect that those children will deliver the same safety message to their parents and carers, encouraging them to fit a smoke alarm and to assess the fire risks in their homes.

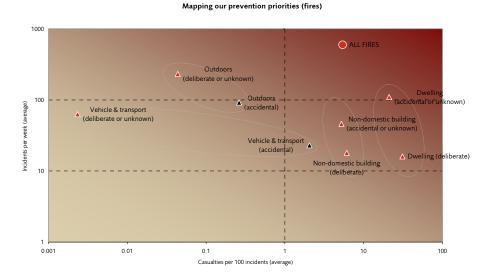
Figure 3: graphical representation of our fire prevention priorities

TARGETING OUR PREVENTION WORK

FIRES

To bring about a reduction in the number of fires in London, and the casualties they cause, we have analysed fires by the type of property they occur in and the cause of the fire. The illustrative chart of this data is shown here.

From this work we have identified our fire prevention priorities.



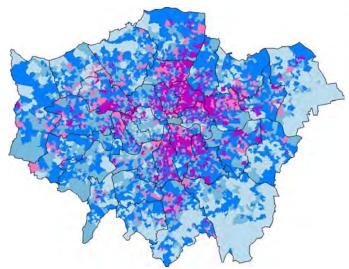
FIRES IN DWELLINGS

We attend around 110 accidental fires in the home each week, of which around 20 will cause some harm. Deliberate fires in the home have a slightly higher casualty rate, but fortunately they don't happen very often (around 16 per week). We get more fire casualties in the home than in any other location and therefore preventing fires in the home is our main priority for our community safety work.

We developed our own Incident Risk Analysis Toolkit (IRAT) to accurately identify where fire is most likely to happen and who it is most likely to affect.

This Toolkit (IRAT) breaks London down into very small areas (called lower super output areas) and then analyses a wide range of demographic, geographic and other information to identify the characteristics of areas in London which are more or less likely to have a fire. IRAT can be further refined to target vulnerable areas right down to individual postcodes.

Our main method of preventing fires in the home is our home fire safety visits programme (HFSVs). These visits are targeted at those most at risk from fire and during them we provide residents with individually tailored fire safety advice and where necessary, we install a smoke alarm. Our targets for delivering home fire safety visits are explained later in this document.



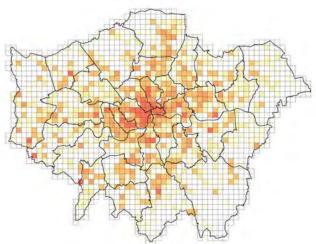
Map 4 - targeting map for preventing dwelling fires (using iRAT)

FIRES IN NON-DOMESTIC BUILDINGS

We attend around 64 fires to non-domestic buildings each week. We are the enforcing authority for fire regulation in London and our work in this area helps to keep the casualty rate in these types of buildings to as few as 5 in every 100 incidents. Our regulatory fire safety strategy sets out how we will continue to prevent fires in these types of buildings.

Our approach to reducing fires and fire casualties in nondomestic buildings is to enforce and advise on the statutory fire regulations that govern them. Non-domestic premises mostly describes commercial buildings, but also includes public buildings (including hospitals) and block accommodation (such as student halls of residence).

Fire regulations, building standards and building design have improved over many years and the number of fires in those types of buildings is now comparatively low (around half the number of non-domestic fires when compared to incidents in 1966), but we still have one non-domestic building fire for every 100 non-domestic buildings in London.



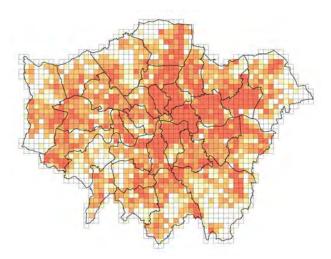
Map 5 - where fires in non-domestic buildings have happened before

DELIBERATE (OR UNKNOWN) OUTDOOR FIRES

Most outdoor fires are fires in rubbish and refuse. We have been very successful in reducing the numbers of rubbish fires in London through the work of our Arson Task Force and other schemes. Working in partnership with the local boroughs, we have been very successful in securing the removal of the rubbish, refuse and other materials which, if left outside, is often maliciously set alight. We do however still attend around 7,000 calls to deliberate rubbish fires each year and we would like to reduce them further.

A smaller proportion of outdoor fires are those that are open land grass fires (around 1,500 a year). Again our prevention work, such as our Cycle Team initiative, has been very successful in reducing the amount of the fires, but weather conditions, particularly long dry summers can see these numbers fluctuate considerably.

Some outdoor fires happen accidentally. These are often intentional fires (such as bonfires) that get out of control. We will always give advice to people about how to use fire safely and we will continue to campaign for safety at celebrations where fireworks are used, such as on bonfire night (when we see a marked increase).



Map 6 - where deliberate (and unknown) outdoor fires have happened

To achieve a reduction in deliberate (and unknown) outdoor fires, we will focus our work at reducing those fires where rubbish and refuse is set alight.

Because we know that hot, dry summers can dramatically increase the number of open land grass fires we will actively try to prevent them, but we won't set targets for their reduction. We will however continue to monitor the number of open land grass fires we attend.

DELIBERATE (OR UNKNOWN) VEHICLE FIRES

These are mainly fires in abandoned and derelict vehicles. There is also a strong link between the price of scrap metal and the occurrence of deliberate or unknown fires in vehicles. This is because older vehicles that aren't wanted and have no resale or scrap value are often abandoned and either set alight by their owners, or by others (anti-social behaviour). We work with local boroughs and the police, to identify abandoned vehicles and remove them before they can be set alight.

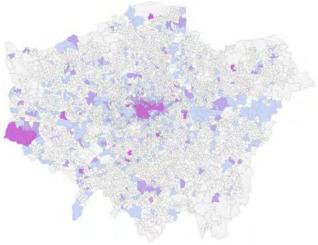
We have been very successful in working with the London boroughs to run abandon vehicle removal schemes. These schemes, coupled with increases in the prices of scrap metal (with a ten year high in June 2008) have seen a dramatic drop in the number of fires in vehicles. The government's car scrappage scheme, which will run from May 2009 to February 2010, is also likely to have a positive impact on reducing the number of fires in abandoned vehicles.

Other factors such as an increase in the price of scrap metal may also contribute to there being fewer abandoned vehicles. This may mean that it will be harder for us to keep reducing vehicle fires at the same rate. We have set ourselves targets to try and maintain the low numbers of vehicle fires we have now, even if circumstances change.

FALSE ALARMS FROM AUTOMATIC FIRE ALARM SYSTEMS

Nearly 40 per cent of all the emergency calls we attend turn out to be false alarms from automatic fire alarm systems. These aren't real calls to fires, but unwanted alarms often generated by systems that are inadequately maintained, poorly positioned or negligently activated. These situations give rise to around 1,000 false alarm calls per week. Most of the false alarms calls are from nondomestic buildings and account for two-thirds of the calls.

Fire alarm systems present us with a paradox; we want to see more and more systems installed (indeed, we are actively installing them ourselves in the homes of people at high risk) as fire detection systems are possibly the most effective way of reducing fire casualties and, because of the early warning they give. But we don't want to attended needless, repeated, false alarms from the same buildings as not only is that a drain on our resources, but they take our people and equipment away from other vital work and training and could mean that our response to a real incident elsewhere is slower. On top of that, repeated false alarms encourage complacency in the evacuation response of those people inside the building and, should a real fire be detected, some people could be at an increased risk. Around 20 percent of our calls to false alarms from automatic fire systems are to places where we will attend more than 20 times in the same year.



Map 7 – targeting map for preventing false alarms from automatic fire alarm systems

We would like every place where people live, work or socialise to have a working fire detection system to give early warning in the event of a fire. But for these systems to be effective, they must also be properly maintained so they don't activate falsely.

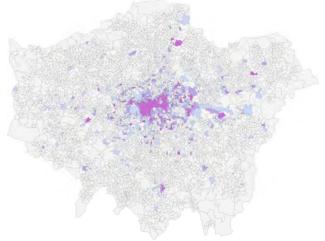
To achieve a reduction in false alarms from automatic fire alarm systems we have set long-term targets to reduce these incidents where they occur in non-domestic buildings. Most commercial buildings and other buildings accessible to the public need to comply with fire safety regulations which include procedures for raising the alarm in the event of a fire. We believe that faulty systems and those that regularly and frequently activate falsely aren't effective and so we will work primarily with the responsible people for these types of premises to reduce false calls.

In July 2009 we introduced a call filtering process in our '999' control centre so that we don't need to attend these false alarms when the occupiers can confirm that the system operated unnecessarily. We hope this action, together with our unwanted fire signals strategy, will help to dramatically reduce the number of calls we attend.

PEOPLE SHUT IN LIFTS

In 1966 the LFB attended just 935 incidents to people shut in lifts (less than three a day). More than 40 years later we are attending around 14,500 calls a year (about 40 calls a day). When we started to attend these calls we did so in good faith that we were providing a public service. However the LFB have no statutory responsibilities to attend these incidents and what we are finding now is that lift owners are using our services instead of having the adequate maintenance and release arrangements required of them under health and safety legislation. We no longer feel that this is a good use of public money as we are, in effect, supporting other organisations by providing them with a service they are duty bound to provide themselves. It is a very poor use of the professional skills of our firefighters.

In September 2009 we introduced a call filtering process for calls received to our 999 Brigade Control to shut in lift incidents. Where there is a genuine emergency (for example the person inside requires medical assistance) we will attend with an emergency response. Where it is clear that the lift owner has adequate rescue arrangements of their own, we will defer to their service. For the time being, if it isn't clear that alternative arrangements exist, and there isn't a genuine emergency, we will attend but will do so at a much safer road speed (than when on 'blue lights') and we shall make a charge to the owner for providing the service where we are called repeatedly to the same address.



Map 8– targeting map for preventing shut in lift incidents

We will continue to work with lift owners to reduce these incidents. We will give guidance where appropriate and make them aware of the impact that attending these incidents has on our emergency service and prevention work.

MALICIOUS FALSE ALARMS (HOAX CALLS)

We receive around 16 malicious 'hoax' calls each day. Through our policy of not attending abandoned calls and 'call challenging' suspected hoaxers we make an emergency attendance to less than half of all hoax calls we receive.

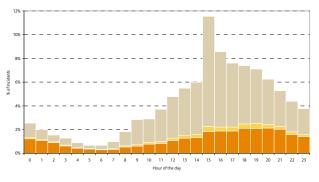


Figure 4 - when hoax calls are made

We believe most hoax calls are made by children who see it as a harmless prank. But harmless couldn't be further from the truth. Hoax calls prevent our 999 control operators from answering genuine emergency calls or from providing information to crews at ongoing emergency incidents. On those occasions where we unknowingly make an emergency response to a hoax call we put our firefighters and the public at greater risk and we could be moving a valuable resource further away from where it may genuinely be required. And even when there aren't other incidents happening we may have to stop the delivery of some prevention work, which may save a life in the future.

TRANSPORT INCIDENTS (INCLUDING ROAD TRAFFIC ACCIDENTS)

Of all the incidents we attend, road traffic accidents have the highest casualty rate at around 70 for every 100 accidents we go to. But this isn't the full picture as we are usually only called to more serious accidents where there are people trapped. According to Transport for London, during the year 2007, 222 people were killed on London's roads, 3,562 people were seriously injured and 24,577 were slightly injured⁴. These figures suggest that the London Fire Brigade attends around 60 percent of road accidents in London where there are fatalities or serious injuries, but only around 21 percent of all personal injury collisions.

In London, Transport for London and the London boroughs are responsible for reducing road accidents and their casualties. We have had detailed discussions with Transport for London and we know they have more resources, data and experience in prevention work than we do. Their work, and understanding of road traffic related incidents, is set in their 'London Road Safety Plan⁵' as well as many other publications⁶.

We will continue to prepare, equip and train our staff to provide a rapid and effective response to the road traffic accidents we are called to, and will continue to monitor the number we attend. And we will continue to be a cooperative partner; where our presence and involvement in road traffic prevention schemes will provide obvious benefits we will be on hand and willing to help.

DELIVERING HOME FIRE SAFETY VISITS

When we carry out home fire safety visits we tailor our advice to the particular fire risks that they are most likely to experience. Where necessary we will also install a smoke alarm, free of charge, so that should a fire happen, an early warning is given to the occupant.

In the case of accidental fires in the home we believe that there are combinations of factors that increase the chance of a fire starting or of harm being caused should a fire happen. These factors are things that either reduce people's awareness of their environment (increasing the chance of a fire starting), or reduce their mobility and reactions (increasing the chance of harm being caused).

Examples of things that reduce people's awareness include drinking alcohol or taking drugs and mental health issues. Examples of things that reduce mobility include old age, physical disability and alcohol or drug intoxication. When there are combinations of these factors we believe the risk significantly increases.

Because it is not possible to know the individual circumstances of everyone living in London, we use the information from our Incident Risk Analysis Toolkit to identify geographical areas where fires in the home are most likely to happen or most likely to cause harm. We are prioritising these homes for home fire safety visits. We also know that there will be 'high risk individuals' – people who are known to have the combination of risk factors we associate with increased risk of home fires – who do not live in our areas of high risk and our targets for home fire safety visits gives us the flexibility to ensure these people also receive our advice and attention.

There are around 3.2 million homes in London and our ambition is that every ten years we will have visited the 20 percent of homes (around 640,000 homes) which we believe are most at risk from fire.

⁴ Collisions and casualties on London's roads 2007 – Transport for London

⁵ London Road Safety Plan 2001 – Transport for London

⁶ Various road safety publications - Transport for London <u>http://www.tfl.gov.uk/corporate/projectsandschemes/roadsandpublic</u> <u>spaces/2840.aspx</u>

We will however need to set our target for the total number of visits carried out a little higher than this as there will be occasions where we want to deliver home fire safety visits to those who may not be at the greatest risk, but where we can bring additional benefits. Examples of these visits include visits where, after a serious fire, we will campaign in the local vicinity of the fire and where we work in partnership with other organisations to help achieve wider benefits for the community.

To achieve our ambition would mean that by 2015/16, around 75,000 visits a year would be carried out by our staff or our partners in high risk areas, or to high risk individuals

Proposed changes to the start and finish times of our operational shifts are intended to release additional productive working time from the day shift. We expect to release three additional productive hours each day and some of this time will be used to meet our increased delivery targets.

FIRE SAFETY REGULATION

In July 2009, six people died in the worst domestic fire in London in recent years. The full repercussions of this fire will probably take some time to materialise, but the Authority is already aware of a higher level of scrutiny on fire safety regulatory responsibilities and on risk assessment processes.

Fire safety regulation applies to virtually all buildings, places and structures, other than individual private dwellings. Figures from the Valuation Office Agency suggest that the Authority has enforcement responsibilities for over 570,000 premises. Of these, up to 334,000 are premises where it is calculated that both the Housing Acts and the Regulatory Reform (Fire Safety) Order (the fire safety Order) apply. In addition to these, there is an unknown number of premises of mixed commercial and residential use.

The Authority's fire safety regulatory responsibility is to ensure that building owners and occupiers and those that manage buildings comply with fire safety laws. This means:

- seeking to influence those responsible for designing buildings so that, as far as possible, fire safety measures, such as sprinklers, are installed in buildings where the risk justifies it;
- influencing those who make fire safety laws;
- providing advice and guidance to the business community and others on how they can comply with the law and also proving general fire safety advice; and

• the proportionate use of enforcement powers, including prosecution, where it is appropriate.

There are not sufficient resources to inspect every building subject to fire safety law in London and the legislation never envisaged that there would be. We therefore tailor our inspection programme to target those buildings which pose the greatest risk to safety from fire.

TARGETING BUILDINGS MOST AT RISK

We have an extensive database of information about the risk in buildings, gathered from fire safety audits and inspections, fire investigation and operational activities. Through these avenues we are able to identify emerging trends with certain building types and move quickly to implement processes and procedures to deal with them. One such issue is timber framed construction.

In order to meet the challenging requirements of the modern built environment many new innovative construction products and techniques are being developed. The increasing use of timber frame construction particularly in larger residential accommodation buildings raises a number of safety issues for the Authority and as with all construction methods, it is necessary to ensure that innovation does not have a detrimental impact on safety. In recent months we have experienced several serious fires where timber construction has contributed to the fire hazards and risk level presented.

Timber framed buildings present a number of concerns for the Authority particularly in the construction phase. This relates to both fire fighting and the safety of firefighters as well as fire safety concerns with regard to site occupants, adjacent buildings and the residents in them due to the high levels of radiated heat these buildings generate in a fire.

Since the identification of this type of construction as a potential risk we have implemented a range of measures to mitigate this. We have been working to identify the location of all timber framed building sites in London in order to allow us to proactively work with owners and operators of these sites and to pre plan for the safety of those who may be affected if a fire occurs. To this end we have contacted the Health and Safety Executive (HSE), all Local Authority Building Control bodies and Approved Inspectors for this information and now have a comprehensive register of these sites and their location.

While effective planning processes, building control awareness, good site management and high standards of workmanship will go some way to counter the problems identified, the Authority will continue its pro-active approach to reducing the risks associated with these types of building through continued work with industry associations such as the UK Timber Frame Association (UKTFA), the Department for Communities and Local Government, the Fire Protection Association, the Chief Fire Officers Association and the HSE.

We also combine this information with the local knowledge of fire safety officers and firefighters working in local communities to prioritise our inspection programme. Using this information, we aim to focus our regulatory inspections and resources towards those buildings where:

- there is the greatest risk of fire occurring;
- the most casualties and most significant consequences occur if a fire does happen; and
- our regulatory advice makes a significant improvement to the overall safety of the building.

For example, the risk to life from a fire in a residential care home where people sleep and also may have mobility or mental health problems is higher than the risk in an office where people are awake and the number of people with mobility issues is usually much lower.

Once audited, premises are given a risk score which takes into account the premises use, the quality of the general fire precautions measures in place and the management of the premises. Re-inspection of premises is also prioritised on the basis of risk but as the premises have previously been audited, the priority given also takes into account the level of risk identified by the risk score for the premises.

High rise blocks of flats do fall within one of the higher *relative* risk levels (when compared, for example, to offices). But because there are very specific responsibilities placed upon housing authorities and because there are regimes in place for the inspection and assessment of local authority performance, LFEPA's inspection programme does not prioritise the inspection of the majority of the housing sector except for mixed commercial/residential use). This approach is consistent with Better Regulation guidance from the government and also the findings of the Hampton Report into local authority enforcement practice.

In addition to the risk- based audit and re-inspection programme, fire safety officers will attend and audit premises to which the fire safety Order applies if there has been a reported fire or if an allegation of fire risk is made to us. In the case of allegations of fire risk, we operate 24 hours, 365 days a year.

FIRE SAFETY IN RESIDENTIAL PROPERTY, INCLUDING HIGH RISE PREMISES

Unlike most other premises, blocks of flats and other premises containing more than one dwelling are subject

to two separate legislative fire safety regimes. Domestic premises of these types are the only class of premises to be routinely subject to two regimes in this way.

The principal means of regulation and control for residential property, including high rise blocks are the Housing Acts 1985 and 2004. These Acts make housing authorities specifically responsible for keeping the condition of all housing in their area, including their own housing stock, under review and for checking all aspects of health and safety, including fire safety. The legal duty on local housing authorities applies to the whole building including the individual flats.

Under the Housing Act, the assessment of premises is by means of a housing health and safety rating system. Guidance to local authorities from central Government is that these checks should be undertaken as part of the local authority's ongoing review of housing conditions in their area.

The second regime that applies is the Regulatory Reform (Fire Safety) Order 2005 (the fire safety Order). It does not apply to individual, domestic premises occupied by a single family group (i.e. houses and flats), but does apply to the *parts* of blocks of flats that are used in common by the occupants of more than one dwelling in the premises. This includes common staircases, corridors, the structure and services.

Under the fire safety Order, responsibility for compliance rests with the person (or body) that is responsible for premises being used (known as the 'responsible person'). The 'responsible person' must carry out a fire risk assessment of the premises and implement appropriate prevention and protection measures (general fire precautions as a result of the findings.

GUIDANCE ON CARRYING OUT RISK ASSESSMENTS

Guidance on carrying out fire risk assessments is available in a series of guides published by the Government. The guides are available to buy or can be downloaded free of charge⁷. Guidance is also available from the British Standards Institute in a publicly available specification (PAS 79).

Once a fire risk assessment is completed, and subject to specified conditions, the responsible person must then record the 'significant findings'. This is a largely undefined term but the fire safety Order does specify that the measures that have been or will be taken, together with details of any group of people identified as being

⁷ http://www.communities.gov.uk/fire/firesafety/firesafetylaw/

especially at risk, must be included. Government guidance provides further advice.

The responsible person is not required to submit their fire risk assessment to the enforcing authority. This was a decision taken by the Government to avoid enforcers being overwhelmed by tens of thousands of assessments being sent to them.

The fire risk assessment and the prevention and protection measures must then be kept under review by the responsible person. The fire safety Order does not specify a specific time span during which the assessment and fire precautions must be reviewed. This is because the assessment is supposed to be an ongoing process that adjusts and reflects changes in the premises. The fire safety Order specifically says that the assessment must be reviewed if certain conditions are met.

