



LONDON FIRE BRIGADE

Decision title

LFB Quarterly Performance Report – Quarter 3 2019/20

Recommendation by

Assistant Director, Finance

Decision Number

LFC-0298x-D

Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Published in full

Summary

Report LFC-0298x presents the Brigade's performance against the London Safety Plan as at the end of quarter three 2019/20 (data to the end of 31 December 2019). The report covers performance against budgets, key indicators, risks and projects.

Decision

That the London Fire Commissioner approves report LFC-0298x and Appendix 1 (LFB Quarterly Performance report).

Andy Roe

London Fire Commissioner

This decision was remotely
Date signed on Friday 3 April 2020

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Decision title

LFB Quarterly Performance Report – Quarter 3, 2019/20

Recommendation by
Assistant Director, Strategy and Risk

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Summary

Report LFC-0298x presents the Brigade's performance against the London Safety Plan as at the end of Quarter 3, 2019/20 (data to the end of 31 December 2019). This report covers performance against budgets, key indicators, risks and projects.

Decision

That the London Fire Commissioner notes the report.

Andy Roe
London Fire Commissioner



Date 26th FEB 2020

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LONDON FIRE BRIGADE

Report title

LFB Quarterly Performance Report – Quarter 3 2019/20

Report to

Commissioner's Board

Date

29 January 2020

Report by

Assistant Director, Strategy and Risk

Report number

LFC-0298x

Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Published in full

Summary

This paper presents the Brigade's performance against the London Safety Plan as at the end of quarter three 2019/20 (data to the end of 31 December 2019). This report covers performance against budgets, key indicators, risks and projects.

Recommendations

That the London Fire Commissioner approves this report and Appendix 1 (LFB Quarterly Performance report) prior to publication.

Background

1. This is the quarter three 2019/20 performance report covering the Brigade's activities in terms of key decisions, financial information, performance against key indicators across the Brigade's three aims, workforce composition, risks and projects, set out in more detail at Appendix 1.
2. From 2019/20 it has been agreed with the Deputy Commissioner and Director for Safety and Assurance that this report should go to Commissioner's Board first for Board sign off once it is complete (before the GLA 25 day deadline). It will then go to Directorate Boards so that Directors can hold Heads of Service to account for their performance.

Transformation Delivery Plan

3. Since the publication of the previous quarterly report (for quarter two – with data as at the end of September 2019), the Brigade has received both the Grenfell Tower Phase One Inquiry Report and Her Majesty's Inspectorate for Constabulary and Fire and Rescue Service's (HMICFRS) assessment of LFB. The London Fire Commissioner has put together a Transformation Delivery Plan which sets out his priorities in response to these reports and other areas for transformation. Officers are reviewing performance monitoring, metrics and reporting arrangements to align with the new delivery plan and these will be presented in the next quarterly report which will be the year end position for 2019/20. In the meantime, the performance position as at the end of quarter three is as follows.

Performance Indicators – key highlights

4. Performance as at the year ending quarter three 2019/20 shows that a majority of the indicators are meeting their target (19 out of 33). The full set of indicators and commentary can be found in Appendix 1 on pages 16 – 21 (Aim 1), pages 25 – 26 (Aim 2), and pages 30 – 36 (Aim 3). The positive performance highlights are:
 - a. **All fire deaths (10 year average)** is now reporting as on target (50), there were 37 fire deaths in the 12 months ending December, a reduction of eight compared with the same period last year (45).
 - b. The number of **Boroughs below the national average rate for primary fires** has shown a marked improvement over the last year, with 30 of the 33 London Boroughs now being below the national average.
 - c. The number of **fires in the home** (5,262) continues to reduce over the longer term, having fallen by 10 per cent over the last five years.
 - d. The number of fires in **care homes/specialist housing for older people** (328) continues to fall, having fallen by 7.6% over the last, and by 26.8 per cent over the last five years.
 - e. The number of **injuries from fires (five year average)** (912) continues to reduce over the longer term, having fallen by 15.9 per cent over the last five years.
 - f. **Home fire safety visits** (HFSV) remain on target, a total of 81,109 have been conducted in the 12 months ending December 2019. The majority of HFSVs (77 per cent) are targeted at 'of high risk people and places' (classified as 'P1'), and includes hot strikes, targeted visits to care homes and sheltered housing, and the structured programme to target high rise buildings post-Grenfell.

- g. The percentage of **calls answered within 7 seconds** (93.6%) has remained on target over the last three quarters for the first time since the introduction of the Vision mobilising system in October 2015.
- h. The **speed of attendance to incidents** by both first and second fire pumping appliances has continued to improve steadily. With first appliance average arrival times at 5 minutes 13 seconds, and second appliance average arrival times at 6 minutes and 32 seconds. This represents an improvement of 6% and 4.9% respectively over the last 5 years.
- i. The number **RIDDORS** (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) are low by historical standards (61) and have fallen by 40% over the last five years.

However there are areas for improvement. Further information can be found in Appendix 1.

- j. The number of **False alarms due to Automatic Fire Alarms (AFA) in non-domestic buildings** is above target (20,000) and has been reporting as red for the past two quarters, with 22,266 incidents in the 12 months ending December 2019. Officers are reviewing our strategy for AFAs in light of the recent recommendations from the HMICFRS.
- k. The Brigade is exceeding its **sickness** targets for all staff groups, with sickness above target levels for Operational staff (5.64 per cent), Fire and Rescue staff (3.84 per cent), and Control staff (7.49 per cent). However performance for Control has shown marked improved over the last year.
- l. The Brigade isn't meeting its targets for both **BAME** and **women trainee firefighter intake**, however in both cases performance is improving.

LSP (2017) Commitments – key highlights

- 5. Good progress is being made, the majority of the ongoing commitments and 29 are currently on target (85 per cent).

Five commitments are marked as off target (amber):

- a. LSP20 – Improving our Command Unit functionality.
- b. LSP23 – Review Immediate Emergency Care provision
- c. LSP24 – Improving the co-responding process for crews
- d. LSP37 – Deliver a third training centre at Croydon
- e. LSP42 – We will support the implementation of the Emergency Services Network project to realise the benefits of the new capability for the London Fire Brigade.

- 6. Three commitments were completed in quarter three 2019/20:

- a. LSP6 – Build in wider safety messages through our youth schemes

- b. LSP32 – Coaching, mentoring and secondments integrated into our suite of staff development tools
- c. LSP38 – Offer apprenticeships as part of our firefighter development programme and in other parts of the workforce.

Risk Management changes

- 7. The Brigade's Risk Register now contains 22 agreed strategic risks.
- 8. There are five 'red' risks, the highest of which relates to the Grenfell Tower Fire Inquiry and public confidence.
- 9. The main changes since the last report are. Further details can be found in Appendix 1 on pages 39 - 40
 - a. Addition of 'Control Training' risk: CRR36
 - b. The Operational vacancies risk CRR31 has been archived
 - c. CRR26 has been rerated to reflect the outcome of the HMICFRS inspection as is now assessed as very likely and significant.

Finance comments

- 10. Financial commentary is contained within Appendix 1.

Workforce comments

- 11. Workforce data is contained within Appendix 1.

Legal comments

- 12. In London, the Mayor appoints a London Fire Commissioner (LFC) under s327A of the Greater London Authority Act 1999 (GLAA), as corporation sole, who in addition to being the fire and rescue authority may have an operational role.
- 13. Section 327A(5) of the GLAA requires the LFC to secure that the London Fire Brigade is efficient and effective. The Mayor must hold the LFC to account for the exercise of the LFC's functions in accordance with Section 327A(8) of the GLAA.
- 14. The report presents the London Fire Brigade's (LFB) Quarterly Performance Report (Q3 of 2019/2020) which sets out in more detail how LFB delivers its services against the commitments made in the LFB's London Safety Plan.

Sustainability implications

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

Equalities implications

- 16. The London Fire Commissioner and decision takers are required to have due regard to the Public Sector Equality Duty (s149 of the Equality Act 2010) when taking decisions. This in broad terms involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.

17. It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.
18. The protected characteristics are: Age, Disability, Gender reassignment, Pregnancy and maternity, Marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), Race (ethnic or national origins, colour or nationality), Religion or belief (including lack of belief), Sex, Sexual orientation.
19. The Public Sector Equality Duty requires us, in the exercise of all our functions (i.e. everything we do), to have due regard to the need to:
- (a) Eliminate discrimination, harassment and victimisation and other prohibited conduct.
 - (b) Advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
 - (c) Foster good relations between people who share a relevant protected characteristic and persons who do not share it.
20. Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic;
 - (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
21. The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
22. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—
- (a) tackle prejudice, and
 - (b) promote understanding.
23. An Equality Impact Assessment (EIA) has not been undertaken specifically for this report. An EIA was not required because as the performance being reported on arose from the London Safety Plan 2017 which had an Equality Impact Assessment undertaken as an integral part of its development.

List of Appendices to this report:

- a) LFB Quarterly Performance Report – Quarter 3 2019/20



LFB Quarterly Performance report

Quarter 3 2019/20

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Key to abbreviations and symbols used

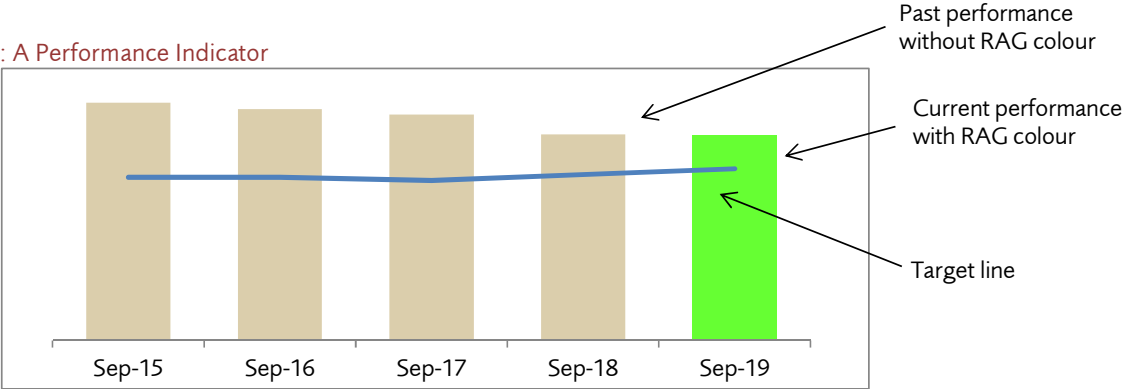
RAG Status

Indicators	Projects	Risks	LSP Commitments
<div></div> performance on target	time/cost targets will be achieved and all quality criteria satisfied	limited impact, or long term risk – addressing the risk now will stop other problems occurring later	activity is on target to meet its deadline
<div></div> performance within 10% of target	currently off-plan but impact will be minor and/or remedial actions are in place	more substantial impact, preventing the delivery of a key priority in the near future	activity is unlikely to meet its deadline
<div></div> performance more than 10% from target	currently off-plan and will not meet time, cost and/or quality expected	impact affects whole Brigade, and is imminent with major or catastrophic results	activity will not meet its deadline
<div></div> N/A	project closed or closing	N/A	activity has been completed

Performance indicator data

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

HX : A Performance Indicator



Performance at a glance

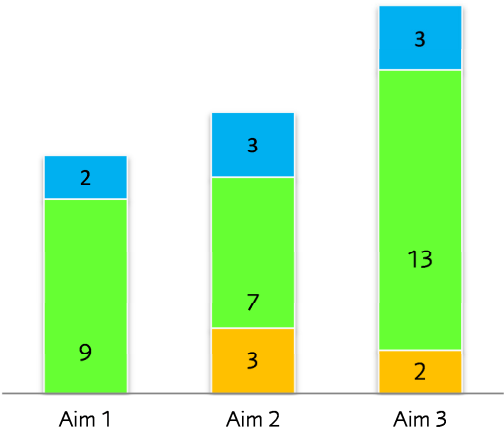
To be a world class fire and rescue service for London, Londoners and visitors

Corporate Aims

- Aim 1 – PREVENTION and PROTECTION** : Engaging with London's communities to inform and educate people in how to reduce the risk of fires and other emergencies. Influencing and regulating the built environment to protect people, property and the environment from harm.
- Aim 2 – RESPONSE and RESILIENCE** : Planning and preparing for emergencies that may happen and making a high quality, effective and resilient response to them. To use our resources in a flexible and efficient way arriving at incidents as quickly as we can.
- Aim 3 – PEOPLE and RESOURCES** : Developing and training our staff to their full potential, at the same time transforming the Brigade so that it is a place where people want to work, and have the opportunity to influence how we work maximising how we spend our money, ensuring that the Brigade is supported through intelligent systems and data, property investment, procurement, vehicles and equipment.

London Safety Plan

Number of commitments
p 38



Corporate Performance Indicators



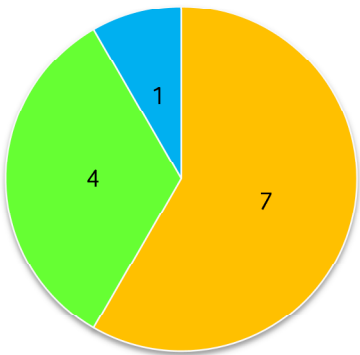
Strategic Risk Register

p 39

LIKELIHOOD	Very likely 4		4	1	
	Likely 3	1	9	4	
	Unlikely 2			2	
	Very unlikely 1		1		
		Minor 1	Significant 2	Major 3	Catastrophic 4
		IMPACT			

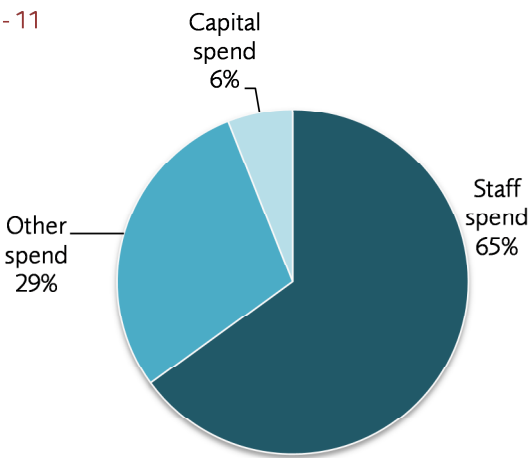
Corporate Projects

p 41



Finance

p 9 - 11



Introduction

Summary of performance

Welcome to the London Fire Brigade's performance report for quarter three 2019/20 (the information contained in this report covers the 12 months up to the end of December 2019). This report provides an overview of Brigade activities across prevention and protection, response and resilience, people and resources (Aims 1, 2 and 3), as well as updates on related key performance areas including, indicators, plans, risks and projects. This report also contains a high level financial summary and information on topical issues such as publicity and campaigns and the Grenfell Tower fire.

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

<https://data.london.gov.uk/dataset/lfb-financial-and-performance-reporting-2019-20>

Transformation Delivery Plan

Since the publication of the previous quarterly report (for quarter two – with data as at the end of September 2019), the Brigade has received both the Grenfell Tower Phase One Inquiry Report and Her Majesty's Inspectorate for Constabulary and Fire and Rescue Service's (HMICFRS) assessment of LFB. The London Fire Commissioner has put together a Transformation Delivery Plan which sets out his priorities in response to these reports and other areas for transformation. Officers are reviewing performance monitoring, metrics and reporting arrangements to align with the new delivery plan and these will be presented in the next quarterly report which will be the year end position for 2019/20. In the meantime, the performance position as at the end of quarter three is as follows.

Performance at a glance

The Brigade is delivering well against its performance portfolio. Commitments and actions arising from strategic plans such as the London Safety Plan are progressing well. In terms of performance across the three Corporate Aims, the summary position is good and is improving. The Brigade is doing well in terms of delivering against Aim 1 – Prevention and Protection, with 10 out of 12 indicators reporting as

green, including fire fatalities, and against Aim 2 – Response and Resilience, with all six indicators reporting as green. However, Aim 3 – People and Resources continues to be affected by long term sickness levels and the challenge to meet higher diversity targets.

The Brigade's corporate risk register was updated for 2018/19 in conjunction with a new risk management strategy. There are currently five risks which reflect priority areas to manage.

Four key projects are progressing to schedule, however seven are also amber. More information on all these areas including exceptions is given later in this report.