ENFORCEMENT METHOD AND RESPONSIBILITY

LFEPA has a duty to enforce the fire safety Order. The purpose of the Authority's enforcement function is to ensure that action is taken to protect people and to secure compliance with the regulatory system. The term 'enforcement' has a wide meaning and applies to all dealings between the Authority and those on whom the law places a duty. Guidance on this role is given by Government⁸.

Full details of the Authority's enforcement policy are set out in its enforcement policy statement.

LFEPA ENFORCEMENT ACTIVITY FOR RESIDENTIAL PREMISES

Although the main control measures for residential properties are the Housing Acts, since 1 October 2006 fire safety inspectors have conducted over 3,900 audits of residential properties. This includes over 1,600 blocks of flats of four or more storeys. The audits conducted have resulted in one prohibition notice and several hundred other enforcement actions (both formal and informal according to the risk level found) being taken.

We have written to local authorities and other residential social landlords on a number of occasions to highlight landlords' responsibilities. Our local fire safety teams and borough commanders work with local housing authorities and other social landlords to put in place appropriate programmes to ensure residential property is brought into compliance with the Order.

Where companies or local authorities have a large amount of property for which fire risk assessment and necessary remedial works is necessary, our primary concern is to bring the premises into compliance with the law.

Our usual practice, developed through work with local authorities and major housing providers, is to firstly have the body concerned prioritise fire risk assessment of their buildings according to the potential risk to life. This element of prioritisation will take into account a number of factors including premises type, construction methods, use and any other relevant factors such as the presence of vulnerable people. One particular factor taken into account is that premises housing large numbers of people (for example, large residential care homes, hospitals and blocks of flats) may pose a relatively higher risk of significant numbers of deaths or serious injuries because of the numbers of people involved than would exist for say a row of ground and first floor maisonettes that is used for sheltered housing but where the number of people in each property is much smaller.

The process of carrying out remedial works is prioritised in a similar way but also takes into account the level of risk identified through the fire risk assessments. Priority is given to the most risk critical measures and within that to the most risk critical in the highest potential risk premises.

For both fire risk assessments and remedial works we ask the body concerned to propose timescales for the necessary activities. Those timescales need to be reasonable and for all of the works in a large number of buildings to be completed can take several years. However, the fire risk assessment of potentially higher risk premises and risk critical improvements must be carried out over a shorter period.

Where agreement cannot be reached, then enforcement powers can be used to give legally binding effect to the programme and dates that we consider to be reasonable in the circumstances (subject to any legal appeal that may be lodged).

ENFORCEMENT OPTIONS

The Authority's policy on determining the level of enforcement action to take uses nationally recognised risk assessment based methods. In deciding what action to take to ensure compliance with the law, the Authority considers the following:

- The nature and seriousness of any alleged offence/s;
- The risk of death or serious injury;
- Previous experience and record of compliance of the responsible person;

⁸ Regulatory Reform (Fire Safety) Order 2005 Guidance Note 1 Enforcement <u>http://www.communities.gov.uk/publications/fire/guidance1enforcement2</u> 005

- Action taken to prevent any recurrence;
- The likely effectiveness of the various enforcement options;
- Any explanation offered and the circumstances and attitude of the responsible person; and
- Any statutory defence available.

The Authority will always seek to use enforcement action that is proportionate to the circumstances of the offence and the risk to life, but in so doing will also consider other factors such as the size of the business or undertaking and the nature of its activities.

Choices of enforcement approach available to the Authority are:

- Educate and inform;
- Statutory notice identifying the nature of the corrective action needed;
- Prohibition /restriction of use;
- Referral to other agencies;
- Formal caution; and
- Prosecution.

Further details of how these are applied can be found in the enforcement policy statement. Follow this <u>Link</u>.

THE USE OF FORMAL ACTION

Before formal enforcement action is taken officers will allow those responsible for complying to make representations and, where possible, to resolve points of difference, except when the situation is so serious that immediate action is necessary. When immediate action is taken to prohibit or restrict the use of a premises this will be explained in writing to the relevant party/parties normally within 24 hours. Where rights of appeal exist against formal action the Authority will clearly state this, with advice on the appeal process.

PUBLIC INTEREST FACTORS

The Authority will consider the following factors in deciding whether or not to prosecute:

- The nature and seriousness of any alleged offence/s;
- The risk of death or serious injury;
- Previous experience and record of compliance of the responsible person;
- Action taken to prevent any recurrence;
- The likely effectiveness of the various enforcement options;
- Any explanation offered and the circumstances and attitude of the responsible person; and
- Any statutory defence available.

These factors are not exhaustive and those which apply will depend on the particular circumstances of each case.

Deciding on the public interest is not simply a matter of adding up the number of factors for and against prosecution. Each applicable factor must be considered and given appropriate weight according to the circumstances of the case. The Authority will decide how important each factor is in the circumstances of each case and then make an overall assessment.

REGISTERS OF ENFORCEMENT ACTION

With effect from 1 April 2010 the Authority's public registers of prohibition, improvement and enforcement notices issued under the Regulatory Reform (Fire Safety) Order will be available via the Authority's external web site. This will also include copies of any detailed enforcement notices issued. The registers are maintained under the Environment and Safety Information Act 1988 and contain a summarised version of the notices issued except where the person served has successfully applied for trade secrets to be protected from disclosure. We also believe that this will not only demonstrate that we do take action where necessary but also assist building owners in understanding the actions they need to take to prevent enforcement action being taken against them.

SECTION 3 – WHAT WE PLAN TO DO

PREVENTION, PROTECTION AND RESPONSE

Prevention and protection are our key aims but we also need to be able to respond if an incident does occur. We believe it is important to focus our efforts on community safety activities, including those we undertake in partnership with others.

Using sophisticated technology we can identify where fires are most likely to happen and so target those that are most at risk from fire. If we can make buildings safer through our regulatory fire safety work and by encouraging the use of fire engineering solutions and sprinklers, we will need to send fewer fire engines to incidents.

However we also need to maintain an adequate level of response to protect London and Londoners and visitors when incidents occur. We continually review whether our current levels of response are necessary and that work will continue into the future. While we continue to have the current levels of emergency response, we make arrangements so that when crews are not attending incidents they are promoting our fire safety message instead. Over the life of this plan, we will also look at how we crew certain appliances and stations. Other fire and rescue services routinely use alternate crewing arrangements (this is when we use a pumping appliance crew to crew a special appliance when that special appliance is needed to attend an incident) and although there is some limited use of this in London already, there may be good reason to use more of it in the future.

PROTECTING LONDONERS

As the fire and rescue authority for London it is our responsibility to ensure that those held responsible in law comply with fire safety regulations. Fire safety regulation means much more than just enforcing fire safety laws. It also means seeking to influence those responsible for making the laws and designing buildings so that as far as possible fire safety measures, such as sprinklers, are installed in buildings where the risk justifies it. While we provide a wide range of responsive services to ensure the safety of Londoners from fire and other emergencies we know from our experience that the most effective way to ensure the safety and well being of all Londoners is through the work we carry out in the areas of community safety and fire safety regulation. It also means providing advice and guidance to the business community on how they can comply with the law and also giving general fire safety advice.

We have a well-established record of delivering public fire safety advice and education to Londoners going back many years and this has seen significant reductions in the number of accidental fire injuries and deaths in the capital on a year on year basis. Our responsibilities as the enforcing authority for fire regulations in the capital and our responsibilities to educate and inform have seen us contact and work with all sectors of business and industry to ensure they not only understand their responsibilities under current fire safety legislation both to their staff and the public but also that they understand the economic benefits both for them and the community by having in place good fire safety management systems.

The recent tragic fire in Camberwell has focused attention on a number of specific areas and we are committed to ensuring that the lessons available from such a tragic event are communicated to all sectors of the community and that they are acted on. The need to ensure that well maintained and managed fire safety systems are in place in all premises as well as giving clear fire safety advice to occupants is of paramount importance. We will ensure we continue to play our part in providing leadership and guidance in this area and work to achieve better fire safety standards nationally.

OPERATIONAL IMPROVEMENTS

There are no proposals that would affect the number or location of our fire engines.

However, since 2001, there has been a huge increase in the number of our specialist vehicles, including those which the government has provided for national emergencies. We now have 82 specialist items covering 12 different types of appliance. These include high volume pumping appliances which we use in the event of serious floods and our incident response units which can be used when large numbers of people have been contaminated in, say, a chemical incident. Some of these vehicles are crewed permanently and some are 'alternate crewed' where our staff are available to crew more than one vehicle. The introduction of these appliances also involved developing and maintaining new skills and we are looking to rationalise the way we manage and group the availability of some specialist appliances and skills.

Proposal One: The first group we intend to establish would be called incident support centres, and would be based at Harrow (subject to further detailed consideration), Kingston, Beckenham and Barking fire stations. Each would group pump ladders, (which are already there), bulk foam units (except at Beckenham) and hose layer lorries and in the longer term we will also consider adding high volume pumps and bulk water carriers. We see the introduction of alternate crewing at these centres as being practicable. The creation of these centres would involve:

- Moving the hose layer lorry from Southgate to Harrow⁹ fire station.
- Moving the bulk foam unit from Finchley to Harrow¹⁰ fire station.
- Moving the bulk foam unit from Sutton to Kingston fire station.
- Moving the hose layer lorry from Richmond to Kingston fire station.
- Moving the hose layer lorry from Romford to Barking fire station.
- and may in the future, involve moving the command unit from Barking to Dagenham fire station.

The creation of these centres would give better placement of these specialist assets for strategic cover and more rational skills groups.

Proposal Two: The second group we are proposing to establish would be called rescue centres and would be based at Edmonton, Heston, Croydon, East Ham and Battersea fire stations. Each would involve, where practicable, the grouping of pump ladders, pumps, fire rescue units and Urban Search and Rescue (USAR) appliances. This would give better placement of these specialist assets and create a skills grouping which would allow much better management and maintenance of the highly specialised skills required. Like the incident support centres, there may be opportunities for alternate crewing at these centres and we will examine this further.

Proposal Three: We currently have 10 incident response units (IRUs) in our fleet, four of which have permanent crews and six are alternately crewed. Whilst these IRUs are an essential component of our response capacity, they are used infrequently. During 2007-8 these units were called out 17 times, of which only 10 were actual incidents, none of which involved decontamination activity; they also attended approximately 64 training events. We are proposing to alternately crew a further vehicle (making seven in total); and to redeploy the vehicle from Croydon to the Safety Skills Team in Training where it will also be available for operational use if needed. This will mean that we will maintain two IRUs with permanent crews at Kingsland and Wimbledon and the IRUs at Park Royal and East Greenwich will be alternate crewed. Alternate crewing does involve a potential impact on attendance times for pumping appliances but given that our ten IRUs were only called to ten incidents in one year, we know that in this case the impact will be negligible.

Proposal Four: The Rapid Response Team (RRT) was created in 2005. They are a specialist initial assessment team, who provide an enhanced level of response to incidents where chemical, biological, radiological or nuclear (CBRN) materials are suspected or confirmed. The RRT have undertaken advanced training to operate specialist equipment which can detect, identify and monitor potentially harmful CBRN and hazardous materials. They fulfil a vital role in providing enhanced support and technical backup to front- line fire crews and incident commanders, making an incalculable contribution to improving firefighter safety at an early stage of these incidents.

We have already looked at including the RRT in the Rescue Skills grouping, bringing them in line with our fire rescue unit (FRU) fleet. This has also led us to look at the maintenance and delivery of the Scientific Support Units and if we can achieve this in a more efficient way. We have also considered how we support our decontamination requirements. We intend to undertake further work to look at these issues.

LONDON LOCAL AUTHORITY CO-ORDINATION CENTRE

Our Emergency Planning team supports London's six local resilience forums and the London Local Authority Gold (LLAG) arrangements by providing the London Local Authority Co-ordination Centre (LLACC).

To do this the LLACC performs a range of activities, varying from acting as a single point of contact for other agencies on behalf of local authorities and information dissemination, through to facilitating pan-London strategic coordination of local authority activities on behalf of the London Local Authority Gold Chief Executive.

Its two key functions are providing for the information needs of both LLAG and the local authorities to enable appropriate decisions to be made using the most up to date and accurate information; and delivering LLAG's strategy for the collective local authority response and coordinating the activities of all local authorities in line with that strategy.

In 2009 the LLACC proved to be highly effective when activated during the severe weather conditions in the capital in February and, more recently, during the swine flu outbreak. The LLACC provided an invaluable means of co-ordination between London's 33 local authorities, Local Authority Gold, central government including the

⁹ Subject to further detailed consideration

¹⁰ Subject to further detailed consideration

London Resilience Team and other agencies. This was an excellent example of the LFB, local authorities and other bodies working together effectively.

More recently the LLACC has been active in supporting borough councils across the capital as they dealt with some of the most severe weather in living memory. During the big freeze in 2009 the LLACC carried out important work including –

- Co-ordinating mutual aid between boroughs and Transport for London resulting in over a thousand tonnes of grit being exchanged between boroughs
- Daily collating of London's grit stock levels
- Supporting the London Ambulance Service by facilitating borough level assistance in the supply of grit to ambulance stations
- Providing a single point of contact for a range of agencies, issuing situation reports to local and central Government and ensuring information was shared across the city.

This and other incidents in London have clearly demonstrated the need to strengthen collaborative response arrangements within the GLA family. Because of the common purpose between local authorities, with their duty of care to support the community, and the GLA's goal for a safe and resilient London, centralised coordination of regional emergency response activity is essential. Responsibility to deliver this co-ordination role sits best with an organisation with a proven track record of effective collaborative working and extensive experience of responding to emergencies. The LLACC satisfies this criterion and following lessons learnt from the recent severe weather incident and other events, it has established itself as a credible solution.

To achieve this we want to build on our successes by safeguarding the services we currently provide and developing and improving those services where we can add further value. Recent events have shown the benefits of working with a broader range of groups and we would like to expand the groups with which the LLACC can formally work. For instance we want to be able to work with and forge closer links with other GLA bodies (e.g. Transport for London) and London Councils as well as the voluntary sector and other emergency services in London. The importance of this was underlined during the severe weather incident and is heightened by the arrival of the Olympics and Paralympics in 2012.

The existing LLACC arrangements underpin the local authority Gold arrangements. It is therefore important to look at the way in which the Gold arrangements can be built on to broaden the services provided by the LLACC and to include other bodies' emergency response mechanisms if appropriate. Our current emergency planning responsibilities are not mentioned in the Civil Contingencies Act 2004 (CCA), although they are however detailed in the accompanying Regulations. Our role as defined by those Regulations is:

- To take lead responsibility for ensuring a community risk registers is maintained in each local resilience area in London
- On behalf of all London's local authorities, to maintain emergency plans in relation to pan-London emergencies
- To carry out exercises in relation to pan-London plans for local authorities
- To provide training in relation to the plans for local authorities

Proposal five: The Regulations are currently under formal review by the Cabinet Office. We believe they should be amended to include specific reference to the role of the LLACC and LFEPA's responsibility to put in place and maintain such arrangements. In support of this, we wish to see the funding arrangements formalised in the Regulations. Should the future of our ongoing funding become less certain, we will look to the Government and the Mayor to secure alternative funding.

We think it would also be helpful if the LLACC were given the power to make agreements with agencies other than London's 33 local authorities, provided that any such arrangements do not detract from the service provided to the local authorities.

BUSINESS CONTINUITY MANAGEMENT

The Brigade's business continuity management systems also proved to be highly effective during 2009 and as with the LLACC arrangements above, were put into effect during the severe weather conditions and the outbreak of swine flu. Our Business Continuity and Flu Pandemic Plans were used during the Brigade's strategic response to both these events and provided the relevant staff with the information, command structure and tools necessary to manage our activities and services.

To further develop our business continuity management systems and to enable a response capability that is embedded right across the organisation, we will continue to analyse our performance after all business disruptions and simulated exercises to identify any areas that require further development. In addition to this, we are also aiming to achieve accreditation with the British Standard for Business Continuity Management by the end of 2010.

BUSINESS CONTINUITY PLANNING FOR OPERATIONAL SERVICE DELIVERY

Fire and rescue authorities have a statutory duty to plan for emergencies and to maintain plans to ensure that, (so far as is reasonably practicable) if an emergency occurs it is still able to continue to perform its functions. More recently, it must do so without reliance upon support from the armed forces.

Arrangements to provide a contingency level of service during a business continuity event have been developed to ensure the availability of 27 fire engines and associated crews.

We will:

- Continue to review and update our contingency plans to ensue they can be implemented during any business continuity event that might occur.
- Work to develop suitably robust internal business continuity arrangements to reduce our reliance on a contracted provision in the future.
- Test our business continuity plans to ensure they are effective, and adapt and modify our plans to address any lessons learnt.

OLYMPIC AND PARALYMPIC GAMES

We are playing a full part in London's preparations to ensure a safe and secure Games.

We have established a full time project team that coordinates the London Fire Brigade's planning for the 2012 Games. This team has also taken the national lead for fire and rescue service activities and planning for the response to the Games. In particular, we also co-ordinate with the nine other fire and rescue services outside London who are hosting events to ensure a co-ordinated emergency response and the sharing of best practice.

Because of our previous experience with other major construction projects like Terminal 5 and Wembley Stadium and from what we have learnt from other Olympics and major events, we have key Brigade staff working full time with our partner organisations. At the Olympic Delivery Authority we have a fire safety engineer who is working with the design team and an inspecting officer works with the Olympics Boroughs' Joint Local Authority Building Control. We have an officer working with the Olympic Security and Safety Directorate to influence the developing plans for safety and security at the Games as well as staff working with the London Olympic Games Organising Committee. We are ensuring that regulatory fire safety and fire engineering measures are applied in the design and construction of all Olympic venues including temporary and permanent buildings to ensure a safe Games and a lasting legacy for the people of London.

During the construction phase we have operational contingency plans in place for the Olympic Park which, due to the nature of the site, are updated on a regular basis. We have effective links with contractors and security staff working on the Park which helps ensure that all risks are identified. Staff from local stations regularly visit the site to ensure they are well-informed about the changing environment. Our contingency plans for the construction phase have been identified as a model of best practice by partner agencies.

For the Games themselves we will coordinate a community safety programme by further developing relationships with local communities and targeting visitors to the city over the Olympic period. We will also ensure that we have effective operational contingency plans in place based on all the identified risks and the measures required to manage them. And we will, of course, continue to provide an excellent service across the whole of London.

We will also be supporting host boroughs in developing their Strategic Regeneration Frameworks which aim to achieve a viable and sustainable legacy and in due course we will review borough targets in order to make a start at achieving convergence in quality of life with the London average across a range of key indicators.

NATIONAL REGIONAL CONTROL CENTRES (FIRE CONTROL)

FiReControl is a national project managed by the Department for Communities and Local Government (CLG). The aim is to deliver an integrated national network of nine regional control centres, all of which will operate the same emergency call handling and mobilisation technology. The new purpose-built control centres will be staffed by skilled personnel trained to national standards in nationally agreed roles and with backup arrangements between each control centre.

As London is a region in its own right, it will have its own control centre located at the Merton Industrial Park. The centre is currently being built and is expected to be completed by February 2010.

Working closely with the CLG, we aim to deliver the FiReControl project to London. At this stage the London Control Centre is due to come into operation in September 2011. This project will bring significant change across the Brigade in terms of working practices and procedures as well as enhancements to back office functions. There will be a significant training requirement for both operational and control room staff.

The new centre will provide additional functions which our current control room does not have. This includes technology that will enable our call handlers to identify the location of callers and to plot their location on a map. In addition the system will have real time access to the location of our fire engines and officers which will mean that we can mobilise the nearest appropriate resource regardless of fire station boundaries. The use of this technology also allows the transfer of much of the communication between the control room and fire engines and officers to take place via data rather than voice. This will allow staff in the control room to focus on emergency call taking and management and incident support rather than communication.

OUR HEADLINE TARGETS

The five-year targets we set ourselves in the second London Safety Plan (2005/08) for March 2010 will all be achieved by the time this, our fourth London Safety Plan is agreed and published. So now is a good time to review our priorities for the coming years and set new headline targets with which to focus the prevention work of the London Fire Brigade.

Our previous targets enabled us to achieve reductions in; primary fires (NI49), accidental fires in the home, deaths from fire and deaths from accidental dwelling fires, arson (deliberate fires) and hoax calls.

We achieved our five-year targets well ahead of time, which is a great achievement, but also hindered us from moving our priorities to other areas of work. This time we are setting headline targets for the next three years (up to 2012/13). This will provide the focus we need, but will allow us to continue to monitor the whole of the service we provide and respond should new issues emerge.

Our headline targets have two components. The first is the level of reduction we reasonably believe we can achieve if we maintain our current focus with the resources we already have. The second is our 'stretch target'. Our stretch targets are more challenging and are likely to require substantial changes to the way we deliver our services, but will further improve the safety of London and Londoners if we can achieve them.

Our headline targets for the period 2010/11 to 2012/13 are set out below.

Reduce fires which cause harm, or damage property (primary fires, NI49)

We are proposing to set the following targets on primary fires. These are fires that cause harm to people or damage property. The number of primary fires is one of the national indicators (NI49) set by central government.