Performance highlights – indicators

Performance as at the year ending quarter three 2019/20 shows that a majority of the indicators are meeting their target (19 out of 33). The positive performance highlights are:

- **All fire deaths (10 year average)** is now reporting as on target (50), there were 37 fire deaths in the 12 months ending December, a reduction of eight compared with the same period last year (45).
- The number of **Boroughs below the national average rate for primary fires** has shown a marked improvement over the last year, with 30 of the 33 London Boroughs now being below the national average.
- The number of **fires in the home** (5,262) continues to reduce over the longer term, having fallen by 10 per cent over the last five years.
- The number of fires in **care homes/specialist housing for older people** (328) continues to fall, having fallen by 7.6 per cent over the last, and by 26.8 per cent over the last five years.
- The number of **injuries from fires (five year average) (912)** continues to reduce over the longer term, having fallen by 15.9 per cent over the last five years.
- **Home fire safety visits** (HFSV) remain on target, a total of 81,109 have been conducted in the 12 months ending December 2019. The majority of HFSVs (77 per cent) are targeted at 'of high risk people and places' (classified as 'P1'), and

Introduction

includes hot strikes, targeted visits to care homes and sheltered housing, and the structured programme to target high rise buildings post-Grenfell.

- The percentage of **calls answered within 7 seconds** (93.6 per cent) has remained on target over the last three quarters for the first time since the introduction of the Vision mobilising system in October 2015.
- The **speed of attendance to incidents** by both first and second fire pumping appliances has continued to improve steadily. With first appliance average arrival times at 5 minutes 13 seconds, and second appliance average arrival times at 6 minutes and 32 seconds. This represents an improvement of 6 per cent and 4.9 per cent respectively over the last 5 years.

However there are areas for improvement, the details of which will be addressed later in the report:

- The number of **False alarms due to Automatic Fire Alarms (AFAs) in non-domestic buildings** is above target (20,000) and has been reporting as red for the past two quarters, with 22,266 incidents in the 12 months ending December 2019. Officers are reviewing our strategy for AFAs in light of the recent recommendations from the HMICFRS.
- The Brigade is exceeding its **sickness** targets for all staff groups, with sickness above target levels for Operational staff (5.64 per cent), Fire and Rescue staff (3.84 per cent), and Control staff (7.49 per cent). However performance for Control has shown marked improvement over the last year.
- The Brigade isn't meeting its targets for both **BAME** and **women trainee firefighter intake**, however in both cases performance is improving.

Publicity and campaign news

Paddington rail crash 20 year anniversary

This period began in October with a public event to mark the 20 year anniversary of the Ladbroke Grove train crash. Officers attended a wreath laying at the Ladbroke Grove Memorial Garden in North Kensington. The event attracted media interest and strong interaction on the Brigade's social media platforms.

Grenfell Tower fire reports

On 16 October a Brigade progress report was discussed by the London Assembly's Fire, Resilience and Emergency Planning committee. A media release was issued calling for the Government to reverse 20 years of fire safety neglect and the Commissioner called for urgent national research on buildings that fail, leaving stay put advice no longer viable in such buildings. Media interviews were given to the Guardian Newspaper, ITV national and ITV London TV, BBC National and BBC London TV, Channel 4 News, Sky News and LBC radio.

On 30 October 2019 the Brigade also issued a public statement and gave further media interviews following publication of the Grenfell Tower Inquiry Phase 1 report. The report findings and recommendations generated widespread media coverage, which was highly critical of the Brigade.

Welcoming Total Recalls campaign update

In November the Brigade publicly responded to a report on the safety of electrical goods by the Business, Energy and Insurance Strategy (BEIS) committee. Deputy Assistant Commissioner Charlie Pugsley, who gave evidence to the committee was quoted in media, agreeing that white goods manufacturer Whirlpool had been slow to replace faulty tumble dryers and promoting the Brigade's Total Recalls campaign. Later in the month the Brigade publicly responded to Whirlpool's product recall of 500,000 faulty machines.

Terror incident

On 29 November 2019 the Brigade attended the London Bridge terror incident. At the height of the incident, and in addition to the specially trained officers attending, six fire engines, a command unit and 30 firefighters were positioned at the scene to assist. Communications were issued in line with agreed major incident protocols.

Introduction

Commissioner announcements

In December media, staff and stakeholder communications were issued following Commissioner Dany Cotton's announcement to step down at the end of 2019. On 10 December 2019 the appointment of Andy Roe as the new Commissioner was publicly announced.

New Lambeth fire station and museum approved

Also in December Lambeth Council voted to approve U+I and the London Fire Brigade's proposals to create a mixed-use community at 8 Albert Embankment. The Brigade publicly and appropriately welcomed the news which was reported locally and in a number of architecture and trade publications.

HMICFRS report published

Finally during this period, newly appointed Commissioner Andy Roe responded to the publication of the Brigade's first HMICFRS inspection report on 17 December, accepting its findings and publicly committing to make all necessary improvements identified. The new Commissioner's attendance at his confirmation hearing on the same day of the report being published and the Brigade's media statement generated significant media coverage, including some positive reaction from representatives of the Grenfell Tower community. Officers are developing an action plan which will be with the HMICFRS by 28 February 2020. Work is also underway to consider how the Brigade will monitor and assure delivery against the HMICFRS action plan.

Useful links

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

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

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

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

Our publication scheme in terms of routine information we publish can be found here:

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

We also publish a number of data sets on the London Data Store here:

<http://data.london.gov.uk/dataset?organization=lfepa>

London Fire Commissioner's Decisions

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

The following decisions have been taken by the London Fire Commissioner (LFC) between 1 October and 31 December 2019.

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

London Fire Commissioner – Budget Submission 2020 -21 – The Mayor has written to the London Fire Commissioner to consult the LFC before preparing his draft component budget for the LFC for 2020/21. The Mayor is proposing to provide funding of £399.3m for the London Fire Commissioner in that year. This report provides a proposed budget submission to the Mayor that will meet that financial requirement.

London Fire Commissioner – Key Projects for 2018/19 – Quarter 2 Reporting – This report updates the London Fire Commissioner on key projects being undertaken within the London Fire Brigade as at the end of September 2018. Detailed status reports which show the position of each 'A' governance project are included within this report.

London Fire Commissioner – Supply and Delivery of Cleaning Consumables for Fire Stations and Ancillary Buildings– This report seeks approval to award the contract for the Supply and Delivery of Cleaning Consumables for Fire Stations and ancillary buildings.

London Fire Commissioner – LFB Quarterly Performance Report - Quarter 3 2018/19– This report presents the Brigade's performance as at the end of Quarter 3 2018/19 (data to the end of 31 December 2018). This report covers performance against budgets, key indicators, risks and projects. The report will be available for the Fire Resilience and Emergency Planning Committee to consider at its next performance meeting.

London Fire Commissioner – Internal Audit - Quarter 2 Progress Report, 2019/20 – This report summarises the work carried out under the Internal Audit Shared Service Agreement by the Mayor's Office for Policing and Crime (MOPAC)'s Directorate of Audit, Risk and Assurance in the second quarter of 2019/20.

London Fire Commissioner – Replacing Brigade Pagers with a Mobile Paging Application – This report seeks agreement in principle to progress the enhancement of officer paging by integrating a commercially available mobile paging application ('app ') to be used on corporate smartphones with 4G and Wi-Fi as communication bearers. The aim is complete the transition of officer paging by November 2020.

London Fire Commissioner – Premises Asset Replacement Works - London Fire Brigade Estate– This paper seeks permission to undertake key assets replacement works at various London Fire Commissioner (LFCJ) premises to avoid asset dilapidation.

London Fire Commissioner – Replacement of wireless (wifi) access points - acceptance of tender– This report seeks approval to update the Brigades ageing wireless (wifi) infrastructure by replacing all wireless local area network (WLAN1) access points with up to date equipment.

London Fire Commissioner – Resilience of the London Fire Brigade Vehicle Fleet – LFB strategic managers provide 24/7 Gold and Brigade Manager operational cover. This provision is for strategic management for operational incidents and national response, including for counterterrorism matters; significant weather events such as wide area flooding; and incidents of national importance by providing advice to national and London Government, emergency services partners, and other fire and rescue services.

London Fire Commissioner – Review of the London Fire Commissioner Governance Reforms – On 1 April 2018, the Policing and Crime Act 2017 abolished the London Fire and Emergency Planning Authority and established the London Fire Commissioner ('the Commissioner') as the fire authority for Greater London. This report reviews the performance of the framework at the end of its first year in operation.