In 2008/09 there were 6,691 fires in homes, 41 deaths from fire, 2,948 fires in non-domestic buildings and 48,768 home fire safety visits were carried out in London.

We will monitor our progress by using a three year average in for each target except in the case of fire deaths which will be monitored on a 10 year average.

Targets

By March 2013 to:

• reduce fires in the home by 2 per cent (without stretch) and by 6 per cent (with stretch).

- reduce fires in non-domestic buildings by 10 per cent (without stretch) and by 19 per cent (with stretch).
- reduce fire deaths (as measured by NI 49) by 8 per cent.
- deliver 230,000 home fire safety visits (including those by partners), targeting those most at risk

We are proposing to set the following targets on deliberate fires (arson). The number of deliberate fires in an area is one of the national indicators (NI33), set by central government.

In 2008/09 there were 10,028 deliberate fires in London, of which 7,086 were fires in rubbish.

Reduce deliberate fires in property and rubbish (NI33)

Deliberate fires where they happen in the home or in nondomestic buildings are targeted through our work to reduce all primary fires. We will also focus on reducing smaller fires in rubbish. We will monitor our progress by using a three year average.

Targets

By March 2013 to:

• reduce fires of rubbish (with deliberate or unknown motive) by 38 per cent (without stretch) and by 43 per cent (with stretch).

Reduce unwanted attendances

In 2008/09 the London Fire Brigade attended 31,746 false alarms from automatic fire alarm systems in non-domestic buildings and 14,496 call outs to release people shut in lifts.

We want to work with building owners across London to reduce the number of unwanted calls we attend. Each of these calls takes up the time of a fire engine and crew and the knock on effect is a reduction in capacity to attend emergency incidents, carry out community safety work and provide essential training for firefighters.

We are proposing to set the following targets on reducing the number of unwanted calls we attend each year.

Targets

By March 2013 to:

- reduce false alarms from automatic fire alarm systems in non-domestic buildings by 10 per cent (without stretch) and by 22 per cent (with stretch).
- reduce shut in lift incidents we attend by 14 per cent (without stretch) and by 23 per cent (with stretch).

OUR PRIORITIES

Set out below are our key priorities against each aim. The dates in italics identify when during the period of the plan we intend to carry out the specified action or whether it will be ongoing throughout the life of the plan.

AIM 1 – PREVENTION

Engaging with London's communities to inform and educate people in how to reduce the risk of fires and other emergencies

Our strategic objectives are:

- To reduce fires and the impact they have
- To target people most at risk

Alongside our headline targets (set out earlier) we have a number of more specific performance indicators and service measures (without targets) to show how we are achieving our strategic objectives. For indicators, we set targets each year and will publish performance regularly. The full set of indicators is set out in Appendix 2B. For this aim, our performance indicators include:

- Reducing primary (serious) fires
- Reducing accidental fires in the home
- Reducing arson incidents
- Reducing casualties (injuries and deaths) from fires
- Carrying out home fire safety visits, particularly in high risk areas

During the life of the plan, we expect to focus on:

- Ongoing and new community safety activities including the cycles and cadets schemes, schools work and a pilot volunteer programme. Amongst other things, we will be driving forward our community safety activities including permanently establishing the cycle teams within specific boroughs. We will also aim to expand our 18 month community fire cadet course and following a feasibility study we will be conducting pilot volunteer schemes next year. *Ongoing.*
- Mainstreaming current voluntary activities (e.g. LIFE). We have a number of schemes that have brought huge benefit to communities that were initially begun as volunteer schemes such as the LIFE scheme. Over the next year we will aim to secure the resources to continue to provide these schemes. 2010/2011.

- The Community Safety Strategy and the impact of the Camberwell fire. In line with our Strategy, we will continue to focus our community safety work by targeting those where we can have the greatest impact. Following recent incidents, we will be focusing our efforts on those who have the responsibility to ensure fire safety in high rise buildings and that those who live in those buildings are aware of the safety measures. We will also review the strategy in 2010/11. Ongoing.
- Continuing development of partnership work. . Along with many of our local government partners, we have found the most effective way to deliver our community safety messages to those most at risk are through partnership with public and third sector organisations. Our borough commanders will continue to work with a range of local partners to improve community safety within their areas, which will include support to boroughs with their local road safety strategies. *Ongoing*.
- A targeted community safety programme as part of the Olympics and Paralympics. We have established a team whose sole focus, in conjunction with other partner agencies, is to input community safety into the Olympics and Paralympics and who will be coordinating a community safety programme by further developing relationships with local communities and targeting visitors to the city over the Olympic period. 2012/2013.
- Maximising the activities of our Community Action Team, Task Force and station staff to reduce fires. We take a risk- based approach to targeting our community safety activities, focusing our efforts on those that we know, because of a range of factors and through experience, to be most at risk from fire. We will continue to maximise the work of our Community Action Team, alongside our stationbased staff, to reduce both accidental and deliberate fires and reach out to those most at risk. Ongoing.

Our 2010/11 budget provides for additional resources to support this, with an additional \pm 150,000 to provide smoke alarms, and \pm 52,000 to pilot community safety work provided by volunteers from outside the organisation.

AIM 2 – PROTECTION

Influencing and regulating the built environment to protect people, property and the environment from harm

Our strategic objectives are:

- To regulate buildings, and other places, to protect people from fire
- To influence planners, designers and decision makers to improve safety for Londoners

Alongside our headline targets (set out earlier) we have a number of more specific performance indicators and service measures (without targets) to show how we are achieving our strategic objectives. For indicators, we set targets each year and will publish performance regularly. The full set of indicators is set out in Appendix 2B to our plan. For this aim, our performance indicators include:

- Reducing fires in non-domestic buildings
- Increasing the number of fire safety inspections we carry out particularly in buildings previously unvisited.

During the life of the plan we expect to focus on:

- Continued work concerning sprinklers. Modern sprinkler systems are very effective in limiting fire spread and fire and water damage. We will continue to strongly promote the use of sprinklers to protect both life and property. We will also continue to lobby for appropriate amendments to the building regulations and to lobby individual developers for inclusion of sprinklers in their developments, where the risk justifies their use. Ongoing.
- Regulatory Fire Safety Strategy and partnership working with public and private sectors. Influencing the built environment involves us working in partnership at a national, regional and local level with the Government, regulatory authorities, and owner/occupiers of buildings. We will continue to lobby for legislation on sprinklers, the introduction of appropriate measures and legislation to reduce the risk associated with timber framed buildings particularly during their construction phase and to further develop our role in planning safer buildings in London and seek to improve standards in fire safety

engineering. We will also review our strategy in 2010/11. *Ongoing.*

- Targeted enforcement and prosecutions work. We will use the information about the risk in buildings gathered from our fire safety audit, fire investigation and operational activities to prioritise our audit programme. Using all available data we have identified several types of non-domestic buildings that experience a disproportionate number of fires or present a higher risk. Using this information, we will focus our regulatory inspections and resources towards those buildings where there is the greatest risk of fire occurring; towards those that are likely to cause the most casualties and most significant consequences when fire does occur, and where our regulatory advice makes a significant improvement to the overall control and safety of the building. Ongoing.
- Continue to ensure regulatory fire safety and fire engineering solutions are applied to the design and construction of Olympic sites. Having buildings designed and built to meet fire safety standards is a key contributor to a safer London. The Brigade is a centre of excellence for fire safety engineering and we continue to develop and apply this expertise and the influence we have on making sure major engineered solution building projects are designed to be safe from fire. 2010/2012.

Our 2010/11 budget maintains the resources needed to deliver these services.

AIM 3 – RESPONSE

Planning and preparing for emergencies that may happen and making a high quality, effective and resilient response to them

Our strategic objectives are:

- To improve and deliver our plans, developed with partners, to address identified risks
- To use our resources in a flexible and efficient way arriving at incidents as quickly as we can

Alongside our headline targets (set out earlier) we have a number of more specific performance indicators and service measures (without targets) to show how we are achieving our strategic objectives. For indicators, we set targets each year and will publish performance regularly. The full set of indicators is set out in Appendix 2B to our plan. For this aim, our performance indicators include:

- Answering and dealing with emergency 999 calls as quickly as we can
- Getting a first and second fire engine to an emergency incident as quickly as possible (within six minutes and eight minutes respectively, on average)
- Reducing further the hoax calls (malicious false alarms) we attend
- Reducing unwanted calls, like false alarms due to automatic fire detection equipment (AFAs) in nondomestic property and releasing people shut in lifts.

During the life of the plan we expect to focus on:

- Civil Contingencies Act and Emergency Planning and our co-ordination role on pan London emergencies – business continuity and resilience, particularly focusing on the London Local Authority Coordination Centre as outlined above. Ongoing.
- Creating four incident support centres at Harrow (subject to further detailed consideration), Kingston, Beckenham and Barking fire stations where we will locate pump ladders, pumps, bulk foam units (except at Beckenham) and hose laying lorries and possibly in the longer term, high volume pumps and bulk water carriers.
- Creating five rescue centres at Edmonton, Heston, Croydon, East Ham and Battersea fire stations where we will, wherever practicable, co-locate a range of rescue equipment including pump ladders, pumps

fire rescue units and urban search and rescue appliances as indicated above. Over time, we will also look further at including the Rapid Response Teams, the Scientific Support Units and how we support our decontamination requirements within the Rescue grouping.

The creation of both these centres will give a better placement of assets for strategic cover and create better skills groups. 2011/2012.

- Reducing the number of our incident response units which are whole time crewed from four to two, increasing the number which are alternate crewed from six to seven (at Park Royal and East Greenwich) and redeploying the tenth vehicle (which is currently alternate crewed at Croydon) for use by our safety skills training team, where it will be available if it is needed for an incident. *2011/2012*
- Delivery of the new regional 999 control centre for London and relocation of mobilising and resource management to the new centre. 2011/2012
- A review of our mobilising policy. We will be considering the way in which resources (both staff, systems and equipment) are necessary for and used at incidents and the management and escalation of incidents. Ongoing.
- Monitor/react to effects of shut in lifts call filtering and charging policy. As we spend too much time responding to unnecessary calls to people shut in lifts we have implemented a policy to filter the calls to reduce the number we attend, particularly as a blue light emergency " and to charge lift owners where we repeatedly attend. We will carefully monitor the effects of this policy. Ongoing.
- Monitor/react to effects of our automatic false alarm (AFA) call filtering policy. As we also spend too much time attending false alarms from automatic fire alarms, we have introduced a call filtering policy. We are working with the alarm receiving centre and Telecare service provider industries to filter calls to ensure we do not respond to alarms unnecessarily. We will closely monitor the effect of this policy and consider any other actions we can take to reduce attendance to premises where the alarm system does not provide reliable information, which may include responding to these premises only after we have received confirmation of a suspected fire via a 999 call. Ongoing.
- The introduction of the new structural personal protective equipment (PPE). The roll out to individuals of their new, made to measure, fire tunics, overtrousers, helmets, fire hoods, gloves and boots

which is due to 'go live' for the first watch on 31 March 2010. *2010/2011*.

- Implementation of the next generation of respiratory protective equipment (RPE). Following delivery of the new breathing apparatus equipment, which is fully compatible with the new structure PPE, we will implement a training programme at stations with the new equipment expected to go live in November 2010. 2010-2011.
- Provision of a resources command and control structure and facilities for the duration of the Olympic and Paralympic Games. This will include the strategic level Gold Command structure, dedicated operational resources within the Olympic Park and appropriate level officers at each Olympic venue whilst they are operating. This may include a number of temporary fire stations located within the Park for the Games period. 2012/13.

Our five year financial strategy as set out in the 2010/11 budget reflects the above objectives.

RESOURCES, PEOPLE AND PRINCIPLES

Delivering value for money for Londoners is very important to us. We will challenge how we currently do things to ensure that they make the most efficient use of our resources and will look at other innovative ways of working where this can help achieve a sustainable budget in the longer term. Where appropriate we will work in partnership with others and will continue to foster and improve liaison and communication to increase understanding of our services and how they are delivered. Sustainability will continue to be high on our agenda and whilst we are pleased with our achievements to date, the delivery of our Sustainability Strategy will help improve the quality of life of Londoners. Our staff are a valued resource and we will continue to invest in their development and training whilst looking at increasing the flexibility of our workforce. Their health, safety and welfare are also important to us and we will do all we can to keep them safe.

We are extremely proud to be the only fire service to have reached Level 5 of the Local Government Equality Standard having recently been externally assessed at this level. To read our self assessment, follow this <u>Link</u>. Having been instrumental in developing the new Equality Framework for the Fire and Rescue Service, we are looking forward to the new challenges it poses, particularly in relation to community involvement and continuing our work to increase the diversity of our workforce.

Our performance management framework, which explains how we manage performance in many different ways, including project and programme management, and corporate risk management, is set out in appendix 2A. This also includes the full set of performance indicators we will use to help judge how well we are achieving our aims and objectives. The proposals in this Plan have also been subject to an equality impact assessment and a sustainability impact assessment, and these are in appendix 4.

FIRE STATION MAJOR IMPROVEMENTS

A Private Finance Initiative (PFI) funded project will see London Fire Brigade receive £57.4 million to make major improvements to nine of its stations. Eight of the stations are being completely rebuilt on their existing sites and one station, Mitcham, will be built on a new site that the Authority is acquiring.

We are experiencing considerable pressure on the already stretched capacity of existing facilities. The needs

of the service have changed considerably and through this additional source of finance we will:

- provide new fire stations that can support the delivery of the varied emergency services required for a capital city exposed to an increasingly wide range of risks
- facilitate fire prevention work through the provision of publicly accessible buildings with community engagement at its heart;
- deliver accommodation to support a diverse workforce representing the communities we serve;
- deliver adaptable accommodation to support changing working practices;
- offer flexible facilities that accommodate and adapt to our evolving operational needs; and
- improve some of our poor fire station stock and make headroom in the capital programme for the next tranche of ageing stock.

Construction work is expected to begin in 2012 once detailed plans have been approved.

Criteria that ensure the continued provision of emergency services throughout the build programme have been developed.

FIRE STATION FACILITIES

Our fire stations are ageing with 40 per cent more than 60 years old. The age of our fire stations is the most significant factor in their suitability. There is much to be done with the present backlog to update station accommodation and facilities and to fund others that will require replacement or refurbishment as they become the next tranche of ageing stock.

It is not always possible to simply upgrade or rebuild a fire station as operational cover needs to be maintained during the construction period. Suitable sites have not been readily available for temporary or alternative fire stations. New sites are expensive to buy as the Authority's search area is limited and we have to compete with the private sector. Hence funding (capital and revenue), ageing stock and business continuity are the most significant limiting factors in improving our property portfolio.

We have updated our Asset Management Plan and established priorities for investment to deliver improvements in attendance times, property improvement and to release the latent financial value of existing fire station sites. These priorities formed the basis for the selection of the stations included in the PFI programme. Our station design standard requires new stations to be welcoming and accessible to the local community, sustainable and achieving wherever practicable an "excellent" BREEAM (Building Research Establishment Environmental Assessment Mechanism) rating.

We have updated our Standard Station Design Brief to deliver a consistent standard of accommodation with flexibility to adapt to changes in working patterns, meet the needs of a diversified workforce and to provide additional capacity where possible to provide flexibility in the location of appliances.

Earlier plans have contained a commitment to develop community safety centres. This means both developing our own fire stations to be more welcoming and open to the local community and also working with external partners to provide community safety centres with a remit wider than fire, such as road safety, water safety and personal safety.

Some work has been undertaken in this area. The Brigade part-funded a feasibility study with other agencies such as the police and borough council into establishing a centre in Sutton, but it is proposed not to pursue this work further as community safety centres are not a financial priority at the current time and would require onward funding which may not be available in the present economic climate.

However, we continue to implement a programme of making our own fire stations more accessible to the public and places where the local community can go for fire safety advice and information. A number of these fire and community safety facilities have already been provided at stations including Bromley, Hammersmith and Edmonton. These stations also provide facilities for local community groups to meet. Some stations have also recently undergone substantial modifications to enable them to serve as locations from which the Brigade can run community safety programmes such as the LIFE scheme. Examples of such stations include Lee Green and Wembley.

The new station design brief includes the provision of such facilities and where we are improving fire stations, under either PFI or as part of our own capital programme, community safety provisions will be included.

A MODERN APPRENTICESHIP SCHEME AND EMPLOYING YOUNG OFFENDERS

In keeping with the Mayor's Skills and Employment Strategy, we are establishing an apprenticeship scheme in the area of business administration. The scheme will enable us to improve skills levels, support succession planning and provide us with occupationally competent and qualified staff. Those involved in the scheme will benefit from personal and professional development, attainment of a nationally recognised qualification and experience across a range of business functions. Recognising that it is difficult for young people to access non-uniformed roles within the Brigade due to the limited availability of posts requiring no work experience, we will be targeting the 16 to 24 age group. Four such apprentices started in February 2010 for a period of 12 to 18 months and a further six will follow over the next two years.

Working through the Young Offender Programme, led by the National Grid, we are also proposing to develop a scheme for employing young offenders. We have already contacted the National Grid and the Young Offenders Institute in Reading to establish a process by which we can arrange placements, targeting the 18 to 21 age group. During 2010 we will be looking closely at how the scheme will work in practice. We are committed to equality of opportunity for all job applicants and having a criminal record will not necessarily stop an individual from working for the Brigade, although it will depend on the nature of the position and the circumstances and background of the offence(s). Not only is developing this scheme in keeping with the Mayor's strategy of providing young offenders with employment opportunities and thereby contributing to their rehabilitation back into society but it will further reinforce our commitment to fairness, diversity and equality of opportunity for all.

FUTURE OPTIONS FOR DELIVERING TRAINING

One of our most fundamentally important commitments is to the safety of our employees and this commitment is mostly delivered by effective training. In line with our commitment to continuously improve our training and development, the use of our property portfolio and to ensure firefighter safety by improvements to equipment and training, we have established a project to address the current and future challenges for delivering training.

Any new training model, which we anticipate could be the outcome of the work, will need to reduce or eliminate problems associated with the current delivery model. This has restrictions on night time and weekend training and also involves excessive time and many non-productive hours spent travelling to remote training facilities as we have to rely on external training venues. Also there is limited provision of trainer-facilitated "maintenance of skills" training at fire stations and far too many staff have to be taken away from their normal duties to undertake training.

Any new model will also need to deliver the following objectives:

- an increased amount of training to be carried out locally;
- providing training using a mix of practical, theoretical and computer based training;
- training based on identified need rather than adopting a blanket approach;
- the increased use of end of course knowledge and practical assessments; and
- the increased use of computer-based training to formally assess pre-learning before attending courses.

SUSTAINABILITY

Through our new sustainable development strategy we plan to support improvements in the quality of life of Londoners and work towards a leadership role on sustainable development within the fire and rescue service.

Much of our existing work contributes to our progress on sustainable development. Our annual sustainable development report (<u>http://www.london-</u> <u>fire.gov.uk/Documents/FEP1418(1).pdf</u> highlighted our achievements against our environment action plan. Whilst we have included the work we are already undertaking in our sustainable development strategy, the 15 strategy objectives relate to new areas of work.

We have made considerable progress in reducing our carbon emissions by some 17 per cent. This, combined with other early adoption measures we have undertaken, will place us well in the early years of the Carbon Reduction Commitment (CRC) Energy Efficiency scheme's league table. As other organisations catch up, our position on the CRC league table may drop. However, with our ongoing improvement programme we expect our position will improve again as the scheme continues and the easy wins have been completed by others.

Our three- year strategy and action plan is based on our sustainable development framework which identifies what sustainability means in the Brigade and covers:

- Equalities and social Inclusion through future action plans we will be engaging with the community we serve to better understand and address their issues in relation to community response and help us attract and support a diverse workforce;
- Climate change in addition to our ongoing work on reducing carbon emissions, we will also consider issues around water reduction and air quality and other issues included in the Mayor's strategy;

- Environment and its resources building on our existing work concerning environmental protection at incidents, we will be reviewing our operational management of water and its measurement and be considering issues about biodiversity at the sites we attend. We will also be considering our environmental protection work on our own sites, paying particular attention to the goods and services we procure and the management of waste on our property;
- Community safety and security this is one of our core functions and is a significant area in terms of sustainability. Reducing the impacts of fire helps Londoners to maintain a good quality of life;
- Health, safety and well being we will be continuing our comprehensive programme including identifying further opportunities to reduce the impact on the community of noise and access restrictions as a result of our emergency response together with our programme of work to help staff improve their general health and well being; and
- Economic sustainability we will be continuing improvements to the way we procure goods and service by reviewing whole life costing models to adopt a standard for project management.

Follow this <u>link</u> for full details of our strategy. We will report on its delivery in future annual sustainable development reports.

We will be participating in the compulsory CRC energy efficiency emission trading scheme covering both public and private sectors. The scheme will aid us to keep the reduction of carbon emissions as a priority for the Brigade. To do this we will be reviewing our climate change action plan, participating in further areas of the Buildings Energy Efficiency Programme and aiming to achieve BREEAM Excellent status on the new fire stations we are building.