London Fire Commissioner's Decisions

London Fire Commissioner – Role-to-Rank Agreement – This report provides the background to the Role-to-Rank (R2R) Agreement between the London Fire Brigade and the London Region Fire Brigades Union (FBU).

London Fire Commissioner – LFB Van Fleet Replacement – All of the current LFB fleet of vans identified within report LFC-0124 have reached the end of their planned serviceable life and they also require replacement to ensure they comply with future emission control requirements. This report outlines the process that has been undertaken to identify the most appropriate replacement vehicles and seeks permission to place orders utilising the funding for the planned FLEET capital spend programme.

London Fire Commissioner – External Audit Annual Audit Letter Report 2018-19 – This report presents the External Audit Annual Audit Letter 2018/19 and summarises the findings to the London Fire Commissioner (LFC) from the 2018/19 audit. The audit comprised of two elements: the audit of the financial statements; and the assessment of the LFC's arrangements to achieve value for money in the use of its resources.

London Fire Commissioner – Statement of Accounts 2018/19 – Audited – This report presents the London Fire Commissioner's (LFC) audited Statement of Accounts 2018-19 including the Annual Governance Statement, which is attached at Appendix 1 to the report.

London Fire Commissioner – Youth Engagement and Intervention Annual Report, 2018-19 – This report provides an overview of all of the Brigade's children and youth engagement and intervention schemes in 2018/19 with all the key outcomes, outputs, successes, issues and lessons learnt.

London Fire Commissioner – Update on the Community Health Strategy 2019-20 – This report summarises the progress on implementing the Community Health Strategy (CHS). Healthier Futures, agreed by the Strategy Committee (of the former London Fire and Emergency Planning Authority) on the 13 September 2016 (FEP 2638) including developing Fire. Safe and Well Visit pilots in London. A full evaluation of Fire. Safe and Well Visits is currently being conducted by MOP AC (Mayor's Office for Policing and Crime) and the results will be reported back in 2020.

London Fire Commissioner – London Weighting – This report recommends formal approval by the London Fire Commissioner of the provisional agreement on London Weighting that has been reached between London Fire Brigade officers and the London Regional Committee of the Fire Brigades Union (FBU). This agreement is attached as Appendix 1. The agreement has been subject to a successful ballot of all London Region FBU members on 29 August 2019.

Financial Performance

Performance

LFC Revenue (£000s)	Budget	Outturn	Variance
Operational staff	270,131	268,947	(1,184)
Other staff	59,785	58,738	(1,046)
Employee related	22,240	22,887	646
Pensions	20,769	20,987	218
Premises	39,641	41,373	1,732
Transport	18,142	17,657	(485)
Supplies	29,738	31,883	2,145
Third party	2,055	2,163	107
Capital financing	9,775	8,952	(823)
Contingency	123	(64)	(187)
Income	(40,575)	(44,719)	(4,144)
Net revenue expenditure	431,825	428,804	(3,020)
Use of reserves	(4,155)	(4,155)	0
Financing Requirement	427,763	424,649	(3,114)
Financed by:			
Specific grants	(35,364)	(35,486)	(122)
GLA funding	(392,305)	(392,305)	0
Net Financial Position	94	(3,142)	(3,142)

LFC Capital (£000s)	Q2 Forecast	Q3 Forecast	Forecast Movement
ICT Projects	2,569	1,749	(820)
Estate Projects	10,570	9,539	(1,031)
Fleet and Equipment Projects	20,092	20,009	(83)
Total capital expenditure	33,231	31,297	(1,934)
Financed by:			
Capital Receipts	34,060	31,092	(2,968)
Grants	205	205	0
Borrowing	0	0	0
Total	34,265	31,297	(2,968)

Revenue Position

The forecast outturn position for 2019/20 on the revenue budget is an underspend of £3,142k (0.7 per cent) of the net revenue budget. The forecast underspend has increased by £2,101k since last reported at Quarter 2 (LFC – 0083-D).

The additional underspend is mainly due to:

- Increase in Customer and Client Receipts relating to £1,289k Provisional Settlement with our insurers regarding reimbursement of disclosure costs and one-off additional income of £461k.
- £423k on Capital Financing Costs including External Interest (£364k) following the repayment of debt with no additional borrowing and Debt Repayment (£58k) due to a reduction in capital expenditure and also borrowing being lower than anticipated.
- Transport budgets £305k mainly due to abatements and a lower forecast cost of accidents repairs
- £200k on Interest Receivable due to higher capital receipts balance - cash balances are being held at a higher level for longer than previously anticipated, and additional income from MFB.

These additional underspends are offset by:

- Clothing and Laundry £349k required due to new firefighter trainees and £464k on Building Maintenance due to increase in the forecast overspend on the Reactive Building Fabric contract with both the demand for repairs and cost of repairs exceeding predictions.

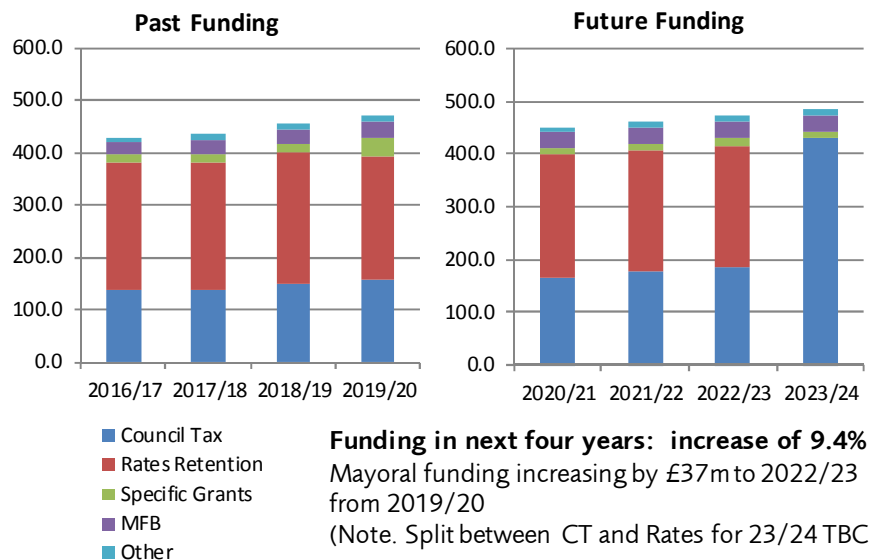
Capital Position

The current capital forecast for 2019/20 is £31,418k, which is £1,813k less than the position reported in the Capital Strategy £33,231k (LFC-0068). The main changes in the forecast spend in 2019/20 are due to a reprofiling of expenditure to 2020/21 (£2,021k) that includes a number of ICT projects (£780k), the training centre project (£426k), vehicle replacement (£223k), and roofing (£182k), window (£133k) and appliance bay door (£155k).