AIM 4 – RESOURCES

Managing risk by using our resources flexibly, efficiently and effectively, continuously improving the way we use public money

Our strategic objectives are:

- To minimise costs and provide value for money for Londoners, working with others where we can
- To manage our performance and continuously improve the services we deliver

Alongside our headline targets (set out earlier) we have a number of more specific performance indicators and service measures (without targets) to show how we are achieving our strategic objectives. For indicators, we set targets each year and will publish performance regularly. The full set of indicators is set out in Appendix 2B to our plan. For this aim, our performance indicators include:

- Use of gas
- Water use (non-operational)
- Shift/days lost to sickness (operational staff)
- Shift/days lost to sickness (non-uniformed staff)
- Invoices paid on time

During the life of the plan we expect to focus on:

- Working patterns, including all day 'standby' arrangements. We will continue to progress our proposal to change the start and finish times of firefighters to provide a longer and more efficient working day. Our proposals will also allow crews to stand by at other stations over a full day shift and undertake community fire safety activities while at that location. *Ongoing*.
- Property PFI. As indicated above, we will be providing nine new fire stations at Dagenham, Dockhead, Leytonstone, Mitcham, Old Kent Road, Orpington, Plaistow, Purley and Shadwell. We aim to achieve BREEAM Excellent environmental rating for all new stations. *Ongoing.*
- Asset Management Plan and improvements to fire station facilities. As indicated above, our staff and our communities deserve stations that are equipped to deliver the changing role that we provide. We are investing in our property to ensure that our fire

stations provide suitable bases for firefighters, in the right places, taking into account the increasing range of demands on them and the age of the property. *Ongoing*.

- Delivering our responsible procurement commitments (in partnership with the GLA group) and working in partnership on shared services. We will continue to undertake 'responsible procurement', which is the purchase of goods, works and services in an environmentally and socially responsible way that delivers value for money and benefits to the local area. This includes assisting small and medium enterprises by paying contracts as quickly as possible as well as aiming to maintain the Gold Standard of the Mayor's Green Procurement Code. We are also working with the wider GLA family, and others if the opportunity arises, to look at services that can be shared or provided more cost effectively by us or others. 2012 and ongoing.
- Continuously improve our internal business services. Improving performance is a permanent objective as we want to be an efficient organisation delivering high value for money for Londoners. Using a range of tools, we will be looking at the processes we use in our everyday work, which is vital to support our front line service, to make sure they are as efficient as possible. We will also be implementing a system of work to ensure that the Authority is fully compliant with the International Financial Reporting Standards be to introduced in 2010/11. Ongoing.

Our 2010/11 budget provides for additional resources to support these objectives, with £252,000 to enhance our ICT infrastructure to provide new applications and improve access for our staff and external users.

AIM 5 – PEOPLE

Working together to deliver high quality services and to create a safe and positive environment for everyone in the organisation

Our strategic objectives are:

- To develop a positive and healthy culture with strong and effective leadership
- To embed ownership, responsibility and accountability at all levels of the organisation
- To make sure our staff have the right knowledge and skills to do their jobs

Alongside our headline targets (set out earlier) we have a number of more specific performance indicators and service measures (without targets) to show how we are achieving our strategic objectives. For indicators, we set targets each year and will publish performance regularly. The full set of indicators is set out in Appendix 2B to our plan. For this aim, our performance indicators include:

- Maintaining Level 5 of the Equality Standard for Local Government
- Increasing the number of operational staff top earners who are Black and Minority Ethnic and/or women
- Reducing injuries/dangerous occurrences reported to government recorded under RIDDOR

During the life of the plan we expect to focus on:

- Leadership strategy. Lack of clear and consistent leadership can weaken an organisation's ability to prioritise and deliver organisational objectives. We have adopted a leadership model that reflects our specific needs, and which we will be rolling out into our organisation. 2010/2011.
- Future options for training review. We are considering alternative approaches to our training delivery. We will be considering the results of a 'soft market test' to assess the market's readiness and appetite to deliver our requirements and to identify potential options for outsourcing and partnership models. 2010/2011.
- Apprenticeship and young offender schemes. We are establishing an apprenticeship scheme in the area of business administration, not only bringing professional development and nationally recognised

qualifications to the apprentice but a skilled and competent person to the organisation. We are also establishing a scheme to employ young offenders on a permanent basis, understanding the key role that employers can play in the rehabilitation of young offenders. *Ongoing*.

- Continued delivery of our staff management strategy. We are implementing a comprehensive staff management system to develop the high potential and ability of our workforce, including the further development of our graduate entry scheme and targeted development programmes, including the development of a strategic manager programme. *Ongoing*.
- Continued delivery of excellent training provision to ensure staff have the skills and knowledge they need to do their job. We will work with Train to Gain to supply Level 2 qualifications for staff, as well as broadening the use of computer-based learning solutions for staff. Ongoing.
- Multi-level entry. Following the success of our graduate entry and targeted development schemes, we will implement a multi-level entry scheme, drawing from skilled applicants from inside and outside the organisation to move into senior operational areas. This will bring many benefits to the organisation such as attracting high capability candidates who may not be attracted to beginning their career again, changing the culture of the organisation and bringing enhanced and different experience to senior levels. Ongoing.
- Skills and establishment. The requirements placed on us have grown extensively in recent years leading to station based staff needing a greater range of skills than ever before. To make sure that we are able to deal with any and every eventuality, we are reviewing our skills establishment at each station, undertaking succession planning and have established a mentoring scheme. Ongoing.
- Employment contractual clarity. During recent disputes, there have been examples of staff refusals to perform some core activities because they are not specified within existing employment contracts. This can impact on our ability to provide all of our services and needs to be addressed. As part of this, we will also consider making further changes to contracts for new entrants so that they join the service with terms and conditions that reflect current expectations. We wish to discuss with the trades unions ways of improving the clarity of current contracts of employment. Ongoing.

Our 2010/11 budget provides for additional resources to deliver the objectives – with £950,000 to progress our review of options for training, and £104,000 to improve our child care support schemes.

AIM 6 – PRINCIPLES

Operating in accordance with our values and ensuring that safety, sustainability, partnership and diversity run through all our activities

Our strategic objectives are:

- To work with others to keep people in London safe
- To increase the diversity of our workforce to ensure that we provide high quality services across London
- To continue to act in a more sustainable way
- To continuously review working practices in order to keep our workforce as safe as we can

Alongside our headline targets (set out earlier) we have a number of more specific performance indicators and service measures (without targets) to show how we are achieving our strategic objectives. For indicators, we set targets each year and will publish performance regularly. The full set of indicators is set out in Appendix 2B to our plan. For this aim, our performance indicators include:

- Increase the number of women amongst our operational staff
- Increase the number of people from Black and Minority Ethnic communities amongst our operational staff
- Increase the waste we recycle
- Reduce the number of working days lost due to work related injuries

During the life of the plan we expect to focus on;

- Key elements of health and safety work. We will continue to concentrate on the health and safety of all our workforce. In particular we will consider seeking accreditation against ISO18001, the Health and Safety Management Standard during 2010/11 and will be developing a strategy for improving performance and enhancing effective safety leadership through a behavioural safety initiative. *Ongoing*.
- Implement the national Equality and Diversity Strategy and the new Equality Framework for the fire and rescue services. By 2018 we will deliver a service which can demonstrate that it serves all communities

equally to the highest standards, building on a closer and more effective relationship with the public. *Ongoing*.

- Work towards achieving the national recruitment targets for operational women (15 per cent) and all BME staff (35 per cent) by 2013. Through our continual review of our recruitment strategy, our work with government and other partner agencies, and the range of other initiatives we are implementing, we are confident that we will achieve the national targets. *Ongoing*.
- Delivering our Sustainable Development Strategy. We are moving forward with the our first sustainable development strategy following on from our comprehensive programme of environmental work which includes fitting out fire stations with solar panels and replacing our fleet with less polluting vehicles. Ongoing.
- We will continue to reduce our carbon emissions as priority. We know that our early adoption measures placed us well initially for the Carbon Reduction Commitment but that future years will be tougher as other organisations start taking forward quick wins. *Ongoing.*
- Deliver our partnership improvement plan. We undertook a peer review of our partnership work and will deliver the improvement plan. This recommended taking a more strategic approach, being more commissioning rather than reactive and improving our learning around partnerships. Ongoing.

The 2010/11 budget has been developed to continue to achieve our principles. Our savings for 2010/11 will not impact on the delivery of services, and our new initiatives are key to taking our aims forward.

SECTION 4 – HOW EFFICIENT WE ARE

One of our strategic aims is to use our resources flexibly, efficiently and effectively, continuously improving the way we use public money.

HOW EFFICIENT ARE WE?

In a report 'Rising to the Challenge, Improving Fire Service Efficiency' published in December 2008, the Audit Commission said *"the Fire and Rescue Service could save up to £ 200 million without compromising safety"*. The Audit Commission points to the need for fire and rescue authorities to consider whether or not they really need the number of stations which they have and whether the crewing arrangements are efficient. Their conclusions posed a series of questions which they believe should be addressed by fire services.

About London specifically, the Commission said: "Authority Members and managers have a firm focus on efficiency savings. They need to build on this by taking a more strategic and overarching approach to value for money. This means analysing all aspects of LFEPA business, including operational preparedness and emergency response to make sure that it maximises opportunities to achieve greater value for money". They also said: "When it comes to operational systems LFEPA risk modelling shows that it could provide existing levels of emergency cover with fewer appliances and staff. Despite this it does not plan to decrease appliances or uniformed posts but plans to use the capacity it has more effectively through increased productivity achieved via the Operational Efficiency Programme. However this is not in place yet and so the current capacity does not represent good value for money".

HOW DO WE COMPARE WITH SIMILAR FIRE SERVICES

We have undertaken an extensive body of work to review our performance relative to other fire services, although there are no 'similar' fire services to London's. On our own, we account for 20 per cent of the English fire service. The next largest brigade in the country:

- is responsible for a population of only around one third of London's population;
- has a population density of less than half (20.08 compared with 48.03 persons per hectare); and
- does not have the capital city challenges for which we are prepared to deal with (but which are largely

not funded) like terrorist attacks or other catastrophic emergencies.

Consequently, we have used the statistics from the other metropolitan brigades to create a comparator fire brigade called *NotLondon Fire Brigade* which allows us to compare ourselves to a fictional brigade of London's proportions.

Appendices 3A, 3B and 3C compare London with the other existing metropolitan fire and rescue authorities (FRAs) against a wide range of indicators. They also compare London against *NotLondon Fire Brigade*.

Comparing ourselves with others and with *NotLondon Fire Brigade* shows that:

- London is three times more densely populated (48.03 persons/hectare against 15.97).
- London has substantially less primary fires (including accidental dwellings fires), secondary fires and malicious false alarms but more Automatic Fire Alarm (AFA) false alarms.
- In London, greater reductions have been achieved in the percentage of those killed or seriously injured in road traffic accidents (RTAs) from 2004/05 to 2007/08 (24.00 per cent reduction against 15.04 per cent reduction).
- Fatality rates are lower in London (6.09 fatalities per million people vs. 7.58), resulting in 11 less fatalities per year in London (46.02 against 57.28).
- London has 21 stations less and 34 fewer appliances.
- London has 292 more whole-time staff and 314 less retained duty system (RDS) staff.
- London is more expensive in terms of cost per head (£58 against £45) and cost per incident (£13,332 against £5,086). However, London's costs are relatively different on these measures due to the lower incident rates in London (4.37 fire calls/head compared to 9.10 in NotLondon Fire Brigade.
- The graph in Appendix 3D shows the number of operational staff per head in each FRA.
- The number of operational staff per head (expressed per million people pmp) varies from around 600 staff pmp in Bedfordshire to around 1,150 staff pmp in Humberside (excluding Cumbria and the Isle of Wight as they appear as outliers on the graph). London has 781 staff pmp and is ranked 17th lowest nationally, and 4th lowest of the seven metropolitan FRAs.
- The rate of accidental dwelling fire (ADF) incidents in London is 0.77 per 1,000 residents, which is considered to be a medium to high rate in a national

context (ranked 8th highest), but below average when compared to metropolitan FRAs (ranging from 0.65 to 1.25). London's actual ADF incident rate is lower than all three predicted rates as modelled by government.

- The table in Appendix 3E summarises the percentage of households owning a working smoke alarm by the Government Office region in England. Smoke alarm ownership in London increased by 4.5 per cent to almost 70 per cent between 2002/03 and 2004/05; this increase is in line with other government office regions. However, the percentage of London households owning a working smoke alarm still stands around ten percentage points lower than other region.
- The graphs in Appendix 3F show the cost per head of population and cost per incident by FRA in 2007/08. Cost per head of population ranges from around £30 in Suffolk to just under £60 in Cleveland. Metropolitan FRAs are shown to be more expensive and this is mostly due to the fact that less urban FRAs are more dependent on retained duty system staff to provide operational cover. London is ranked second highest in terms of cost per head across the country, which is likely to be due to the dependence on whole-time appliances plus market force factors, e.g. London Weighting, that influence staff wage costs.
- Appendix 3G shows how cost per head has changed between 2006/07 and 2007/08. The cost of the fire service in England has increased by 1.8 per cent, and in comparison, our costs have only increased by 1.2 per cent.
- Cost per incident ranges from just over £4,000 in Merseyside to around £14,000 in the Isle of Wight. London is ranked second highest nationally in terms of cost per incident (£13,332).

WHY WE NEED SO MANY FIRE ENGINES

We have been concerned that the Audit Commission has suggested that we may have too many fire engines (and therefore firefighters). But we were also concerned that the Audit Commission has painted an excessively simplistic picture of the resourcing model that should apply in the fire service. In particular, they have questioned the fact that reduced demand for attendance at incidents has not produced an equivalent reduction in the number of crews maintained to respond to incidents: The Audit Commission say "... the current capacity does not represent good value for money". For the most part, that has not happened (in London nor elsewhere) because the number and disposition of crews affects attendance times. Some places produce little demand for attendance. But when that attendance is required, it can only be serviced in a way that maximises (but does not guarantee) rescue and the minimisation of damage and casualties, by having crews that can attend quickly.

A specific concern in London has been that the Audit Commission has done no work to demonstrate the particular demands which can arise if there are very large and lengthy incidents. Such incidents may be the product of terrorism or some other catastrophic event, such as a train crash, but they may also include 'normal business'.

In the light of the Audit Commission's recent study, we decided to look closer at the resources that were consumed by some specific large incidents and their impact on the remainder of the service to London. The section on 'Understanding and managing risks', earlier in our plan, includes details of the arrangements we put in place to support large incidents. Our conclusion from this work is that there are regular enough large incidents in London to justify the level of emergency response capacity which we hold ready each day.

WOULD WE BE MORE EFFICIENT IF WE WORKED MORE WITH OUR NEIGHBOURING FIRE BRIGADES

We also looked at whether our six neighbouring brigades (in Berkshire, Buckinghamshire, Essex, Hertfordshire, Kent and Surrey) could support us more when, perhaps, the number of fire engines available in London was significantly reduced.

However, we found that average travel times to our nearest stations ranged between seven and a half minutes to over 88 minutes with the median averages being at the higher end of these times. We do not consider that the attendance times involved in relying on our neighbours is acceptable. However we will continue to work with them to ensure that we support each other in times of peak or excess demand, but the potential for cross border attendances as part of normal service are limited.

WHAT OTHER EFFICIENCIES HAVE WE ACHIEVED

We have exceeded our efficiency targets to date – achieving cashable savings totalling £33.457 million in the period 2004/05 to 2007/08, which is 71 per cent above London's share of the overall efficiency target for the fire and rescue service. The national efficiency target for the fire fire and rescue service is to achieve cash-releasing net

annual efficiency savings of £110m by the end of 2010/11. This equates to £20m for LFEPA over three years.

Our focus on efficiency has been enhanced over the past year through the introduction of a more strategic approach to budget review. We have conducted efficiency reviews of all departments in the organisation, and also conducted some thematic reviews of areas in which we considered further efficiencies could be identified. We intend to build on this approach for future years by fully integrating efficiency into our performance management framework and to ensure that delivery of value for money services is our key objective. This will require full evaluation of the effectiveness of our activities, including integrating customer, user and stakeholder engagement and feedback into our planning.

It is important to remember that as the capital city and as a leading world financial and business centre, London faces distinctive challenges, including a higher risk of terrorist attack than any other city in the UK. To meet this challenge, the Brigade spends in the region of £34m on specific resilience work each year with only a very small proportion (£4m) funded by central government. Our work to keep London safe helps to keep the UK safe. We believe that the grant funding regime for London should be changed in a way that recognises that the resilience and security costs associated with the capital city are met by central government rather than the London tax payer.

Our co-ordination role in responding during emergencies has grown considerably over recent years. One of our key priorities is reducing the number of fires that occur and preventing the tragic consequences that fires can bring. We have calculated that since 2004-05 the reduction in the number of fires in London each year has delivered savings in economic cost to London of over $\pm 92m$ – this figure is calculated in terms of the damage, human suffering and criminal justice system costs that each fire causes.

BETTER VALUE

We expect the next few years to be challenging financially with reductions in future government spending and the ongoing economic uncertainty which is likely to affect both interest and inflation rates. Our strategic budget review process has been designed to improve our ability to plan for this uncertain future and ensure that budgeting is focussed on the longer term strategy as well as the immediate need for savings.

A key part of the uncertainty for the future concerns the grant settlement beyond the current funding period which ends next year. We expect at best a cash freeze and probably a reduction in overall funding for the fire service. The funding formula that decides the distribution of that overall funding between fire and rescue authorities is also being reviewed.

We believe that the funding formula should be changed in a way that recognises that the resilience and security costs associated with the capital city are met by central government rather than the London tax payer.

EXTERNAL PERFORMANCE ASSESSMENT 2008/90

We are subject to external assessment by the Audit Commission. Our latest assessment published in December 2009 says: The London Fire and Emergency Planning Authority performs well. The Fire Authority has a good understanding of the fire risks faced by local communities across London. This means that the Fire Authority can target prevention and protection work effectively. It is raising public awareness about fire risk and works well in partnership. The Fire Authority responds well to emergencies. It is improving its attendance times to fire emergencies. The Fire Authority has the right skills in place to improve. Its operational training and development programmes are excellent. They are reviewed regularly to help the Fire Authority make sure that they provide the right level of skill for operational crew.

The Fire Authority has strong financial leadership. It provides value for money in a number of ways, such as how it buys services and goods, how it manages staff and better use of its buildings. It has also achieved savings through buying with partners. Financial management is good. The Fire Authority has achieved its budget savings and exceeded its efficiency savings target for 2008/09.

Costs of some parts of the service are higher than those in other Fire Authorities. The reasons for these higher costs are understood. The Fire Authority is very good at managing its performance. It is able to show how resources are used to deliver improved performance. Protection and prevention activity help to improve fire safety, for example, in reducing the number of home fires. The Fire Authority targets its work on areas where it can have the biggest impact. This includes fire community safety work with vulnerable older people and fire prevention work with children young people. The Fire Authority is preparing well for the future. It has reviewed its plans for responding to emergencies and continues to improve the way it runs its services.

A copy of the full report from the Audit Commission is available on our website at www.london-fire.gov.uk or from the new 'Oneplace' website at www.oneplace.direct.gov.uk

WHAT WE PLAN TO SPEND

Our spending plan for the 2010/11 year supports our aims. How our budgeted spend relates to our aims is set out in the tables below.

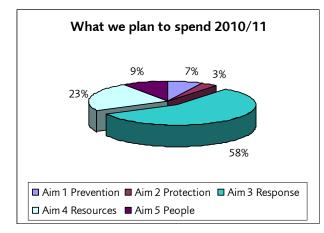


Table 1: What we plan to spend over the nextthree years

	Budget 2010/11	Plan 2011/12	Plan 2012/13
	£m	£m	£m
Aim 1 Prevention	31.1	30.8	30.8
Aim 2 Protection	15.2	15.0	15.0
Aim 3 Response	250.2	246.9	246.9
Aim 4 Resources	100.9	109.7	121.1
Aim 5 People	39.9	39.0	39.0
Savings to be agreed		-3.9	-18.1
Net revenue expenditure	437.3	437.5	434.7

Prevention comprises spend on dedicated teams (like our schools team) and the planned time spent by station-based staff on community safety.

Protection comprises our teams working on regulatory fire safety, and undertaking fire investigation work.

Response comprises our fire stations and crews and borough teams, development of operational policies and procedures, mobilising (including our 999 control room) and emergency planning.

Resources comprises a range of support services, including the management and maintenance of property (including fire stations), procurement of goods and services, including the leasing of all our operational appliances, equipment and protective clothing, financial services, information and communication technology, development of plans and strategies, and performance management. This also includes costs such as the revenue costs of funding our capital programme.

People comprises people based support services, including human resource management, training and development of all staff and our firefighter trainees, media and communications work, and support for equalities.

OUR LONG-TERM INVESTMENT PROGRAMME (OUR CAPITAL PROGRAMME)

We also have a programme for long-term investment – mainly on fire stations – and this is financed by using money from selling assets, special grants, borrowing from government and contributions from revenue.

Each year we budget to pay for the loan repayments, our loan repayments will cost us \pounds 12.11m in 2010/11.

Table 2: Capital Programme over the next threeyears

Capital plan summary	Budget 2010/11	Plan 2011/12	Plan 2012/13
	£m	£m	£m
IT projects	2.2	-	-
Control and communications project	0.4	-	-
Community fire safety	0.4	0.1	-
Procurement projects	2.9	-	-
New Headquarters and disposal of 8 Albert Embankment	0.1	-	-
Resilience projects	1.8	-	-
Refurbishment of fire stations	5.5	2.0	2.4
Extensions of fire stations	1.1	0.1	0.9
New/Replacement fire stations		-	-
London Safety Plan – fire station refurbishment/ rebuilds	3.4	2.6	0.2
Other property projects	2.7	0.4	1.5
Sustainability projects	0.7	0.8	1.4
Minor improvements programme	0.8	0.8	0.9
Others	1.6	0.4	0.4
Total Projects	23.6	7.2	7.7

WHERE WE ARE REDUCING OUR COSTS

The budget includes cashable efficiency savings of ± 5.7 m in 2010/11, which represents 1.3 per cent of net revenue expenditure. We are planning to make ± 19 m in efficiency savings by the end of the three year period to 2012/13.

Table 4: Savings and efficiencies

Savings and efficiencies	Budget 2010/11
	£m
Procurement efficiencies	0.1
Cost avoidance	1.9
Staff efficiencies	1.9
Other means:	
Metropolitan Fire Brigade Act Income	1.7
Income	0.1
Total	5.7

RESERVES

Reserves are projected to be £41.7m at March 2011, of which £4.9m is earmarked for specific purposes. The Authority's policy is to maintain a general reserve of 2.5 per cent of the net requirement. It is not proposed to draw on these reserves to support the 2010/11 budget given the uncertainty that exists over the Government grant settlement for 2011/12 onwards.

How reserves could be used in the following financial years to mitigate the impact of difficult financial settlements, combined with further savings, will be a key element of financial planning for 2011/12.

SECTION 5 – WHAT YOU HAVE TOLD US YOU WANT

DELIVERING EFFICIENCY AND VALUE FOR MONEY

The London Fire Brigade, like all services within the GLA family, does face a future of reduced public spending and this will demand significant improved efficiency if we are to continue to deliver top quality services to Londoners. The Chairman of LFEPA has been leading discussions with the London boroughs to gather views about the options and choices that the Authority may need to make in this area. If any significant proposals do emerge from this work for future plans, they will be discussed in detail by Authority members and go through extensive public consultation before being agreed by LFEPA.

In discussing options and choices in boroughs, our borough commanders have received feedback which indicates largely that while local partners consider that delivery of value for money is very important, this should not be done to the detriment of levels of service and that we should be prioritising ways to make efficiency savings that do not involve reducing our available response resources. Our borough commanders also received feedback that communities should be encouraged to become more resilient in terms of community safety, building on successes and reductions already achieved, thereby reducing reliance on emergency service interventions.

WHAT HAVE WE LEARNED FROM OUR EXTERNAL COLLEAGUES?

Our borough commanders have been talking to colleagues and partners locally in each London borough about some of the challenges facing us, seeking and gauging their views on how we might respond to them. The feedback we have received is consistently concerned with how any change would impact on that specific borough. While this isn't surprising, it does tell us that we do need to emphasise that we are a pan-London organisation, and although we do have a borough commander for each borough who works locally with partners, people on fire stations can be called upon to work anywhere in London if the need arises.

We plan our response resources on a pan- London basis. There are no brigade borders around London boroughs and we have to be able to move fire engines and other specialist appliances wherever they are needed.

We also learned that many partners in boroughs would prefer to have firm proposals to comment upon rather than a broad discussion about our challenges and possible responses to them. The Audit Commission's insistence that we should engage about the challenges, before we develop proposals, has not been universally welcome.

CUSTOMER AND STAKEHOLDER FEEDBACK

We currently receive far more compliments than complaints from customers, but we still learn from those complaints to improve services for our customers. With over 7.5 million people using our services in London, it is a challenge for us to obtain regular and focused feedback. We do not have a single 'community' with whom we can communicate or consult. While we do participate in local community engagement, the scope and range of this varies across the 33 London boroughs. The 'Place Survey' undertaken in 2009 in London boroughs gave us some indication of how satisfied the public is with our services, but we know that we need to get much better at seeking and capturing customer and stakeholder feedback to inform our improvement priorities and we will be doing this as a priority in 2010.

INTERNAL ENGAGEMENT

Some of the best people to ask what needs to improve and how to make those improvements are the people delivering our services. So, we have embarked on an engagement programme, drawing on the experience, expertise and views of a wide range of staff across the organisation. In this way the ideas of our front line staff are becoming an integral part of our planning framework. This programme is at an early stage, but we want to make it part of our everyday business, just 'how we go about things'.

TOTAL PLACE

'Total place' is a new programme, currently being piloted across England, which brings together elements of central government and local agencies within a defined geographical area (or place) to create service transformations that can improve the experience of local residents and deliver better value. As indicated above, we provide a service for London as a whole with a strategic coverage across 33 boroughs or 33 discrete 'places'. While local councils in London may be encouraged to participate in their own Total Place initiative it is not easy to fit local Brigade resources into the equation. Although we have a borough structure and are actively involved in local partnerships, the resources that are available to respond to incidents are not confined within geographic boundaries.

However where local authorities wish to identify the costs attributable to all of the services delivered by public agencies within their geographical area, we can and have assisted by apportioning time across a range of activities. As part of our future stakeholder engagement work, we will be emphasising that the Brigade's resources available within a borough area are actually available to London as a whole and not exclusively to that particular borough.

ABOUT OUR CONSULTATION

We were keen to consult all those with an interest in our proposals and our formal consultation process took place over a 12 week period from late November 2009.

The results of the consultation were reviewed and a summary was presented to the Authority when they approved the final version of our fourth London Safety Plan (LSP) 2010/2013 at their meeting on 18 March 2010. Follow this link to see the report that was presented at that meeting.

FOR MORE INFORMATION

If you require any further information, have any questions, or wish to make any other comment on our plan you can:

- e-mail at <u>info@london-fire.gov.uk</u> ,
- write to:
 - LSP Consultation London Fire Brigade Communications 169 Union Street London SE1 0LL
- call; 020 8555 1200 x30788
- use textphone service: 020 7587 4375

APPENDICES

APPENDIX 1: HOW WELL WE HAVE DONE SO FAR

Progress at January 2010 – to include the end of year position when final plan is published

	What we said we would do during 2009/10	What we have done so far
AIN	A 1 PREVENTION – Engaging with London's communi	ties to inform and educate people in how to reduce the risk of fires and other emergencies
1	Enhance our fire safety communication with the public by identifying key messages for those most at risk, and tailoring delivery to reach at risk lifestyle groups using the most effective media	The first ever Fire Safety Week started on 12 September 2009 highlighting the work LFB is doing to get our fire safety messages across to Londoners. On Saturday 12 September ten fire station open days were held – attracting nearly 10,000 visitors. Other activity taking place during the week included the work of our Schools Team, which promoted the Keep Your Community Safe & Sound campaign in schools across the capital and where children were trained as 'fire safety champions', our work with disabled people and those with mobility problems and the work the Brigade is doing to promote fire safety for Londoners with alcohol and drug dependencies. To coincide with Fire Safety Week and to support the campaign social media was used including a fire safety film on YouTube and a Facebook group which is regularly updated with fire safety messages. Community Safety Champion actor Cliff Parisi took part in a Keep your Community Safe & Sound successful winter/Christmas photo call which received good publicity. Two new fire safety posters were launched in December and a further 3 are planned in January and February.
	Expand and promote our work with young people to enhance our role in social cohesion issues such as the concern about knife crime. We will do this by:	
3	Continuing to deliver fire safety education to all LEA primary schools annually	Schools team continues to deliver fire safety education and targets schools in high risk areas.
4	Delivering Local Intervention Fire Education (LIFE) programmes where deemed applicable	LIFE operates in 29 of 33 boroughs.
5	Developing our Juvenile Firesetters Intervention Scheme (JFIS)	The JFIS resources are being reviewed with a view to identifying future enhancements/needs including a possible out of hour reporting system.

	What we said we would do during 2009/10	What we have done so far
6	Developing and implementing fire cadet schemes in those boroughs where this initiative is supported and sustainable	Due to funding and other resourcing problems, the start of this year's scheme in Tower Hamlets, Hackney and Bexley were delayed. The Tower Hamlets and Hackney schemes have now restarted following their summer break and the Bexley scheme started in January 2010
7	Working with established partnership forums, such as Crime and Disorder Reduction Partnerships and Local Area Agreements, to reinforce what the London Fire Brigade can contribute to further our aims and the aims of others in the context of wider community safety	Borough Commanders continue to have active involvement in more than 600 partnerships across London. A document "How we are making x borough safer" has been produced for each borough which highlights the risk we perceive and the work we are undertaking in partnership to address them.
8	Continue to develop more effective ways of utilising operational staff time to increase the time allocated to community issues	Alternative use of resources, including all day standbys, are being discussed with the Fire Brigades Union. Borough Commanders can now use appliances on Strategic Resource (SR) across boroughs when required and some 12 per cent of strategic resource time has been spent on community safety activities and home fire safety visits. Station staff spent 10.71 per cent of available time on community safety activities.
9	Designate individuals who can act as the "public face" of community safety	Borough Commanders are LFB's fire safety champions and they have been briefed on their role and provided with information and key messages about the campaign and beyond.
10	Develop an interactive Community Safety area on the Brigade's website to better promote fire safety messages and information	Initial area completed. The website was used extensively to promote the community safety campaign in June and September and the new Keep your Community Safe & Sound posters December 2009 and attracted an increase in online requests for a Home Fire Safety Visit (HFSV). In addition the site has been used to run specialist stories to promote equalities e.g. a day in the life of a firefighter and to highlight key news stories.
11	Start to develop an evaluation methodology to gauge the effectiveness of Community Safety campaigns and initiatives	All CS schemes have internal evaluations from participants and some schemes (e.g. LIFE and JFIS) have been the subject of external evaluations. Currently awaiting details of a proposed government evaluation policy. Preliminary research and information gathering for development of a standard CS evaluation toolkit is currently underway.
12	Review development and training for all staff involved in Community Safety activities	Roles defined. Specific training needs under consideration.

	What we said we would do during 2009/10	What we have done so far
13	Conduct research to gauge the public's understanding of fire prevention, and the actions they would take if a fire did break out	Further work on this action is awaiting the outcomes of the Camberwell fire investigation.
14	Improve effective partnership development and maintenance	A partnership risk assessment tool kit has been developed for Borough Commanders and is being introduced.
15	Contribute to local borough priorities expressed in Local Area Agreements through working in partnership with others	The Authority's partnership work has been favourably commented upon in the Area Assessments in London Boroughs. Partnership working is achieved and monitored through the borough planning process.
16	Continue our work to reduce the National Performance indicators for accidental fires in the home, and arson. We will do this by actively targeting the people and places most at risk, and maximising the activities of our Community Action Team, the Arson Task Force, Fire Safety inspecting officers and our station staff	Community Safety and Fire Safety Regulation strategies and their supporting action plans, both of which adopt a targeted approach to risk reduction, are now in place and regularly monitored.
17	Explore with partners the possibility of providing one or two community safety resources across London which would meet a range of local community needs	We are continuing with our work to make our own fire stations more accessible to the public and places where the local community can go to for fire safety advice and information. The draft Plan (page 34) explains why inter agency community safety centres are not being pursued further.
18	Develop and expand our programme of community engagement to make sure that people living and working in, or visiting London can help to shape our future services	There has been a focused online consultation for the draft London Safety Plan for both external and internal stakeholders. This consultation was publicised on the LFB website and through local press work.

	What we said we would do during 2009/10	What we have done so far	
AIM	AIM 2 PROTECTION – Influencing and regulating the built environment to protect people, property and the environment from harm		
19	Transform the way our Fire Safety Inspection Officers work by migrating the fire safety information we hold on buildings onto electronic files and introducing hand- held computers so they can retrieve and collect data when doing inspections	Mobile working contract let. Target implementation date of June 2010.	
20	Fully embed our team planning processes, and improve the support we give to our Fire Safety Inspection Officers when undertaking preliminary work for prosecutions	Fire Safety team plans agreed for 2009/10 including team targets where appropriate and a refined planning process is in place for 2010/11.	
21	Use our management information to identify premises/ occupancy types for targeted enforcement, and make better use of the information we collect during fire investigations and post fire audits	Fire safety regulation performance data is now provided on area/borough basis. Improvements made in enforcement process due to availability of improved performance data.	
22	Assist organisations make the links between their fire risk assessments and their business continuity plans, and work with partners to develop guidance and tools to support businesses in the event of a fire	Progress has been delayed by workload issues arising from the Camberwell fire.	
23	Continue our work to reduce unwanted fire signals and introduce call filtering	Call filtering was introduced on 13 July. Crew manager training on reducing unwanted fire signals commenced in September. Progress will be reported to Performance Management and Community Safety Panel in February.	
	Continue our work with partners to prepare for the 2012 Olympics and Paralympics by:		

	What we said we would do during 2009/10	What we have done so far
25	Planning the delivery of an operational response for the management of safety and risk at all venues	Working with the London Organising Committee of the Olympic Games (LOCOG) and partner agencies in developing venue operational plans (for both competition and non-competition). Contingency planning for Olympic venues has commenced with fire now featuring as part of the security and safety risk assessments. Progress being made on the development of an Olympic command and control structure in line with current strategic response arrangements. Multi agency CBRNE arrangements are being developed through the Olympic Safety and Security Programme governance.
26	Planning the delivery of a co-ordinated community safety and fire safety regulation programme to reflect the numbers and diversity of the population growth in London and the surrounding areas for the Olympic period	Ongoing scoping of work and engagement with a range of partner agencies and local boroughs. Full time personnel in place developing CS strategy for the Olympics.
27	Ensuring that the development of all Olympic venues incorporates the best fire safety engineering providing design freedoms to promote safety, innovation and value	Ongoing engagement with the Olympic Delivery Authority, venue designers, venue developers, Joint Local Authority Building Control, Joint Local Authority Regulatory Services, Olympic Park Safety Advisory Group and local Borough teams on the design and development of all Olympic venues.
AIM	3 RESPONSE – Planning and preparing for emergend	cies that may happen, and making a high quality, effective and resilience response to them
28	Roll out of the new national digital radio scheme (FireLink) for the fire and rescue service in London	Appliance Radio and Mobile Data Terminal (MDT) fitment commenced 3 August 2009 and is expected to be completed March 2010. 70 per cent of fleet completed by 31 December 2009.
29	Continue planning and making arrangements for the delivery of a new regional 999 control centre for London (on a new site) as part of the government's national project	Construction of the new Regional Control Centre (RCC) completed. Practical completion is due on 26 February 2010.

	What we said we would do during 2009/10	What we have done so far
30	Continue to replace the personal protective equipment and breathing apparatus for our firefighters	<u>Personal Protective Equipment</u> - All uniformed staff will have been measured by January 2010. Distribution of new PPE to individuals due February 2010 with 'go-live' for first watch at 18:00 on 31 March 2010. <u>Respiratory Protective Equipment</u> – 750 sets of new equipment received with further deliveries in January and February. Roll-out of new BA sets and cylinders scheduled for early December 2010. 'On station' conversion training due to start September 2010.
31	Deliver the new Harold Hill fire station, ready for occupancy in 2010, in order to significantly improve the average attendance times in the London Borough of Havering	Fire Station at Harold Hill became operational on 29 January 2010. This project was awarded the Havering Business Award – Sustainable Construction category on 2 October 09.
32	Introduce mobile data terminals in order to improve the quality and accessibility of information for our operational staff	Phase 1 completed. Phase 2 (rollout of mobile data terminals on fire appliances) commenced beginning of September 09 and is due to be completed on 4 March 2010.
33	Consider the introduction of new working patterns for our control staff in order to better match supply and demand, and look for efficiencies in the light of the move to regional control	Agreement reached. Consultation now underway on interim working routines for Brigade Control and RMC.
34	Introduce systems to improve route planning to incidents (such as Satellite Navigation and Automatic Vehicle Location Systems)	Fire Link will provide these capabilities as part of the national project specification.

	What we said we would do during 2009/10	What we have done so far
35	Maximise the use of the equipment we have for responding to large scale incidents (such as High Volume Pumps) in our day to day work	Plans to mainstream High Volume Pump (HVP) are linked to the introduction of the new Hose Laying fleet as personnel will be trained in both HVP and Hose Laying Unit (HLU) attributes.
		The formalisation of Tactical Advisor (TA) groups ensures that this bulk media equipment is used in a wider range of incidents and has recently been increased to provide greater resilience.
		Manual handling risk and environmental impacts will be reduced as a direct consequence of these developments. Technological advances will reduce the number of personal needed to operate these appliances.
36	Introduce a new bulk foam vehicle to enhance our capability and response to incidents like the one at Buncefield, and new hose layer equipment to reduce the risk to personnel from handling injuries	First vehicle due to come into service on 1 March 2010. Memorandum of association with Environment Agency Agreed with concomitant reduction in environmental impacts anticipated. The use of more environmentally sensitive foam concentrates is being explored. Manual handling risk now reduced as low as currently reasonably practical.
37	Continue to work with partners to identify and manage risk in line with the requirements of the Civil Contingency Act, and foster a strong community leadership role through work including the London's Local Resilience Fora, the Local Authority Panel and Implementation Group, the Business Continuity Promotion Steering Group, the Local Authority Gold Arrangements, and Minimum Standards for London	A successful Multi-Agency Gold Familiarisation Event was held on 4 th September. In conjunction with London Councils and the Local Authorities' Panel we are influencing as far as possible the contents of a consultation document on changes to the Civil Contingences Act (CCA) to ensure LFEPA's interests are fully taken into account.
38	Refine the LLACC, its equipment and location, to optimise available resources, increase resilience and enhance London local authority regional communication and co-ordination capabilities	Work continues on redrafting the Gold Resolution to reflect a change to the circumstances in which the London Local Authority Coordination Centre (LLACC) can be activated. Decision pending on the occupation of the site.
39	Implement charging the owners of premises where we repeatedly release people from lifts	Charging implemented on 1 November 09.

	What we said we would do during 2009/10	What we have done so far
40	Consider what further action we can take to reduce the number of Shut in Lift calls we receive, which may include call challenge and possibly non-attendance except where there is a genuine emergency	Call filtering for shut in lifts implemented 1 September. Results so far suggest a 25 per cent reduction in mobilisation.
41	Implement new policies and procedures which enable us to ensure we have staff with the appropriate skills when and where we most need them	A number of workshops have been held to finalise what the skill groups might look like. Further details work now required to ascertain how the skills will be allocated for particular cases.
42	Fit better hose reel jets on fire engines	This work has been suspended until a wider review of water management on the incident ground is carried out.
43	Introduce a third Rapid Response Team vehicle for training and resilience	This will be introduced in January 2010.
44	Introduce further improvements to our Command Support System software (such as electronically generated timelines) to further enhance our incident management arrangements	The project is progressing through the User Acceptance Testing (UAT). Following Go-Live of CSS, the subsequent phases of the project are to deliver further improvements to the baseline products.
AIN	A RESOURCES – Managing risk by using our resourc	es flexibly, efficiently and effectively, continuously improving the way we use public money
45	Continue our programme to replace fire stations through our approved credits PFI programme and partnering with the private sector. We aim to achieve BREEAM Excellent environmental rating for all new stations	Outline bids are due to be submitted early in January following which a bid evaluation will commence. Output Specification completed based on the approved Standard Station Design Brief.
46	Continue to work with English Heritage and lobby for better recognition of operational issues in listed buildings	A guidance briefing note for listed fire stations produced jointly by English Heritage and LFB which is intended to guide conservation officers in Local Authorities is due to be released shortly. A briefing seminar for all local authorities has been arranged for March.

	What we said we would do during 2009/10	What we have done so far
47	Increase energy saving and usage targets from two to three per cent	On going to achieve 3 per cent in 2009/10 onwards.
48	Implement our Asset Management Plan, so that our fire stations meet our existing and future operational requirements	Draft Capital Investment Plan prepared to deliver approved Asset Management Plan (AMP) by 2015 and funding implications are set out in the Budget 2010/11.
49	Update the Fire Station Design Brief to provide modern, accessible and energy efficient facilities for staff and the community that will better meet the needs of a diverse workforce and allow for more flexible working in the future	Approved Design Brief being implemented. Standard Station Design Brief under constant review and change control in place.
50	Aim to move more of our buildings into an energy certificate rating of D or better	Works to improve energy efficiency at 10 fire stations under the Building Energy Efficiency Programme nearly completed. Second year Display Energy Certificates are being assessed.
51	Generate increased income as part of the wider CLG 'entrepreneurial local authority' agenda, through delivery of training to fire safety delegates from business and other organisations, and broadening our other income generation activities	The potential for commercial trading will be considered as part of the future Options for Training Project.
52	Consult with the public and key stakeholders on setting our new headline targets and on what they would like to see in our next integrated risk management plan	Public consultation on new headline targets in the draft London Safety Plan commenced on 30 November for 12 weeks. Key stakeholders were contacted directly on the launch of consultation. Two news releases, resulting in steady local media coverage, have been issued.
53	Implement new policies to reduce the number of calls we receive to persons shut in lifts and unwanted fire signals, thereby increasing the time we have for training and community safety work	See comments against actions 23, 39 and 40.