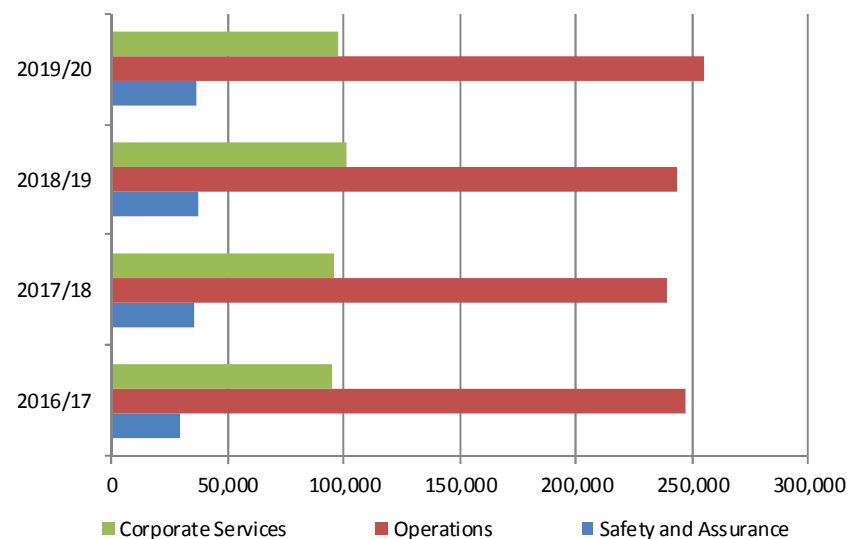
Financial Performance

Financial trends

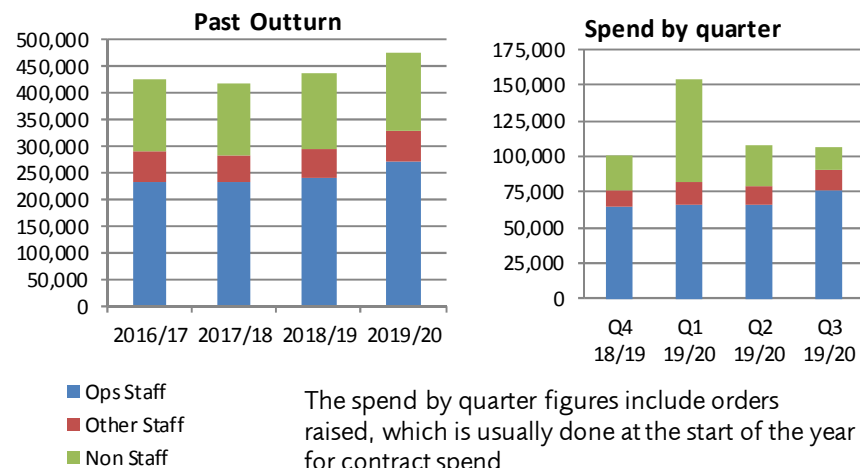
Total Funding for LFC (£m)



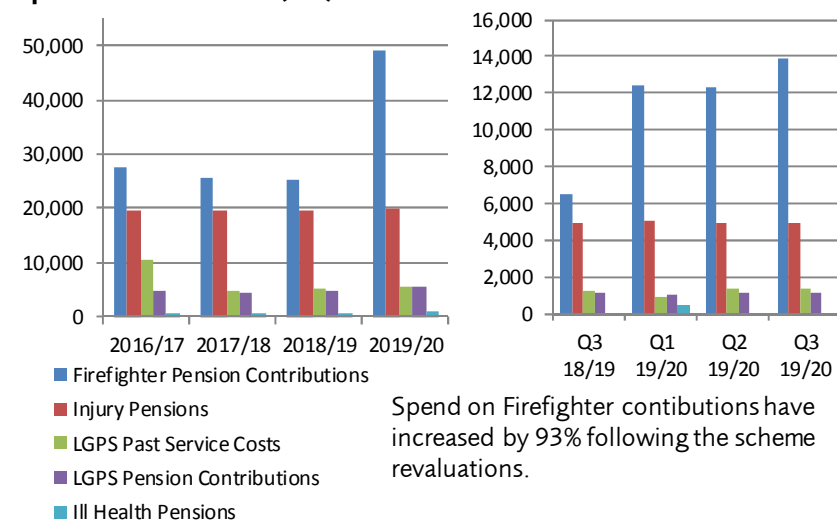
Directorate Spend by Year (£k)



Total Costs (£k)



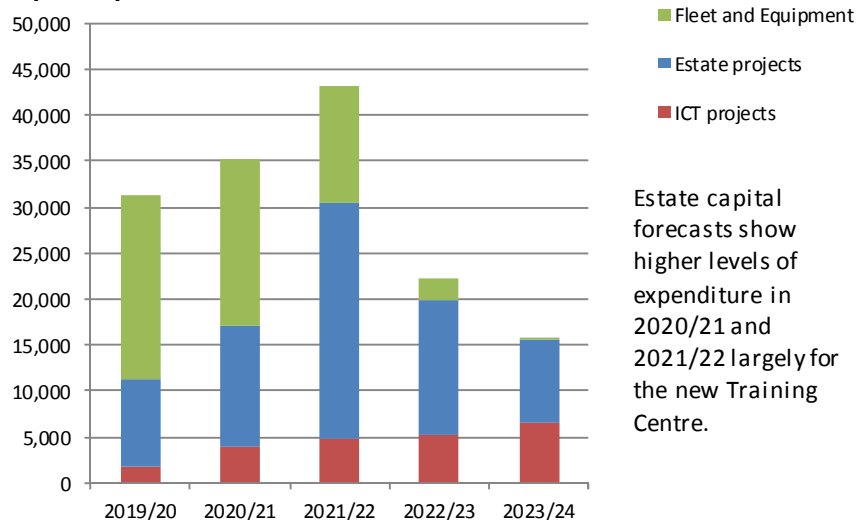
Spend on Pensions (£k)



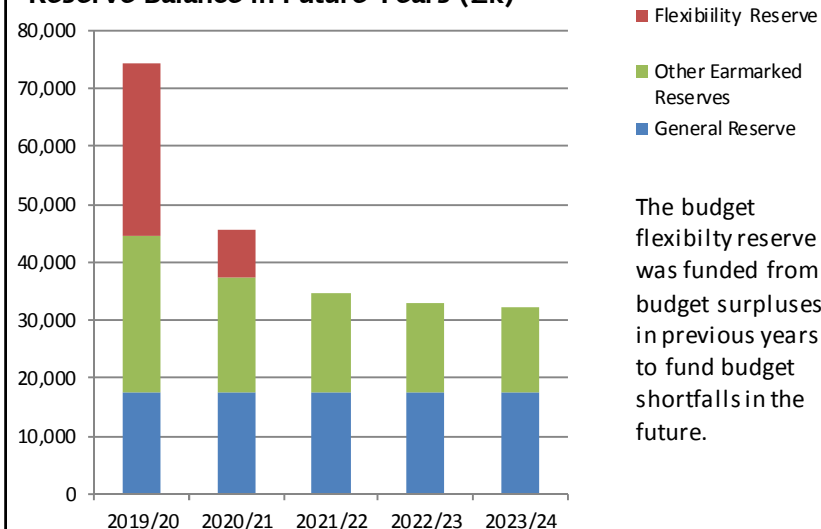
Financial Performance

Capital, borrowing and reserves

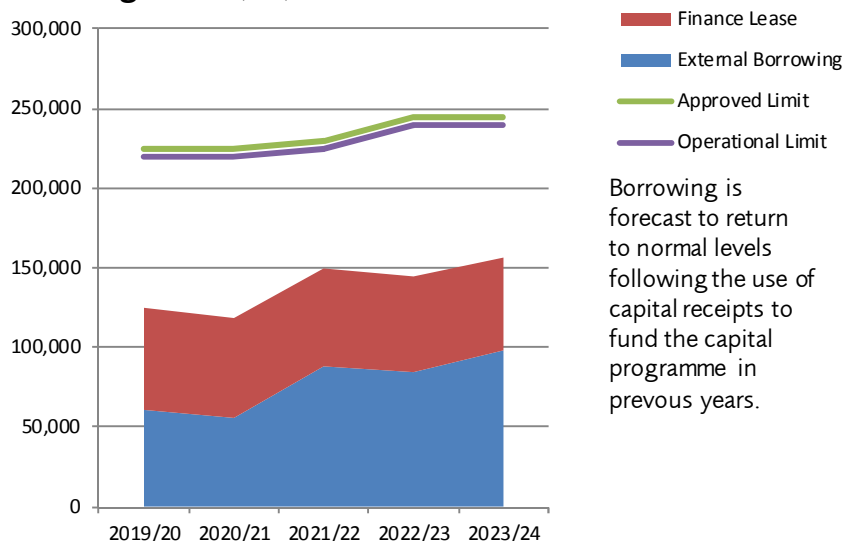
Capital Spend (£k)



Reserve Balance in Future Years (£k)



Borrowing Levels (£k)



Reserves

The value of the general reserve is to be maintained at a minimum of 3.5% of net revenue expenditure. The earmarked reserves are maintained for specific purposes, to smooth the impact of demand led expenditure or to meet the cost of significant one off expenditure. Balances excludes Budget Flexibility and will be reviewed as part of the 2020/21 budget process and any surplus returned to the general reserve.