	What we said we would do during 2009/10	What we have done so far
54	Introduce new working arrangements for our station based staff to ensure that we make best use of their time	Discussions/negotiations with the FBU have re-commenced on proposed changes to 2-2-4 start and finish times. A further report is to be submitted to the Authority in June 2010.
55	Continue to identify and monitor savings through collaborative procurement with the Greater London Authority and Functional Bodies and optimise the opportunities and use of consortia purchasing arrangements	Shared services: Price Waterhouse Coopers and the GLA Group have developed a high level business case. The review is focusing on categories where the potential for collaboration is greater. Draft template has been prepared for internal discussion and testing to record pre-tender market analysis to identify suitable consortia purchasing arrangements against forthcoming contracts. On track for Brigade wide use by March 2010.
56	Continue to work with the GLA Group to deliver responsible procurement initiatives and aim to maintain Gold Standard of the Mayor's Green Procurement Code	LFB has been verified as achieving Gold Standard and won the Procurement Process Award and was highly commended in the Measurement and Results category. Work commenced to broaden the current green spend remit to include payments to organisations accredited with ISO14001 and equivalent environmental management systems. All non-sustainable produced will be removed from the purchase order management system by March 2010.
57	We will introduce a dynamic cover computer system in our 999 control room which will show which stations need to be covered at very busy times to maintain appropriate standards of risk and response cover	Testing of system is now taking place and the first review of the testing regime will take place in March 2010.
58	Implement systems of work to ensure that the Authority is fully compliant with the International Financial Reporting Standards to be introduced in 2010/11	Project approved and all milestones achieved to date.
AIM	5 PEOPLE – Working together to deliver high quality	y services and to create a safe and positive environment for everyone
59	Implement our Leadership strategy	Approval given to the letting of the contract in January 2010.
60	Develop and broaden the use of computer based learning solutions for staff	Completed and computer based learning opportunities consolidated into future development. Mechanisms to identify assessment of pre learning complete and work in place to identify potential of pre-learning as part of wider strategy for incident command training for crew and watch managers.

	What we said we would do during 2009/10	What we have done so far
61	Explore the future provision of training, in light of the future options for training feasibility report (Authority meeting January 2009)	Phase One proposal for soft market testing approved and completed. Approval to begin Phase 2 (the competitive dialogue process) given in January 2010.
62	Continue working with Train to Gain to supply level 2 qualifications for staff with no Authority financial outlay, and sign the skills pledge and learning agreement	A sector competent training partner has now been sourced, Training and Development will be used as 'pilot' department and a number of open days will take place in January and February. Training and development requirement to meet departmental needs are being gathered and the outcomes and possible funding streams will be fed into the the LFB Qualifications Forum
63	Introduce a pilot scheme for funded treatment to reduce staff absence due to waiting time for operations	Facility for funded treatment introduced. Report back on its operation due in June 2010.
64	Introduce alcohol and drugs testing to improve staff and public safety and reduce absenteeism	Collective agreement now reached with FBU on Routine Periodical Medical (RPM), for cause, and random testing; all now implemented.
65	Implement a comprehensive staff management strategy for developing the high potential and ability of our workforce, including development of our successful graduate entry scheme and targeted development programmes	 Plan for Strategic Manager Targeted Development Programme (TDP) to be put forward by end of March 2010. 359 applications received for Graduate entry, 40 per cent of which are from under-represented groups. 14 appointments made for targeted development, 6 (43 per cent) of which are from under-represented groups.
66	Develop new reward proposals for salary progression linked to performance and implement the first stage for the Top Management Group	The Pay Strategy went to the Authority in January 2010.
67	Implement new working patterns for our operational station based staff	See comments on monitoring report against action 54 above.
68	Implement a revised car scheme based on reducing carbon emissions	Revised car scheme agreed at Authority. Consultation now taking place with representative bodies.

	What we said we would do during 2009/10	What we have done so far
69	Implement our e-hr strategy delivering increasing HR services on line	Good progress being made.
	1 6 PRINCIPLES – Operating in accordance with our va vities	alues and ensuring that safety, sustainability, partnership and diversity run through all of our
70	Continue to implement our Energy and new Sustainable Development strategy focussing on how we can target our activities to influence – Equality and social inclusion; Economic progress; Health and wellbeing; Climate change; Physical environment and Safety and Security Next year's London Safety Plan will also move a step closer to embedding sustainability by addressing our 'sustainability impact' including our environmental impact	Sustainable Development Strategy was agreed in November 2009 and implementation now progressing. A five year financing strategy is being submitted in January 2010. The Climate Change action plan will be updated. LFB CO ₂ target will be reviewed in line with Mayor's strategy.
71	Ensure that our operational response capacity is in line with the GLA Climate Change Adaption Strategy	Workshop held to consider our preparedness for the impacts arising from climate change and to identify any adaptation gaps. Further workshop will be held to complete this review and determine how to proceed.
72	 Continue to implement the actions arising from our fundamental performance review of partnerships by Taking a more strategic approach, being more commissioning and less reactive Improving our communications, marketing and engagement Improving our skills in negotiation, political understanding and awareness Getting better feedback, and improving our learning around partnerships 	A presentation focusing on our partnerships will be made to the Performance Management and Community Safety Panel in February 2010. The 2008/90 external performance assessment showed how the Authority's partnership work in London boroughs had been favourably commented upon in the Area Assessments in London boroughs.

	What we said we would do during 2009/10	What we have done so far
73	Retender for our gas and electricity supplies, working closely with the Regional Improvement Efficiency Partnership	A decision was made in November to join the OGC energy procurement framework agreement.
74	Aim to consolidate our performance at our self assessed Level 5 of the Equality Services Standard, and work hard towards achieving the national targets for operational women (15 per cent) and operational BME and other white staff (35 per cent) by 2013	LFB has now been externally assessed at Level 5 of the Equality Standard for Local Government.
75	Consider seeking accreditation against ISO18001, the Health & Safety Management Standard	Due to changing priorities, now proposed for further review in 2010/11.
76	Introduce Behavioural Safety Interventions to change behaviours and improve the Health & Safety of our staff	A draft strategy document for improving overall performance and enhancing effective safety leadership through a behavioural safety initiative has been produced. Following meetings with consultant they are to supply vetting contacts for follow up and further visits in February/March.
77	Work with the Environment Agency (EA) on the impact of fire on the environment and how to reduce it	Regular local, regional and national meetings to reinforce LFB/EA partnership. Discussion ongoing about joint inspections and data sharing with EA on high risk sites. Joint operational training initiatives underway and re-drafting of existing local working arrangement between EA and LFB started. Input on environment protection in development programmes ongoing. Additional large-scale pollution control equipment received from EA following a successful funding bid and work is underway on a mobilising policy.
78	Implement the National Equality and Diversity Strategy	The Equality Action Plan and information on the new Equality Framework was submitted to the Human Resources, Equalities and Health and Safety Panel on 12 November.
79	Disseminate best practice and maximise the use of positive action to attract and recruit staff from under- represented groups including the adoption of a range of workforce targets for attraction, recruitment and progression	Further report to Panel in September 2010.

	What we said we would do during 2009/10	What we have done so far
80	Contribute to the development of a bespoke equality standard for the fire service	Significant contributions made to new framework. Framework launched and we are now working within it.
81	Include equality and diversity objectives in departmental and personal development plans	We have agreed to randomly sample 5 per cent of FRS staff to check whether equality and diversity objectives are included in personal development plans. Sampling will be completed by 31 March 2010.

APPENDIX 2A: OUR PERFORMANCE MANAGEMENT FRAMEWORK

Our strategic performance management framework represents an integrated approach to the planning, delivery, monitoring and evaluation of our activities. At the heart of the framework is the London Safety Plan, which is designed to guide and focus key activities over a three year period. It sets out our strategic aims, objectives and priorities along with our key performance indicators and targets. As this London Safety Plan is also our corporate plan, it not only explains how we intend to manage the risks to people in London, it also explains how we will manage ourselves. It sets out our intended service and efficiency improvements and is a working tool for staff.

This action plan is supported by a more detailed delivery plan which feeds into departmental, team and personal plans. The delivery plan is an important tool in our framework and enables us to monitor how well we are doing.

A regular cycle of performance monitoring and reporting at all levels of the organisation ensures that we are constantly aware of how we are performing and where we need to improve. We actively monitor achievement against our targets as well as progress in the delivery of actions to achieve those targets.

You can see the progress we have made against our Action Plan for 2009/10 in appendix 1.

PROJECT MANAGEMENT

We are faced with constant demands to deliver significant amounts of change. Sometimes these demands arise because we want to do something to achieve our aims and objectives and sometimes they come from outside as part of national or local government strategies. To ensure that we have the ability to meet these demands, we have introduced project management processes and established a Programme Support Office which offers support and help to project managers, sponsors and project boards to implement best practice in project management.

Underlying this is a system which prioritises all our projects and determines how they will be managed, depending on their size and complexity.

Where projects cut across all parts of the organisation, require multi-disciplinary skills or are large enough to represent a significant risk, we designate them as 'corporate projects'. In addition, there are a large number of specialist projects which are part of our normal day to day work. These include the continuous development of our IT systems and infrastructure; the maintenance and enhancement of our properties and the continuous procedure to renew the supplies we need to continue to function effectively.

Our plan includes information about the major projects we are undertaking which will help us to achieve our goals; each is listed under the relevant aim. You can see the progress we've made on projects that have already begun in the action plan in appendix 1.

BUSINESS RISK MANAGEMENT

Like all businesses, we face a number of risks to our ability to deliver services. These include things like information technology failures that could prevent us from responding to 999 calls, the threat of industrial action, or communication failures during an incident. We take these risks very seriously and use a business risk management system to ensure that we minimise them as much as possible.

Business risk management is the way in which an organisation applies methods and processes to manage risk and maximise opportunities related to the achievement of its objectives. At the London Fire Brigade, our approach to business risk management is clearly defined through our Risk Management Strategy and Policy which set out the framework for the management of risk throughout the organisation. The strategy also sets out our targets as we continue to grow in both sophistication and application of the benefits that risk management has to offer.

Our business risk management approach is informed by our strategic objectives and analysis of the threats and opportunities which may prevent or help achievement of those objectives. At a strategic level, there are 21 corporate risks. Sitting underneath the corporate risks are 18 departmental/business unit risk registers which capture risks and risk management activity at a local level. Both the corporate and departmental risks are monitored for the maintenance and introduction of control measures to manage our risks, as well as the identification of any new risks arising from the environment in which we work. This is achieved through the performance management system with risk owners called to account in order to provide assurance to the organisation and the public that we are managing our risks appropriately and that we can continue to operate our services.

Alongside the risk registers which capture the core information for our risk management system, there is also a risk audit programme which is carried out by independent external auditors. This provides a verification check on the internally developed risk management system and continues to help strengthen the quality of risk information by identifying areas for development. Recommendations from the audit programme have been fed back into departmental plans, strategies and assurance statements, and help shape priorities and areas for future audits.

OUR CORPORATE RISKS

AIM 1 - PREVENTION

To reduce fires and the impact they have

To target the people most at risk

There are no corporate risks relating to Aim 1. Risk management activity relating to Prevention is focused at the departmental and project levels.

<u>Business risk management:</u> In working towards prevention and implementing prevention activities, we must be sure (based on the available information) that we are targeting the areas most in need. There are a range of activities in place to help manage the risks around this including a defined community safety strategy, priority postcode targeting, information review and risk modelling tools and central support and co-ordination services to help encourage working in the boroughs through Local Area Agreements (LAAs) and Local Strategic Partnerships (LSPs).

AIM 2 - PROTECTION

To regulate buildings, and other places, to protect people from fire

To influence planners, designers and decision makers to improve safety for Londoners

CORPORATE RISK 28: Our enforcing role under the regulatory regime (RRO) is ineffective.

<u>Business risk management:</u> One of the key components of our protection objectives is influencing the building environment in London. Once again, we need to be sure that our activities around fire safety regulation are targeted in the right areas and that the advice and enforcement work that we undertake reflects best practice helping improve safety for those living and working in or visiting London. The protection risk environment is a complex area but we have a number of controls in place to help manage this including a fire safety strategy, enforcement and prosecution activity, publication of successful prosecutions, identification of high risk premises, access to expert legal advice and best practice consultation with other fire and rescue services.

AIM 3 – RESPONSE

To improve and deliver our plans, developed with partners, to address identified risks

To use our resources in a flexible and efficient way arriving at incidents as quickly as we can

CORPORATE RISK 13: The mobilising process fails, resulting in an inability to respond to 999 calls

CORPORATE RISK 20: External drivers for FIReControl result in change requirements which conflict with our ability to deliver our services or our business management (this risk is under review)

Business risk management: How we respond to emergencies plays a vital role in the delivery of our services. We need to be confident about how information on incidents comes through to us as well as how we mobilise to and communicate at incidents. We also need to be satisfied that any proposed changes to these elements of the service are carefully managed and concentrate on the areas that are likely to deliver the greatest benefit to the public. There are a range of technical solutions in place including fallback arrangements, equipment maintenance and disaster recovery plans. Dedicated project teams are in place to manage the larger change proposals and our performance management systems help us to monitor progress against project milestones as well as informing where further improvement can be made in other business areas.

AIM 4 – RESOURCES

To minimise costs and provide value for money for Londoners, working with others where we can

To manage our performance and continuously improve the services we deliver

CORPORATE RISK 3: An event or combination of events, results in failure of one or more mission critical activities

CORPORATE RISK 8: Insufficient long term investment in premises leads to a further deterioration of our estate with consequential additional costs of maintenance or repair CORPORATE RISK 10: Organisational appetite to deliver change is minimal leading to poor/ineffective resource management

CORPORATE RISK 24: Uncertainty about future funding and the expectation of increased financial pressure going forward impacts on effective medium term planning

Business risk management: This plan contributes to how well we are managing our resources and addressing the significant risks to London. Providing a value for money service means scrutinising all areas of the organisation to ensure that we continue to provide the best possible service to London with the resources we have. Naturally, this opens us up to many areas of challenge including; how we implement change; plan for the future; use our funding and staff resources; manage our supply chains; and how we manage our day-to-day services. This is a very complex risk environment and a considerable amount of our risk management activities are concentrated here. Some of key controls include business continuity planning, performance management system, self-assessment and review, asset and estates management, project support office, procurement planning, continuity testing of suppliers and public consultation.

AIM 5 – PEOPLE

To develop a positive and healthy culture with strong and effective leadership

To embed ownership, responsibility and accountability at all levels of the organisation

To make sure our staff have the right knowledge and skills to do their jobs

CORPORATE RISK 2: A lack of clear and consistent leadership at all levels weakens our ability to prioritise and deliver our objectives and achieve necessary change

CORPORATE RISK 34: Managing change and industrial relations leads to industrial action, resulting in a significant degradation in service

<u>Business risk management:</u> Our staff members are at the centre of our organisation and the quality and effectiveness of our service depends on how well we invest in our people. Ensuring that our staff have the right skills and opportunities to develop as well as providing the confidence to lead and take responsibility for their actions is a demanding but rewarding challenge and is open to a number of risks. Risk management in this area incorporates leadership strategy, training, personal development and appraisal systems, industrial relation structures, targeted development and our equalities action plan.

AIM 6 - PRINCIPLES

To work with others to keep people in London safe

To increase the diversity of our workforce to ensure that we provide high quality services across London

To continue to act in a more sustainable way

To continuously review working practices in order to keep our workforce as safe as we can

CORPORATE RISK 1: A death or serious injury occurs as a result of our staff not operating a safe system of work

CORPORATE RISK 15: Failure to work effectively with statutory and third party sector partners in all 33 London boroughs

CORPORATE RISK 16: Failure to meet equality targets regarding a representative workforce challenges our ability to provide high quality services across London

CORPORATE RISK 31: Insufficient opportunity is taken to reduce our impact on the environment

<u>Business risk management:</u> Our principle strategic objectives cut across all activities that we carry out and to achieve them we need to manage the associated risks which have the potential to seriously damage the organisation. Safety, diversity and sustainability require a sophisticated risk management approach over a long term period. Key controls include health and safety audits and inspections, adequate training, equality standards and action plan, and the sustainability strategy.

APPENDIX 2B: PERFORMANCE INDICATORS & SERVICE MEASURES, 2010/11 TO 2012/13

The tables in appendix 2B set out the performance indicators and service measures that the Authority will use to measure how well it is achieving its aims and objectives. These indicators and measures are grouped by strategic aim (1 to 6) and within each aim by strategic objectives.

The performance indicators include the two National Indicators for the fire and rescue service (NI 49 – Primary fires and NI 33 – Arson incidents). Alongside these two National Indicators, the Authority sets a number of Local Indicators (LIs). All Local Indicators have targets and for 2010/11 onwards some of these Local Indicators will have two targets including a stretch target (which is shown in red). The indicators with stretch targets are those priorities for which the Authority has set three year headline targets covering the period 2011/12 to 2012/13 (see page 31).

To complete the suite of indicators and measures, the Authority also has a number of service measures (without targets). These service measures are designed to show the level of activity only and no particular effort is proposed to change the volume of these (either to increase or reduce the numbers).

The Authority will monitor achievement of the targets set for all performance indicators on a quarterly basis.

THREE YEAR HEADLINE TARGETS

Indicator or Measure	Description		2010/11 target	2011/12 target	2012/13 target
NI 49ii	Fatalities arising from primary fires (10 YEAR AVERAGE)	target	61	59	58
LI 1	Primary fires - Dwelling Fires	target	6,681	6,618	6,565
	Frinary lifes - Dweiling Fires	stretch target	6,403	6,296	6,200
LI 9	Home Fire Safety Visits - volume	target	63,000	66,000	69,000
LI 11	Home Fire Safety Visits - priority visits	target	37,800	42,900	48,300
11.20	Drimony fires, buildings other then dwellings	target	2,726	2,684	2,651
LI 20	Primary fires - buildings other than dwellings	stretch target	2,493	2,408	2,332
	Rubbish fires - deliberate & unknown	target	5,286	5,214	5,148
LI 4	Rubbish files - deliberate & unknown	stretch target	4,963	4,823	4,695
1145	AFAc buildings other than dwallings	target	31,212	30,562	30,055
LI 45i	AFAs - buildings other than dwellings	stretch target	27,509	26,218	25,168
	Shut in lift incidents	target	13,630	13,452	13,296
LI 46i		stretch target	12,842	12,511	12,195

AIM 1 – PREVENTION

	cator o easure	or	Description	Measure	2006/07	2007/08	2008/09 actual	2009 actual	2009/10 target	2010/11 target	2011/12 target	2012/13 target
To re	duce	e fii	res and the impact they have									
				number	15 002	12.051	13,613	14,289	13,200	13,503	13,398	13,312
NI	49	i	Primary fires (stretch target in red)	number	15,093	13,951	210,21	14,289	15,200	12,992	12,800	12,628
				per 100,000 population	200.89	184.61	178.65	187.52	173.23			
N.I.	22			number	15,816	13,728	9,911	6,882	9,846	6,617	6,430	6,260
NI	33		Arson incidents (all deliberate fires)	per 10,000 population	21.05	18.17	13.01	9.03	12.92			
LI	1		Dwelling fires - all (stretch target in red)	number	6,953	6.521	6.483	6,968	6,390	6,618	6,565	6,522
LI	I			number	6,905	0,521	0,485	0,908	0,290	6,403	6,296	6,200
	4		Rubbish fires - deliberate & unknown motive (stretch target in red)	number	8,990	9,376	7,095	5,216	6,621	5,286	5,214	5,148
LI	4				8,990	9,576	7,095	5,210	0,021	4,963	4,823	4,695
~ • •		i	All fires attended	number	36,630	32,973	29,381	29,645				
SM	I	ii	All smaller (secondary) fires attended	number	21,537	19,022	15,768	15,356				
		i	Dwelling fires - accidental	number	6,018	5,621	5,610	5,852				
SM	2	ii	Dwelling fires - deliberate	number	935	900	873	816				
		iii	Dwelling fires - unknown motive	number	-	63	176	300				
SM	3		Road vehicle fires - deliberate & unknown motive	number	4,040	3,337	2,650	2,245				
SM	4		Grass/open land fires - deliberate & unknown motive	number	4,802	3,069	2,682	3,101				
SM	5		Fatal fires	number	41	53	46	36				
SM	6		Fatalities in fires (inc fire not cause of death)	number	50	64	42	61				

AIM 1 – PREVENTION (CONTINUED)

Indicator or Measure		Description	Measure	2006/07	2007/08	2008/09 actual	2009 actual	2009/10 target	2010/11 target	2011/12 target	2012/13 target
o target p	eople	e most at risk								· · · · · ·	
			10 year average*	70	67	63	62	45	61	59	58
NI 49 ii	Deat	ths arising from primary fires	number	47	56	39	57	-			
			per 100,000 population	0.93	0.89	0.83	0.81	0.59			
NI 49 ii		vice evicing from myimon (fives	number	1,470	1,402	1,070	818	1,165	794	788	783
NI 49 ii	i linjur	ries arising from primary fires	per 100,000 population	19.57	18.55	14.04	10.73	15.29			
LI 9	Hom	ne fire safety visits (HFSVs) by LFB staff	number	36,617	44,653	48,779	60,937	60,000	63,000	66,000	69,000
LI 11	HFS	iVs visits in High risk areas or with high risk people	percentage	28.48%	30.30%	34.25%	43.58%	45.0%	60.0%	65.0%	70.0%
LI 10	Time	e spent by station based staff on community safety	percentage	9.60%	10.10%	10.22%	11.20%	10.0%	10.0%	10.0%	10.0%
i	Deat	ths arising from fires in dwellings	number	34	47	35	47				
SM 8	Fata	l dwelling fires - no smoke alarm was fitted	percentage	70.59%	35.42%	36.36%	58.97%				
SM 8 ii	i Injur	ries arising from fires in dwellings	number	-	-	-	682				
iv	/ Dwe	elling fires with no smoke alarm fitted	percentage	72.33%	68.14%	59.55%	56.54%				
i	Num	nber of schools visited	number	808	1,112	843	908				
SM 9 ii	Num	nber of school children reached	number	66,493	131,380	85,043	87,659				
ii	i Prop	portion of schools visits in high risk areas	percentage	55.82%	46.04%	57.41%	52.53%				
i	Parti	icipants of JFIS schemes	number	-	-	-	239				
ii 10	Parti	icipants of LIFE schemes	number	-	-	-	960				
5M 10 ii	i Parti	icipants of Community Fire Cadets scheme	number	-	-	-	tbc				
iv		/JFIS/Cadets participants completing course	perecentage	- 1	-	-	tbc				

To work with others to keep people in London safe (i.e partnership) - AIM 6										
SM 7	HFSVs completed in partnership	number	11,776	23,523	20,761	16,967				

Notes: NI means a National Indictaor

Targets in red are 'stretch' targets

* To overcome fluctuations in performance caused by relatively small numbers of fatalities, performance/targets are based on a ten year average.