Earmarked Reserves (£k)	19/20	20/21	21/22	22/23	23/24
Additional Resilience Reserve	622	413	413	413	413
Capital Expenditure Reserve	11,745	11,745	11,745	11,745	11,745
Central Programme Office	746	373	0	0	0
Compensation	287	37	0	0	0
ESMCP	2,174	1,846	1,261	0	0
Fire Safety and Youth	1,007	333	140	57	0
Hydrants	367	247	127	0	0
ICT Development Reserve	1,953	701	160	60	60
LFC Control Reserve	729	729	729	729	0
London Resilience	771	0	0	0	0
London Safety Plan Initiatives	3,699	2,858	2,372	2,372	2,372
Organisational Reviews	327	89	0	0	0
Vehicle & Equipment Reserve	1,502	431	210	29	0
Other Earmarked Reserves	920	70	0	0	0
Total	26,849	19,872	17,157	15,405	14,590

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

Key points

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

We'll deliver this aim by:

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

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

Annual indicators

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

H1 : Boroughs below the national average rate for primary fires

Fire Safety

The building Safety agenda is gathering pace following the election. Emergency legislation is anticipated to be released soon which will clarify the definition of "used in common" to include external wall and front doors of flats. This will allow the relevant phase 1 recommendations to become law under the FSO. The announcement of the new regulator under the HSE is being broadly welcomed however LFB officers embedded in National Fire Chiefs Council (NFCC) are working

to ensure the impacts on fire and rescue services (FRSs) are considered and FRSs are kept informed of potential impacts of the changes. The changes announced will have training and financial burdens on LFB.

Our Fire Engineering Group engages with various technical committees and steering groups as well as providing support on a national level to NFCC. Within quarter three they have produced (in co-ordination with colleagues from our Petroleum group) the response on behalf of LFB in relation to electric vehicle charging systems. They have also provided technical support in relation to the LFB consultation submission on sprinklers and other fire safety measures in high rise premises. We also continue to engage with Building Control Bodies to seek improved ways of working to ensure that fire safety is fully considered in building design.

The High Rise Task Force (HRTF) which was established in the week after Grenfell Tower fire has carried out over 1,300 visits since its inception.

At present we have 282 buildings where a temporary change to simultaneous evacuation is in place (as a result of ACM and/or general fire precaution issues). The High Rise Task Force shares information with Central Operations and the Pre-Determined Attendance section to enable Fire Stations to develop their on arrival tactics and update the Operational Risk Database (and Mobile Data Terminal) as necessary.

We actively participate as a standing member of the London Housing Directors' Fire Safety Group and Fire Safety Steering Group. These forums enable opportunities to share information, provide updates on the HRTF and share and influence best practice across wider fire safety areas of work, including community safety and prevention work including electrical safety (e.g. the Brigade's Total Recalls campaign).

We are also working closely with London Councils to provide technical fire safety (policy) advice, for example signposting current and new guidance such as the new Brigade Guidance Note on balcony fires.

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

The work on Total Recalls campaign and electrical/product safety continues to help reduce risk to our communities. Whirlpool have just announced a recall of over 500,000 washing machines, which equates to approximately 1 in every 50 homes. The Brigade liaised with Whirlpool during their recall of tumble dryers and raised several issues, these points have been incorporated into Whirlpool's current recall campaign.

Fire Safety prosecutions

There were no prosecutions sentenced during quarter three, however there were three successful court cases all of which are due for sentencing in quarter four, details will be provided in the quarter four (end of year) performance report.

We currently have 35 cases that are being investigated and a further 21 cases are with Legal Department.

Notice of deficiencies

The following data refers specifically to Enforcement Notices (EN) or Notification of Deficiencies (NOD) for quarter three 2019/20.

Quarter 3 2019/20	Total Audits	No. of NODs	% of NODs	No. of ENs	% of ENs
	1828	496	27%	115	5.2%

Quarter three has seen a slight drop in the number of Audits undertaken, however has also seen an increase in both the number of Notifications of Deficiencies and Enforcement Notices issued. The table below provides an overview for the last four quarters for comparison.

Period	Total Audits	No. of NODs	% of NODs	No. of ENs	% of ENs
Q2 19/20	1987	465	24%	82	4.32%
Q1 19/20	2117	549	26.3%	128	6.1%
Q4 18/19	2174	402	18.5%	90	4.1%
Q3 18/19	2343	464	19.8%	79	3.4%

Grenfell Tower fire update

Following the publication of the Inquiry's Phase 1 Report on October 30, 2019, the Grenfell Tower Investigation and Review Team (GTIRT) has appointed a dedicated officer to monitor and report on all improvement activity associated with the recommendations raised in the report. This includes deliverables associated with Control, operations, training, fire safety and multi-agency liaison. The current reporting mechanism consists of monthly submissions to the Home Office and Mayor's Office; including a detailed action plan describing the LFB deliverables associated with each of the recommendations, a progress update and milestones where known. This action plan is also provided to the Brigade's own Grenfell Tower Improvement Board prior to submission to the Home Office and the Mayor, in order to provide assurance that the work is being carried out.

Alongside the monitoring and reporting work associated with the Phase 1 recommendations, GTIRT continues to carry out an operational response analysis to identify every event on the night of the fire which did not align with the expectations of Brigade policy. Where possible this analysis will determine the immediate, underlying and root causes of those events to inform future practices.

Phase 2 of the Grenfell Tower Inquiry began on Monday, 27 January with hearings currently scheduled until May 2021. The hearings will be divided into eight modules, with each module covering a key theme and including related key issues.

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

The first module will examine matters to do with the refurbishment of Grenfell Tower and cladding and is scheduled to run from 27 January 2020 until 30 March 2020. Module 5, entitled 'Firefighting,' is scheduled to begin in the autumn of 2020 and will address evacuation and stay put, the adequacy of training for fighting fires in high rise buildings, communications, policy development, equipment and section 7 (2) (d) familiarisation visits. The final module, Module 8, will consider evidence about each of the deceased, in order to establish facts necessary for the purpose of the Inquest function. It is not yet known when Module 8 will start but on the current timetable it is likely to be some time after the middle of May 2021.

The Brigade's Grenfell Tower Investigation and Review Team and General Counsel's Department (GCD) continue to support the work of the Inquiry, police investigation and the Brigade's own learning and safety investigation into the fire. The Metropolitan Police and Inquiry are continuing to request information and take statements from LFB staff and GTIRT and GCD are continuing to co-ordinate this work and provide information, support and guidance to staff.

Youth work

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

Youth engagement and intervention is an integral part of the delivery of London Safety Plan 2017 including a target to reach 100,000 children and young people annually to deliver fire prevention and safety messages. The Brigade's children and youth programmes include a central core offer of the Education Team, Fire Cadets, Crossfire, Local Intervention Fire Education (LIFE) and Juvenile Fire setters Intervention Scheme (JFIS). There are also a range of wider youth engagement schemes delivered at borough level including Junior Citizens, Prison-Me-No-Way,

Safe Drive, Stay Alive (SDSA) and The Prince's Trust and we estimate that overall we engage with a minimum of over 220,000 children and young people annually.

Juvenile Firesetters Intervention Scheme (JFIS)

JFIS works in all 33 London boroughs with children up to the age of 18 years (25 years where there are learning disabilities) who have demonstrated any type of fire play or fire setting behaviour; from curiosity fire play in younger children to deliberate fire setting and arson in older children.

In quarter three, JFIS received 17 referrals and are currently working with 65 young people including those in Feltham Young Offenders Institute as part of a pilot project. 187 visits were completed by caseworkers and 34 cases were closed during this quarter. At the end of December 2019, JFIS had 20 young people on the waiting list. Nine HFSVs were completed as high priority upon referral to the scheme.

JFIS are currently looking to pilot options to reduce the current waiting list for those referred to the service.

Local Intervention Fire Education (LIFE)

LIFE continues to deliver an intervention across London which addresses fire risks but also wider issues such as water, road, health, knife crime and anti-social behaviour. The flexibility of LIFE delivery means that it is able to address borough specific issues.

In quarter three, 16 LIFE courses were delivered across London. This includes two funded LIFE programmes, delivered from Erith Fire Station and Croydon Fire Station targeted towards young people from the Youth Offending Service.

Education Team

The Education Team is the longest running and most well-known youth engagement service provided by the Brigade and is well regarded by pupils, parents and teachers.

In quarter three, the team visited 241 primary schools seeing 23,136 children and four secondary schools seeing a total of 720 children. Wider visits to nurseries, SEN schools and taking part in Impact Factor covered 610 children, making a total of **24,466** overall.

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

Fire Cadets

Quarter three has seen a lot of change in the Fire Cadet (FC) Team, with 10 Fire Cadet Co-ordinators now in post and the last one in Jan 2020, the creation of our new Volunteer co-ordinator role and the consolidation of our new management structure.

18 standard cadet units ran in quarter three. The preparation work for the new units which are funded by the Mayor is well under way and the final 15 cadet units will open in a phased approach in January, February and March 2020. Recruitment of cadets, volunteers and setting up of the units is now taking place.

The volunteer base is over 270 with more expressing interest on a daily basis and interviews taking place at a rate of four or five a week.

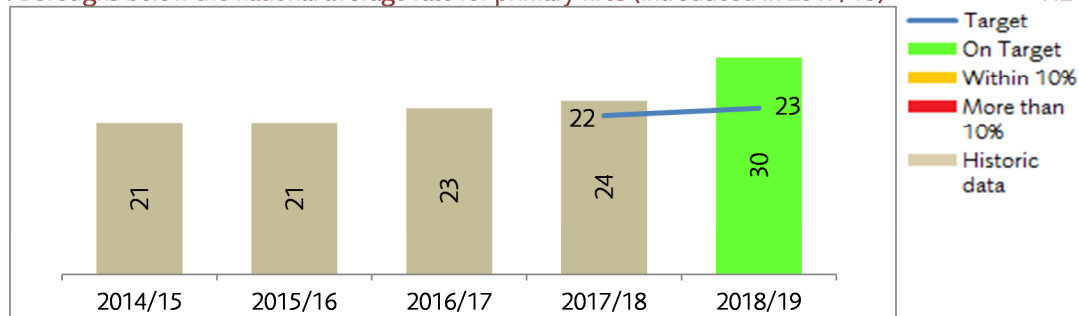
Crossfire

Crossfire is a long-standing community engagement project currently working within the Boroughs of Croydon, Bromley, Lewisham, Lambeth, Kensington and Chelsea, Haringey, Newham, Southwark, Tower Hamlets, Sutton and Bexley. It is designed to meet local partner objectives regarding anti-social behaviour (ASB), crime, fire-setting and hoax-calling. A key benefit of Crossfire's Impact Factor, Junior Impact Factor and All Ages Family Safety Challenge projects is that they all run in conjunction with partner agencies. These range from the likes of the MET Police to Rape Crisis and Drugs and Alcohol teams. In quarter three, Crossfire worked with 7255 children and young people and 560 adults as follows:

- Junior Impact Factor: 3,780
- Impact Factor 1,810
- All Ages Family Safety Challenge (children): 825
- All Ages Family Safety Challenge (adults): 560
- Fireworks assemblies: 840

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

H1 : Boroughs below the national average rate for primary fires (introduced in 2017/18)

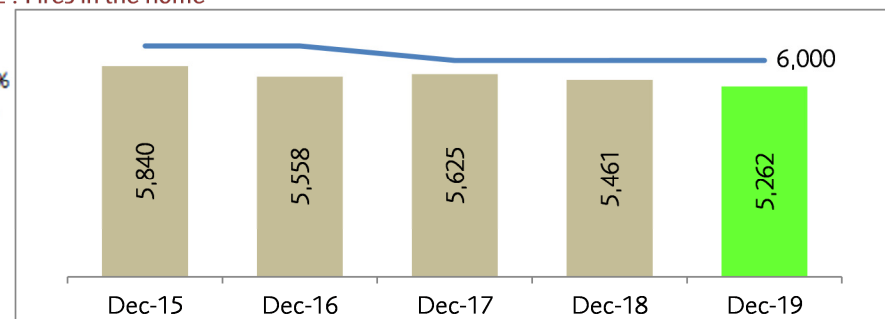


H1 Boroughs below the national average rate for primary fires

This indicator was introduced as part of the current London Safety Plan as our fairness measure under the GLA's Equality Framework. Our long term goal is to achieve fairness and equality of outcome for all Londoners by bringing all boroughs below the national average.

The national rate for primary fires for 2018/19 has been published by the Home Office, the rate is 13.1 primary fires per 10K population, this represents a reduction on the 2017/18 national average (13.3 fires per 10K population). Despite this reduced rate 30 London Boroughs are below the national average for 2018/19, this represents a marked improvement on 2017/18 performance (24).

H2 : Fires in the home

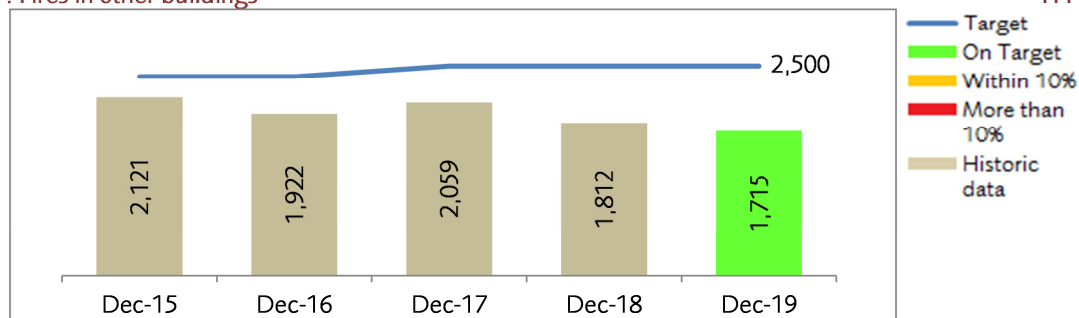


H2– Fires in the home

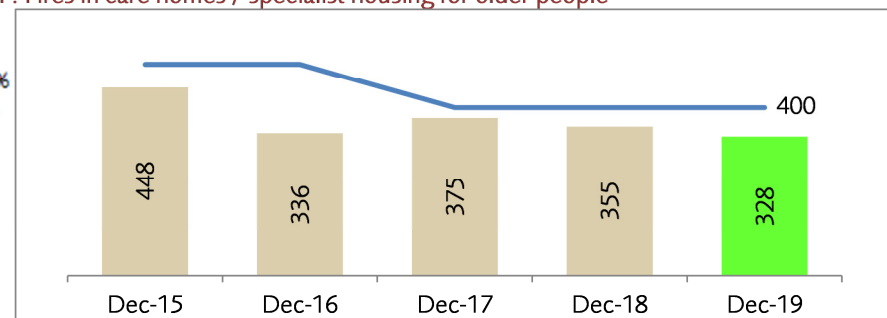
Dwelling fires continue to show steady improvement. They have fallen by 10 per cent over the last five year and are over 700 below target (6,000). The Brigade continues to work with partners to reduce dwelling fires through targeted group risk visits and visual auditing. Borough based staff continue to collaborate with blue light partners at community estate events to identify vulnerable residents.

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

H3 : Fires in other buildings



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



H3, H4 – Fires in non-domestic buildings, care homes and specialist housing

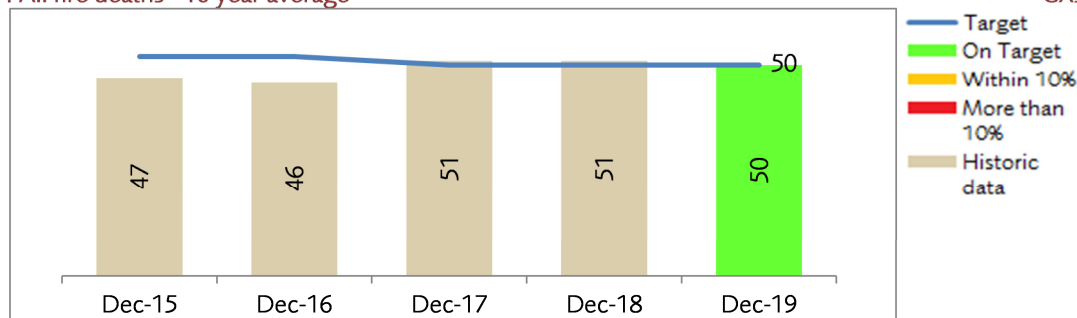
The Brigade continues its work in targeting properties that house our most vulnerable residents such as care homes and specialised housing, and this prevention work is helping to drive down the number of fires in these types of premises as well as reducing risks to residents and staff should a fire occur.

Fire Safety Regulation has delivered a programme of four training workshops for all London based Care Quality Commission (CQC) Inspectors to improve the monitoring of such premises, and has already worked in collaboration with approximately 12 London Boroughs to deliver training workshops to their Contract Managers and local Care Home Operators. This initiative will raise the standards of Fire Safety management in Care Homes and Specialised Housing properties, reducing the risk of fire still further and supporting care staff to evacuate vulnerable residents safely if a fire does occur. This project will continue into 2020 to reach other London Boroughs and care home/specialised housing operators.