AIM 2 – PROTECTION

	tor or sure	Description	Measure	2006/07	2007/08	2008/09 actual	2009 actual	2009/10 target	2010/11 target	2011/12 target	2012/13 target
To re	gulate	buildings, and other places, to protect peo	ple from fire								
Ц	20	Non-domestic building fires - all (stretch targets in red)	number	3,186	2,911	2,914	3,225	2,636	2,726	2,684	2,651
	20	INOIT-GOTTESTIC DUITGING TITES - All (stretch targets in red)	number	5,100	2,211	2,914	5,225	2,050	2,493	2,408	2,332
LI	23	All fire safety Inspections carried out (new)	number	12,290	11,855	12,998	13,090	15,000	13,050	14,000	15,000
	i 24	Inspections carried out in premises not previously visted	percentage	42.99%	44.45%	43.49%	52.96%	56.67%	59%	60%	61%
	ii	Inspections in high risk premises	percentage	-	-	-	27.14%	75%	28%	29%	30%
	i	Non-domestic building fires - accidental	number	2,320	2,075	2,106	2,270				
SM	20 ii	Non-domestic building fires - deliberate	number	866	787	665	695				
	iii	Non-domestic building fires - unknown	number	-	49	143	260				
SM	22 ⁱ	Prosecutions made	number	1	6	6	10				
5/01	ii	Successful prosecutions	number	1	5	6	10				
SM	21	Enforcement notices served	number	363	974	950	899				
SM	23	Prohibition notices served	number	22	27	20	31				
SM	24	Alleged fire risks responded to within three hours	percentage	69.33%	88.71%	89.23%	90.97%				
SM	25	Premises risk scored without full audit	number	0	0	1	509				
SM	26	Post fire audits conducted	number	152	707	1,219	2,195				
To in	fluenc	e planners, designers and decision makers t	o improve safe	ety for Lon	doners						
SM		Building control consultations responded to	number	10,609	11,214	9,807	9,034				

Note: targets in red are 'stretch' targets

AIM 3 – RESPONSE

	itor or sure	Description	Measure	2006/07	2007/08	2008/09 actual	2009 actual	2009/10 target	2010/11 target	2011/12 target	2012/13 target
To us	e our	resources in a flexible and efficient way	arriving at incide	nts as quickl	y as we can						
LI	40 i	Average arrival time - first appliance	minutes : seconds	05:31	05:33	05:34	05:33	06:00	06:00	06:00	06:00
		Average arrival time - second appliance	minutes : seconds	06:29	06:33	06:36	06:33	08:00	08:00	08:00	08:00
LI	41	Incidents with a first appliance arrival time of 12 minutes or less	percentage	97.74%	97.94%	97.75%	97.53%	95.00%	95.00%	95.00%	95.00%
LI	42	Average time to answer an emergency (999) call	seconds	3.68	4.15	2.28	2.85	5	5	5	5
LI	43	Emergency calls answered within 7 seconds	percentage	86.23%	85.88%	90.81%	90.06%	91.00%	91.00%	91.00%	91.00%
LI	44	Average time taken to deal with a 999 call in Control	minutes : seconds	01:51	02:13	01:34	02:03		01:30	01:30	01:30
SM	2	Special services - RTAs	number	4,604	4,480	4,139	3,988				
SM	3	All special services attended	number	41,463	40,300	41,417	41,392				
SM	23	Deaths arising from RTAs	number	58	90	68	48				
SM	40	Total emergency (999) calls handled by control	number	247,165	231,298	229,308	224,763				

To in	prove	and deliver our plans, developed with	partners, to addre	ss identified	risks						
LI	45	False alarms due to automatic fire alarms (AFAs) -	number	35,569	33,537	32,980	31,886	30,256	31,212 27,509	30,562 26,218	30,055 25,168
		buildings that are not dwellings (stretch targets in red)	per 1,000 non domestic properties	127.35	119.39	117.62	114.08	108.25			
		False alarms due to automatic fire alarms (AFAs) to buildings that are not dwellings - properties with 10 or more attendances	percentage	-	-	-	39.65%				
SM	45 _{ii}	False alarms due to AFAs in buildings that are not dwellings - not attended	number	-	-	-	585				
	iii	Fire safety interventions at premises with high incidence of unwanted fire signals	number	0	0	0	9				
LI	46	Shut in lift releases (stretch targets in red)	number	14,888	14,433	14,502	13,497	13,529	13,630 12,842	13,452 12,511	13,296 12,195
	i	Shut in lft releases to properties with 10 or more releases	percentage	-	-	-	14.37%				
SM	46 _{ii}	Shut in lift releases - not attended	number	-	-	-	1,050				
	iii	Shut in lift releases - attended, not as an emergency	percentage	-	-	-	21.24%				
SM	i 41	Malicious false alarms attended	number	3,408	2,936	2,846	2,603	2,586			
5/01		Malicious false alarms not attended	number	6,543	6,985	3,369	2,983				
SM	42	All false alarms attended	number	69,225	66,434	64,855	62,826				
SM	43	Multi-agency exercises undertaken (both London-wide and locally)	number	8	20	15	20				

Note: Targets in red are 'stretch' targets

AIM 4 – RESOURCES

	ator or Isure	Description	Measure	2006/07	2007/08	2008/09 actual	2009 actual	2009/10 target	2010/11 target	2011/12 target	2012/13 target
To m	inimis	e costs and provide value for money for London	ers, working	with other	s where we	e can					
		Undisputed invoices paid within 30 days	percentage	81.37%	89.97%	90.72%	95.85%	95%	96%	97%	97%
LI	61 ii	Undisputed invoices from small to medium enterprises paid with 10 days	percentage	-	-	71.33%	83.33%	90%	90%	92%	95%
LI	65	Citizen satisfaction [TO BE CONFIRMED]	percentage								
CM.	65 ⁱ	III health retirements - FF pension scheme	number	21	4	1	5				
SM		III health retirements - LG pension scheme	number	1	2	2	2				
SM	66	Cost of LFEPA per head of resident population	£	£50.52	£51.81	£53.16	£54.15				
SM	67	Cost per week of LFEPA services for a Band D council taxpayer	£	£0.88	£0.91	£0.97	£1.03				
SM	68	Annual cashable efficiency savings made	£ million	£3.831*	£11.918*	£4.724†	£8.161†				
To m	anage	our performance and continuously improve the	services we o	leliver							
	66 i	Requests for information under the DPA, FoIA and EIR fulfilled in full within the statutory time limits	percentage	-	87%	94%	92%	100%	100%	100%	100%
	ii	Requests satisfied without a successful appeal	percentage	-	-	100.00%	100%	95%	95%	95%	95%
LI	67	Reports for Authority, committee and panel meetings despatched in accordance with the statutory deadline without the need for supplementary reports	percentage	-	-	95%	92.80%	100%	100%	100%	100%
SM	62	Total complaints received	number	153	119	229*	368				
SM	63	Total compliments received	number	484	533	485	648				
SM	64	External assessment outcome	judgement	improving well	improving strongly	Excellent	-				
То со	ontinu	e to act in a more sustainable way - AIM 6									
		Energy consumption - gas*	kWh	38,356,048	39,520,696	40,079,967	39,306,904	38,877,568	38,127,697	36,983,866	35,874,350
LI	62 ii	Energy consumption - electricity*	kWh	15,535,783	16,403,223	15,774,383	14,686,825	15,301,152	14,246,220	13,818,834	13,404,269
	iii	Energy consumption - water*	m ³	128,350	133,247	133,247	126,019	129,250	122,238	118,571	115,014
LI	63	Total waste recycled	percentage	-	-	44.69%	51.73%	50%	50%	50%	55%
	05		Kg	-	-	723,184	1,038,152				
LI	64	Energy requirement generated through renewable resources	percentage	0.22%	3.00%	3.07%	3.47%	5%	5%	6%	6%
	i	Total CO2 emissions	Kg	15,438,584	16,119,860	15,885,638	15,158,602				
SM	60 ii	Reduction in CO2 emissions from buildings from 1990 levels (adjusted for weather & growth)	percentage	3.0%	-9.7%	-16.7%					
SM	61	Total waste	Kg	-	-	1,618,223	2,006,866				

Note: * SR04 - annual cashable efficiency savings 2005/06 - 2007/08

† CSR07 - annual cashable efficiency savings 07/08 - 10/11

AIM 5 – PEOPLE

Indicator or Measure	Description	Measure	2006/07	2007/08	2008/09 actual	2009 actual	2009/10 target	2010/11 target	2011/12 target	2012/13 target
To develop										
LI 89	Level of the equality standard for fire and rescue services	level	-	-	-	excellent	-	maintain excellent	maintain excellent	maintain excellent
To embed	To embed ownership, responsibility and accountability at all levels of the organisation									
;	Working days lost as a result of sickness - operational staff	number	8.30	7.76	6.97	7.50	6.57	6.57	6.21	6.21
'	working days lost as a result of sickness - operational stan	percentage	4.55%	4.25%	3.82%	4.11%	3.60%	3.60%	3.40%	3.40%
LI 60 ii	Working days lost as a result of sickness - control staff	number	14.22	11.19	9.86	8.08	9.13	7.30	6.84	6.21
LI 60 îi	Working days lost as a result of sickness - control start	percentage	7.79%	6.13%	5.40%	4.43%	5.00%	4.00%	3.75%	3.40%
	Working days lost as a result of sickness - FRS staff	number	9.18	8.66	8.76	8.29	7.80	7.80	6.50	6.50
	working days lost as a result of SICKNESS - FRS stall	percentage	3.53%	3.33%	3.37%	3.19%	3.0%	3.00%	2.50%	2.50%

To make sure our staff have the right knowledge and skills to do their jobs

There are curently no indicators or measures for this strategic objective.

То	To continuously improve our working practices to make them safer - AIM 6										
LI	80	Road traffic accidents involving fire appliances	number	680	758	809	781	728	703	633	569
LI	81	Injuries, deaths and dangerous occurrences reported under RIDDOR	number	224	230	205	195	185	176	158	142
	LI 91	Working days lost to work related injuries	percentage	14,399	14,584	12,070	13,214	10,863	11,893	10,703	9,633
	21		per 100,000 staff	200,334	200,965	168,835	187,114				

o increase the diversity of our workforce so that we can provide better services across London - AIM 6										
Top earners - operational staff - women	porcontago	-	2.97%	2.94%	2.92%	4.10%	4.50%	4.75%	5.00%	
iBME staff	percentage	-	8.31%	8.24%	8.19%	8.72%	10.00%	11.00%	12.00%	
Top earners - FRS staff - women	porcontago	-	38.06%	38.30%	38.19%	41.62%	43.00%	45.00%	47.50%	
iBME staff	percentage	-	11.19%	11.35%	11.11%	13.84%	15.00%	17.50%	20.00%	
Top earners - control staff - women	porcontago	-	33.33%	33.33%	33.33%	24.00%	33.00%	33.00%	33.00%	
iBME staff	percentage	-	0.00%	0.00%	0.00%	7.00%	7.00%	7.00%	7.00%	
FF trainees - applications received - women	porcontago	17.62%	18.63%	10.04%	10.00%	19.50%	12.00%	13.00%	15.00%	
iBME staff	percentage	22.50%	22.06%	22.93%	23.00%	24.00%	25.00%	27.50%	30.00%	
FF trainee joiners - operational staff - women	porcontago	8.88%	8.91%	10.61%	13.00%	12.00%	13.00%	15.00%	18.00%	
iBME staff	percentage	16.99%	17.33%	13.64%	13.00%	22.00%	18.00%	22.00%	25.00%	
All staff joiners - BME and 'other white'	percentage	n/a	n/a	19.90%	13.80%	24.00%	25.00%	29.00%	30.00%	
Voluntary leavers - operational staff - women		1.25%	2.56%	2.27%	2.78%	linked to workforce composition	lir	ked to workforce compositi	on	
iBME staff	percentage	3.13%	2.05%	3.03%	6.94%	linked to workforce composition	lir	ked to workforce composition	on	
Voluntary leavers - FRS staff - women	porcontago	45.88%	54.55%	43.68%	46.67%	linked to workforce composition	lir	ked to workforce compositi	on	
iBME staff	percentage	9.41%	26.26%	21.84%	18.75%	linked to workforce composition	lir	ked to workforce composition	on	
	Top earners - operational staff - women BME staff Top earners - FRS staff - women BME staff Top earners - control staff - women BME staff Fop earners - control staff - women BME staff FF trainees - applications received - women BME staff FF trainee joiners - operational staff - women BME staff All staff joiners - BME and 'other white' Voluntary leavers - operational staff - women BME staff Voluntary leavers - FRS staff - women	Top earners - operational staff - women percentage BME staff percentage Top earners - FRS staff - women percentage BME staff percentage Top earners - control staff - women percentage BME staff percentage FF trainees - applications received - women percentage BME staff percentage FF trainee joiners - operational staff - women percentage BME staff percentage All staff joiners - BME and 'other white' percentage Voluntary leavers - operational staff - women percentage BME staff percentage	Top earners - operational staff - women percentage - BME staff - - Top earners - 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AIM 5 – PEOPLE (CONTINUED)

Indicator or Measure	Description	Measure	2006/07	2007/08	2008/09 actual	2009 actual	2009/10 target	2010/11 target	2011/12 target	2012/13 target	
To increase the diversity of our workforce so that we can provide better services across London - AIM 6											
i i	Top earners - operational staff - disabled staff	percentage	-	4.45%	4.41%	4.39%					
SM 80	LGB staff	percentage	-	1.19%	1.18%	1.17%	1				
cu on i	Top earners - FRS staff - disabled staff	percentage	-	3.73%	3.55%	3.47%					
SM 81 '	LGB staff	percentage	-	6.72%	6.38%	6.25%	1				
cha an i	Top earners - control staff - disabled staff	percentage	-	13.33%	13.33%	13.33%					
SM 82 ii	Top earners - control staff - LGB staff	percentage	-	6.67%	6.67%	6.67%	1				
SM 83 ⁱ	Applications received - FF trainees - disabled	percentage	0.04%	-	5.31%	5.40%					
5/VI 83	Applications received - FF trainees - LGB	percentage	5.02%	-	7.32%	4.03%	1				
SM 84 ⁱ	Trainees joining - Operational staff - disabled	percentage	0.77%	2.48%	10.10%						
5/V1 84 ii	Trainees joining - Operational staff - LGB	percentage	3.09%	2.48%	3.54%		1				
SM 85 ⁱ	Voluntary leavers - operational staff - disabled staff	percentage	2.50%	0.51%	0.76%	0.00%					
ii	LGB staff	percentage	3.75%	2.04%	1.89%	4.17%]				
SM 86 ⁱ	Voluntary leavers - FRS staff - disabled staff	percentage	3.53%	3.16%	5.68%	6.25%					
3101 80 ii	LGB staff	percentage	1.18%	5.26%	1.14%	6.25%					
i	Workforce composition - operational staff - women	percentage	3.29%	3.52%	3.82%	4.20%					
SM 87 ⁱⁱ	BME staff	percentage	9.74%	10.46%	10.91%	11.16%					
	disabled staff	percentage	1.48%	1.54%	1.80%	1.71%					
iv	LGB staff	percentage	3.02%	3.05%	3.09%	3.10%					
i	Workforce composition - FRS staff - women	percentage	47.90%	46.72%	46.73%	46.29%					
SM 88 ⁱⁱ	BME staff	percentage	29.30%	28.84%	26.77%	26.81%					
jii iii	disabled staff	percentage	6.16%	5.96%	7.42%	7.25%					
iv	LGB staff	percentage	3.25%	3.32%	3.45%	3.80%					
i	Workforce composition - control staff - women	percentage	71.19%	72.27%	71.90%	71.77%					
SM 89 ⁱⁱ	BME staff	percentage	8.47%	8.40%	9.09%	10.48%					
iii	disabled staff	percentage	4.24%	4.20%	4.13%	4.03%					
iv	LGB staff	percentage	0.85%	0.84%	1.65%	1.61%					

AIM 6 – PRINCIPLES

To work with others to keep people in London safe (i.e partnership)

See Aim 1 for indicators and measures for this strategic objective

To continuously improve our working practices to make them safer

See Aim 1 for indicators and measures for this strategic objective

To continue to act in a more sustainable way

See Aim 4 for indicators and measures for this strategic objective

To continuously improve our working practices to make them safer

See Aim 5 for indicators and measures for this strategic objective

To increase the diversity of our workforce so that we can provide better services across London

See Aim 5 for indicators and measures for this strategic objective

APPENDIX 3A: BENCHMARKING – CIPFA/AUDIT COMMISSION INDICATORS

	Greater Manchester	Merseyside	South Yorkshire	Tyne & Wear	West Midlands	West Yorkshire	NotLondon	London	Difference (London minus NotLondon)
(2) Authority Type	Metro	Metro	Metro	Metro	Metro	Metro	Metro	Metro	n/a
(3) Population as at June 2007	2,562,200	1,350,200	1,299,400	1,089,400	2,603,900	2,181,200	7,556,600	7,556,600	0
Proportion of NotLondon Fire Brigade Population	23.1%	12.2%	11.7%	9.8%	23.5%	19.7%	100%		n/a
(4) Area in Hectares	127,601	64,481	155,149	54,004	90,165	202,924	473,262	157,342	-315,920
(5) Population Density	20.08	20.94	8.38	20.17	28.88	10.75	15.97	48.03	32.06
(8) 2007-2008 BVPI 150 (cost per head of population, £)	43.80	n/a	45.70	53.10	46.00	39.10	44.63	58.30	13.67
(9) IMD score	30.03	35.44	28.75	29.71	32.34	26.79	n/a	26.05	n/a
(10) Gershon efficiency savings as a percentage of total expenditure to 31/03/2008 - 2007	27.21	20.48	6.03	8.43	6.91	9.40	13.79	7.86	-5.93
(11) Increase in BVPI 150 from 2006/2007 to 2007/2008 (%) - 2007	-0.20	-16.50	2.50	5.80	3.40	0.80	-0.24	1.20	1.44
(12) Community safety expenditure per head 2007-2008 as a percentage of total service expenditure 2007-2008 (£) - 2007	0.14	0.11	0.12	0.24	0.14	0.08	0.13	0.13	0.00
(13) % reduction in primary fires from 2004-2005 to 2007-2008 (+ve value is deteriorating, -ve is improving)	-28.90	-32.90	-16.30	-26.40	-33.00	-29.10	-28.67	-18.40	10.27
(14) Community fire safety expenditure per 1000 population (£)	6,121	5,689	4,874	12,132	5,928	2,957	5,845	7,041	1,196
(15) % reduction in primary fires from 2004-2005 to 2007-2008 (+ve value is deteriorating, -ve is improving)	-28.90	-32.90	-16.30	-26.40	-33.00	-29.10	-28.67	-18.40	10.27
(17) % reduction in accidental dwelling fires from 2004-2005 to 2007-2008 (+ve value is deteriorating, -ve is improving)	-25.50	-51.60	-5.10	-29.70	-21.40	-16.00	-23.87	-11.30	12.57
(18) Number of HFRAs carried out from October 2004 to 31/3/08 as a % of dwellings	11.00	35.00	15.00	11.00	8.00	21.00	15.65	4.00	-11.65
(19) % reduction in deaths and injuries from 2004-2005 to 2007-2008 (+ve value is deteriorating, -ve is improving)	-78.30	-65.60	-41.10	-70.10	-30.20	-49.40	-54.60	12.70	67.30
(20) Number of smoke alarms installed from October 2004 to 31/3/08 as a % of dwellings	17	37	24	11	10	30	21	5	-16
(21) % change in those killed and seriously injured in RTAs from 2004/05 to 2007/08. Using BVPI 99ai for each constituent authority	-14.80	-19.50	-46.30	-8.90	-5.90	-7.90	-15.04	-24.00	-8.96
(22) Sum of 2005-2006, 2006-2007 and 2007-2008 BVPI 143 (deaths and injuries per 100,000 population)	39.70	33.50	29.60	18.00	19.80	29.80	29.01	39.00	9.99
Cost per Incident - 2007	4,816	4,123	4,336	4,696	6,680	4,736	5,086	13,332	8,246

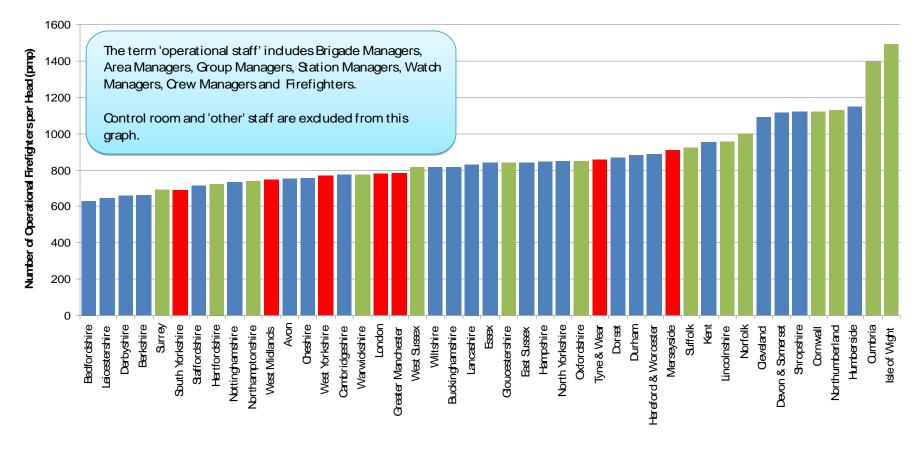
APPENDIX 3B: BENCHMARKING – DEMAND AND CASUALTY RATES

	Greater Manchester	Merseyside	South Yorkshire	Tyne & Wear	West Midlands	West Yorkshire	NotLondon	London	Difference (London minus NotLondon)
Population as at June 2007	2,562,200	1,350,200	1,299,400	1,089,400	2,603,900	2,181,200	7,556,600	7,556,600	0
Proportion of NotLondon Fire Brigade Population	23.1%	12.2%	11.7%	9.8%	23.5%	19.7%	100%		n/a
(42) All fires, including chimney fires per 1,000 residents	9.09	11.57	10.54	11.31	6.89	8.26	9.10	4.37	-4.73
(43) Primary Fires per 1,000 residents	3.58	3.37	3.37	3.62	2.52	2.63	3.10	1.87	-1.23
(44) Secondary Fires per 1,000 residents	5.50	8.17	7.10	7.67	4.35	5.56	5.97	2.50	-3.47
(45) False Alarms per 1,000 residents	7.66	6.39	5.37	8.07	7.17	8.68	7.36	8.84	1.48
(46) Malicious False Alarms per 1,000 residents	0.76	0.63	0.44	0.62	0.89	0.64	0.70	0.37	-0.33
(47) False alarms due to apparatus per 1,000 residents	5.00	3.95	2.88	5.04	4.46	5.52	4.60	6.76	2.16
(48) Fatal casualties per million residents	8.59	5.18	6.93	7.34	8.06	7.79	7.58	6.09	-1.49
(49) Non-fatal casualties per 1,000 residents	0.55	0.34	0.24	0.32	0.14	0.20	0.30	0.25	-0.05
(50) Non-fatal casualties, excluding precautionary checks per 1,000 residents	0.23	0.17	0.13	0.07	0.09	0.12	0.14	0.00	-0.14
(51) Accidental dwelling fires per 1,000 residents	1.10	0.94	0.69	1.25	0.78	0.65	0.88	0.77	-0.11
(52) Fatal casualties in accidental dwelling fires per 1,000 residents	0.01	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(53) Non-fatal casualties in accidental dwelling fires per 1,000 residents	0.38	0.23	0.15	0.24	0.09	0.14	0.21	0.18	-0.03
(54) Deliberate primary fires per 1,000 residents	1.77	1.92	2.03	1.61	1.17	1.50	1.61	0.61	-1.00
(55) Deliberate road vehicle primary fires per 1,000 residents	0.98	0.97	1.27	0.90	0.62	0.98	0.92	0.33	-0.59
(56) Deliberate primary fires in locations other than road vehicles per 1,000 residents	0.79	0.95	0.76	0.71	0.55	0.53	0.69	0.28	-0.41
(57) Deliberate secondary fires per 1,000 residents	5.15	7.87	6.51	6.98	3.67	5.09	5.46	1.25	-4.22

APPENDIX 3C: BENCHMARKING – RESOURCING LEVELS

	Greater Manchester	Merseyside	South Yorkshire	Tyne & Wear	West Midlands	West Yorkshire	NotLondon	London	Difference (London minus NotLondon)
(3) Population as at June 2007	2,562,200	1,350,200	1,299,400	1,089,400	2,603,900	2,181,200	7,556,600	7,556,600	0
Proportion of NotLondon Fire Brigade Population	23.1%	12.2%	11.7%	9.8%	23.5%	19.7%	100%		n/a
(58) Number of Fire Stations (Wholetime)	36	20	18	16	39	31	109	112	3
(59) Number of Fire Stations (Day, including nucleus)	4	6	0	0	0	3	9	0	-9
(60) Number of Fire Stations (Retained Duty System)	1	0	5	1	1	14	15	0	-15
(61) Number of Fire Stations (Volunteer)	0	0	0	0	0	0	0	0	0
(62) Number of Fire Stations (Total)	41	26	23	17	40	48	133	112	-21
(63) Number of Operational Appliances (Pumping Appliances)	66	42	32	31	62	63	202	168	-34
(64) Number of Operational Appliances (Aerial Appliances)	6	4	4	3	5	5	18	11	-7
(65) Number of Operational Appliances (Fire Boats)	2	4	2	2	0	0	7	2	-5
(66) Number of Operational Appliances (Appliances Primarily for Rescue Work)	2	3	0	2	0	0	5	0	-5
(67) Number of Operational Appliances (Resilience)	2	7	5	5	11	7	25	20	-5
(68) Number of Operational Appliances (Other Specials)	13	13	4	4	7	7	33	2	-31
(69) Number of Operational Appliances (Total)	91	73	47	47	85	82	290	203	-87
(70) Number of Wholetime Firefighters (Brigade Managers)	5	3	4	4	5	4	17	28	11
(71) Number of Wholetime Firefighters (Area Managers)	18	4	5	4	7	4	29	1	-28
(72) Number of Wholetime Firefighters (Group Managers)	33	13	9	23	33	16	87	80	-7
(73) Number of Wholetime Firefighters (Station Managers)	82	32	38	14	24	57	168	192	24
(74) Number of Wholetime Firefighters (Watch Managers)	338	206	115	154	292	222	905	822	-83
(75) Number of Wholetime Firefighters (Crew Managers)	208	74	148	142	293	245	757	801	44
(76) Number of Wholetime Firefighters (Firefighters)	1,307	712	518	571	1,283	964	3,650	3,980	330
(77) Number of Wholetime Firefighters (Total)	1,991	1,044	837	912	1,937	1,512	5,612	5,904	292
(78) Number of Retained Firefighters (Station Managers)	2	0	0	0	0	0	1	0	-1
(79) Number of Retained Firefighters (Watch Managers)	1	34	6	1	0	15	39	0	-39
(80) Number of Retained Firefighters (Crew Managers)	4	12	5	3	0	21	31	0	-31
(81) Number of Retained Firefighters (Firefighters)	11	139	49	17	7	133	243	0	-243
(82) Number of Retained Firefighters (Total)	18	185	60	21	7	169	314	0	-314

APPENDIX 3D: BENCHMARKING – OPERATIONAL STAFF



Metro Combined County

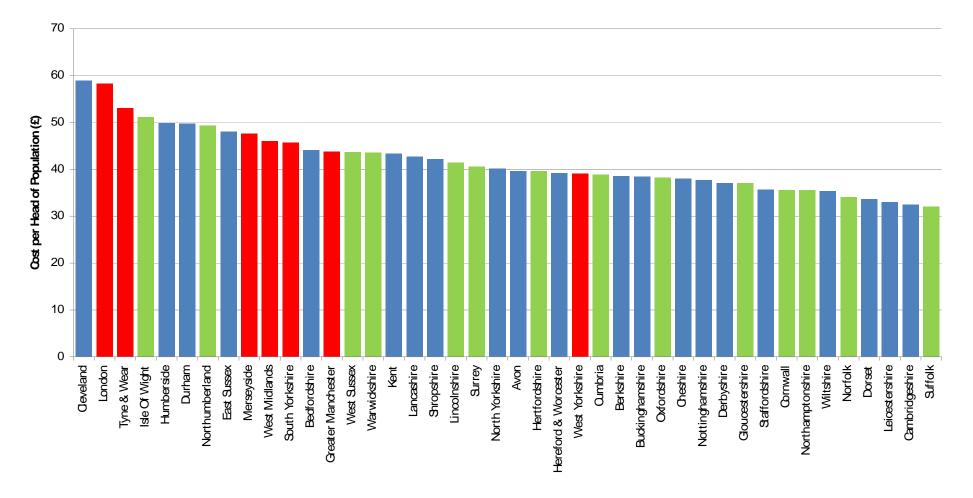
APPENDIX 3E: BENCHMARKING – HOUSEHOLDS WITH A WORKING SMOKE ALARM

BY GOVERNMENT REGION

	2002/03	2004/05	Change
North East	78.9%	79.6%	0.7%
North West	76.8%	81.3%	4.5%
Yorkshire and the Humber	70.1%	80.3%	10.2%
East Midlands	76.9%	81.7%	4.8%
West Midlands	77.6%	83.9%	6.3%
South West	79.9%	80.3%	0.4%
Eastern	76.2%	82.6%	6.4%
London	65.2%	69.7%	4.5%
South East	78.7%	82.9%	4.2%
Wales	80.1%		
Total	75.6%	80.0%	

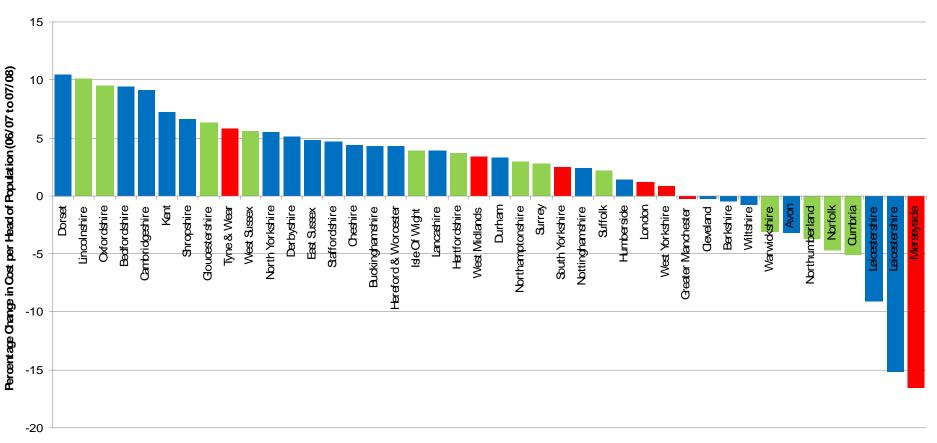
2002/03 figures are taken from the British Crime Survey. Covers England and Wales 2004/05 figures are taken from the Survey of English Households, Covers England

APPENDIX 3F: BENCHMARKING – COST PER HEAD OF POPULATION, 2007/08 (BV 150)



Metro Combined County

APPENDIX 3G: BENCHMARKING – CHANGE IN OVERALL VALUE FOR MONEY



Increase in BVPI 150 from 2006/2007 to 2007/2008 (%)

Metro Combined County

APPENDIX 4: EQUALITY AND SUSTAINABILITY IMPACT ASSESSMENTS

Equality Impact Assessment Screening

Name of Policy

The Draft Fourth London Safety Plan 2010 to 2013 – our combined Corporate Plan and Integrated Risk Management Plan

Purpose of Policy:

The Plan is designed to carry forward the Authority's continuing commitment to

- modernisation;
- achieving a professionally focused and supported fire and rescue service in London; and
- achieving value for money in everything we do.

Set against the Authority's strategic aims and objectives, it identifies key actions and their timelines for the next 3 years. Not only does it explain how we propose to manage the risks in London in the future, it is also our corporate plan setting out key objectives, service and efficiency improvements as well as corporate government and management issues and is a working tool for staff.

What is the impact (negative, positive or neutral) on each of the equality groups?

Our prevention priorities are based on an analysis of the likelihood of fires occurring using a range of social, demographic and geographic data which does not discriminate against any equality grouping and in some circumstances can have a positive impact.

Aim 6 is to operate in accordance with our values and ensuring, amongst other things, that diversity runs through all our activities and this is reflected in our core values.

The Plan contains 40 high level key actions of which 27 relate to on-going activities. As and when each new policy or action is ready to be implemented, further EIA screening will take place.

The consultation on the plan has been widely promoted and the race, gender, disability, sexual orientation, age and faith of respondents recorded.

How can your policy further promote equality for any or all of the equality groups?

Amongst other things the plan includes a number of key actions which as they are developed and implemented will promote equality for all or some of the identified groups, e.g. apprenticeship and young offender schemes, recruitment strategy and the implementation of the national Equality and Diversity Strategy.

Is a full EIA needed?

No. If necessary, as and when the actions outline in the plan are implemented, an Equality Impact Assessment screening will be undertaken followed, if necessary, by a full Equality Impact Assessment.

Sustainable Development Impact Assessment Screening

Name or title of Policy/Project:

The Draft Fourth London Safety Plan 2010 to 2013 – our combined Corporate Plan and Integrated Risk Management Plan

Purpose of Policy/Project:

The Plan is designed to carry forward the Authority's continuing commitment to

- modernisation;
- achieving a professionally focused and supported fire and rescue service in London; and
- achieving value for money in everything we do.

Set against the Authority's strategic aims and objectives, it identifies key actions and their timelines for the next 3 years. Not only does it explain how we propose to manage the risks in London in the future, it is also our corporate plan setting out key objectives, service and efficiency improvements as well as corporate government and management issues and is a working tool for staff.

All proposals are risk-based and aimed at improving the safety and security of our community which should enhance the sustainability of what we do and how we do it.

What are the potentially negative impacts for any or all of the 6 areas of LFB's sustainability framework?

Delivery of the sustainability framework is one of the key actions identified in the draft plan under Aim 6 (Principles – operating in accordance with our values and ensuring that safety, sustainability, partnership and diversity run through all our activities) which should ensure that any potentially negative impacts are mitigated as far as possible.

At this stage, the specific impacts (positive and negative) that may arise from the Plan are not fully identified (see below). However, over the life of the Plan when the proposals are being developed in detail, consideration will be given to the actions that can be taken to address such issues as: the health, safety and well being of our staff; LFB's economic sustainability; climate change adaptation and mitigation and disposal of waste and hazardous materials.

Are there any further opportunities for improving LFB's sustainability impact through your policy/project? How?

Our project management arrangements will ensure that existing projects are subjected to assessments of sustainability impact at the appropriate stages, depending on the nature of the work. Sustainability impact assessments are also required of any change to, or development of, LFB policies or procedures, ensuring that we are able to manage the consequences of our ongoing work.

The new proposals in the Plan require further development before they are implemented and more detailed consideration will be given then to improving the sustainability impact and a full SDIA will be completed wherever relevant. In addition, proposals requiring specific Authority approval will need to highlight any environmental implications in the covering Authority report. For example, the introduction of the two new types of centres and the better placement of assets for strategic cover will reduce the risks arising from unnecessary vehicle movements and reduce our carbon footprint.

Is a full SDIA needed (add reasoning)?

Not at this stage, but specific proposals in the Plan may require this prior to implementation.

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যদি আপনি অথবা আপনার পরিচিত কেউ যদি এই প্রকাশনাটি বড় আকারের ছাপা, অডিও টেপ, ব্রেইল অথবা অন্য কোন ভাষায় পেতে চান তাহলে আমাদের কাছে নিচের ঠিকানা বরাবরে লিখুন। অনুগ্রহ করে আপনার নাম ও ঠিকানা, প্রকাশনার নাম এবং কোন ভাষায় আপনি তার অনুবাদ চাচ্ছেন সেটা লিখে জানান। Εάν εσείς, ή, κάποιος άλλος που γνωρίζετε, επιθυμείτε την έκδοση αυτή σε μεγάλη εκτύπωση, σε κασέτα ήχου, σε Braille ή σε άλλη γλώσσα, παρακαλούμε επικοινωνήστε μαζί μας στη διεύθυνση που ακολουθεί. Αναφέρετε το όνομα και τη διεύθυνσή σας, τον τίτλο της έκδοσης και, εφόσον πρόκειται για μεταφράσεις, την επιθυμητή γλώσσα.

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यदि आपको या आपको पहचानने वाले किसी व्यक्ति को यह प्रकाशन बड़े अक्षरो में, ऑडियो टेप पर, ब्रेल में या अन्य भाषा में चाहिये, तो कृपया हमें निम्नलिखित पते पर एक ख़त लिखें। कृपया अपना नाम और पता दें और प्रकाशन का शीर्षक और किस भाषा में अनुवाद चाहिये इसके बारे में जानकारी दें। Siz veya bir tanıdığınız, bu yayını büyük puntolarla basılı olarak, ses kaydı olarak, Körler Alfabesiyle ya da bir başka dile çevrilmiş bir kopyasını edinmek istiyorsanız, lütfen aşağıdaki adrese yazınız. Lütfen adınızı, adresinizi, istediğiniz yayının adını ve çevirisini istiyorsanız, hangi dilde istediğinizi belirtiniz.

જો તમને અથવા તમારા ઓળખીતા કોઇક વ્યક્તિને આ પ્રકાશન મોટા અક્ષરોમાં, ઓડિયો ટેપ પર, બ્રેલમાં અથવા બીજી ભાષામાં જોઇતું હોય, તો મહેરબાની કરી અમને નીચે લખેલ સરનામે એક પત્ર લખો. મહેરબાની કરીને પોતાનું નામ અને સરનામું જણાવો અને પ્રકાશનનું શીર્ષક અને કઇ ભાષામાં અનુવાદ જોઇએ છે, તે બાબત જણાવો.

ਜੇਕਰ ਤੁਹਾਨੂੰ ਜਾਂ ਤੁਹਾਡੀ ਜਾਣ-ਪਛਾਣ ਵਾਲੇ ਕਿਸੇ ਵਿਅਕਤੀ ਨੂੰ ਇਹ ਪ੍ਰਕਾਸ਼ਨ ਵੱਡੇ ਅੱਖਰਾਂ 'ਚ, ਆਡਿਓ-ਟੇਪ 'ਤੇ, ਬ੍ਰੇਲ 'ਚ ਜਾਂ ਹੋਰ ਜਬਾਨ 'ਚ ਚਾਹੀਦਾ ਹੈ, ਤਾਂ ਕ੍ਰਿਪਾ ਕਰਕੇ ਸਾਨੂੰ ਹੇਠ ਲਿਖੇ ਪਤੇ 'ਤੇ ਇਕ ਖ਼ਤ ਲਿਖੋ। ਕ੍ਰਿਪਾ ਕਰਕੇ ਆਪਣਾ ਨਾਂ ਅਤੇ ਪਤਾ ਲਿਖੋ ਅਤੇ ਪ੍ਰਕਾਸ਼ਨ ਦਾ ਸਿਰਸ਼ਕ ਅਤੇ ਕਿਹੜੀ ਜਬਾਨ 'ਚ ਅਨੁਵਾਦ ਚਾਹੀਦਾ ਹੈ ਇਸ ਬਾਰੇ ਪਤਾ ਦਿਓ। اگر آپ یا آپ کے کسی جانے والے کو یہ اشاعتی مواد برشی چھپائی، آڈیو۔ شیپ، بریل یا اس کا کسی اور زبان میں ترجمہ در کار ہے تو براہ مہر بانی مندر جہ ذیل پت پر سمیں خط لکھیں۔ برائے مہر بانی اس کے ساتھ سمیں اپنا نام اور پتہ، مطلوبہ اشاعتی مواد کا عنوان ضرور بھجوائیں، اگر ترجمہ در کار ہے تو مطلوبہ زبان کا نام لکھیں۔

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