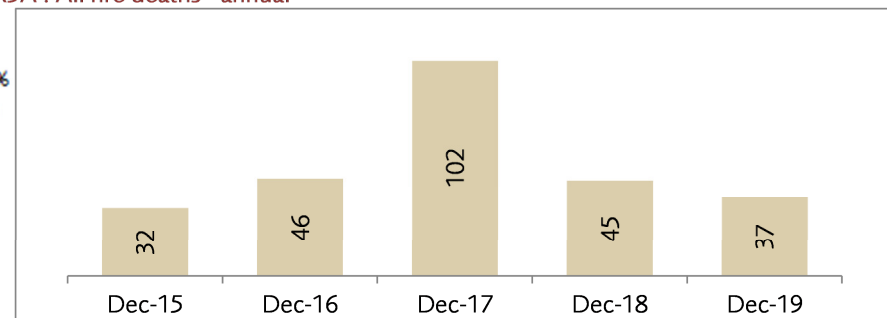
Community Safety are also delivering training seminars to Domiciliary Care Provider companies that work closely with vulnerable clients in their own houses and flats. This will raise their understanding of fire hazards and encouraging their care staff to carry out person centred fire risk assessments to identify vulnerable clients that are at risk, and make referrals to LFB and other partner agencies to reduce those risks.

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

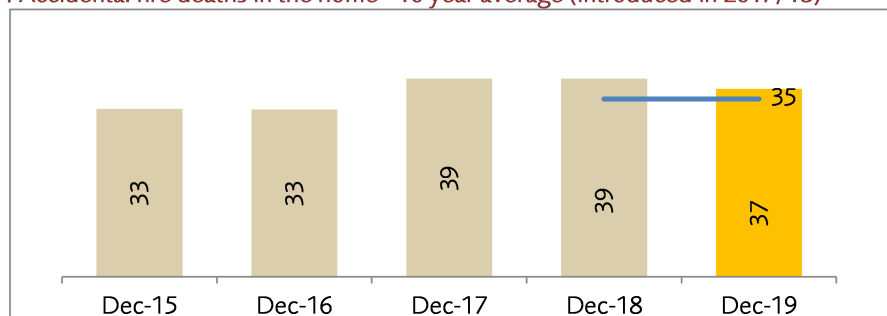
H5 : All fire deaths - 10 year average



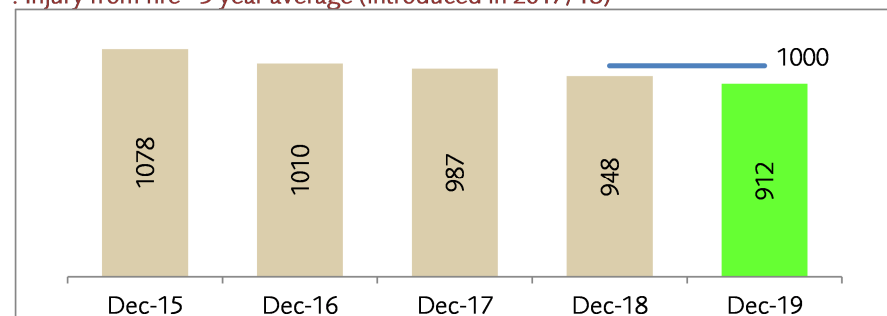
CX3A : All fire deaths - annual



H6 : Accidental fire deaths in the home - 10 year average (introduced in 2017/18)



H7 : Injury from fire - 5 year average (introduced in 2017/18)



H5, H6, H7 – All fire deaths, Accidental fire deaths in the home ,Injuries from fire

All fire deaths (10 year average) is now reporting as on target. There were 37 fire fatalities in the rolling 12 months at the end of quarter three (31 December 2019). Of the eleven fire fatalities in quarter three, six were accidental fire deaths in the home.

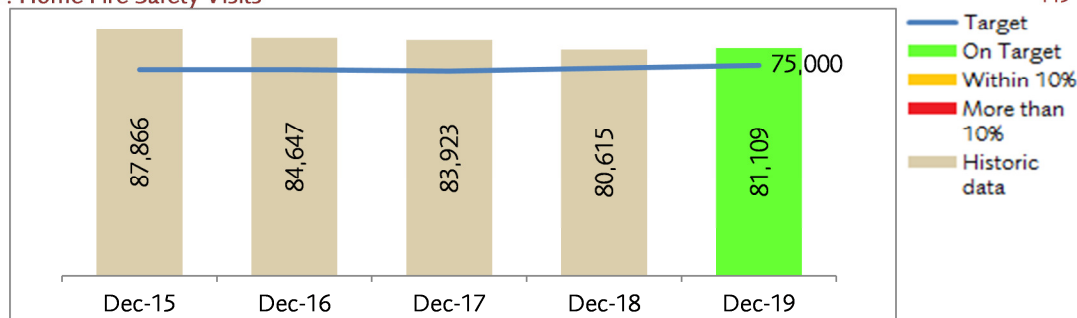
The Brigade introduced the accidental fire deaths target as the Brigade believes it can do more here to drive numbers down and although it isn't currently meeting its target, accidental fire deaths in the home continue to fall over the past three years.

Injuries from fire (5 year average) continues to report as green and has shown good improvement over the last five years, having fallen by 15 per cent.

The Brigade is actively looking at ways it can target the most vulnerable for HFSVs and Borough Commanders are enacting individual borough plans and working with local authorities to drive down risk in their areas.

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

H8 : Home Fire Safety Visits



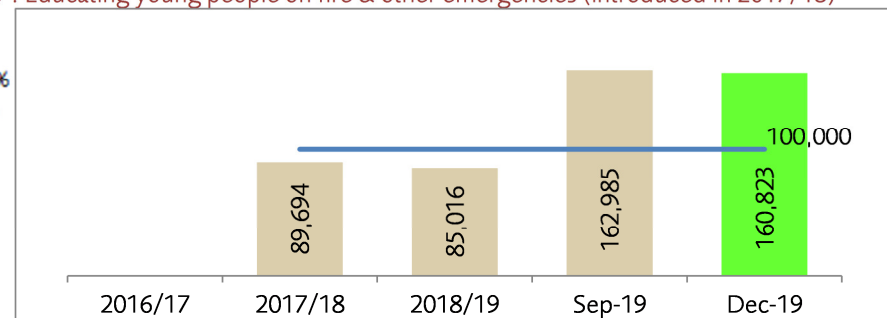
H8 – Home Fire Safety Visits

Home Fire Safety Visits (HFSV) have remained consistently over 80,000 for the last five years and exceed their target of 75,000 by 8 per cent. The majority of HFSVs (77 per cent) are targeted at high risk people and places (classified as 'P1'), and includes hot strikes – where localised HFSVs were completed in a building or street following a fire, targeted visits to care homes and sheltered housing, and the structured programme to target high rise buildings post-Grenfell. Most Boroughs increased their targeted HFSV, working with partners to identify hoarders and physically vulnerable residents. Ilford fire station have recorded over 1300 HFSV in the last 12 months through working with partner agencies and targeting sheltered accommodation and care homes.

H9 – Educating young people on fire and other emergencies

This indicator captures the number of young people reached by the Brigade's youth activity work focussed on behaviour change. The target was to drive work to reach more young people over the four-year life of the LSP capturing. As originally reported for 2017/18 and 2018/19, the data counted four activities: young people reached by Schools visits, Local Intervention Fire Education (LiFE), Junior Firesetters Intervention Scheme (JFIS) and Fire Cadets. From 2019/20, the numbers of young people reached by three further activities (Crossfire, Safe Drive Stay Alive, and Junior Citizens) is now included to better show the totality of young people reached by the Brigade. Reliable data for all seven activities is only available from 2019/20, and showing the data from 2019/20 promotes transparency to underline the change. This table shows the breakdown of the different youth schemes, with

H9 : Educating young people on fire & other emergencies (introduced in 2017/18)



annual figures for 2017/18 and 2019/20 for information. The data will continue to be reported quarterly.

Junior Citizens continues to be a popular borough youth engagement programme for primary school pupils in partnership with other public agencies such as the Metropolitan Police and LAS and Crossfire has again engaged with secondary school pupils through Impact factor and other projects.

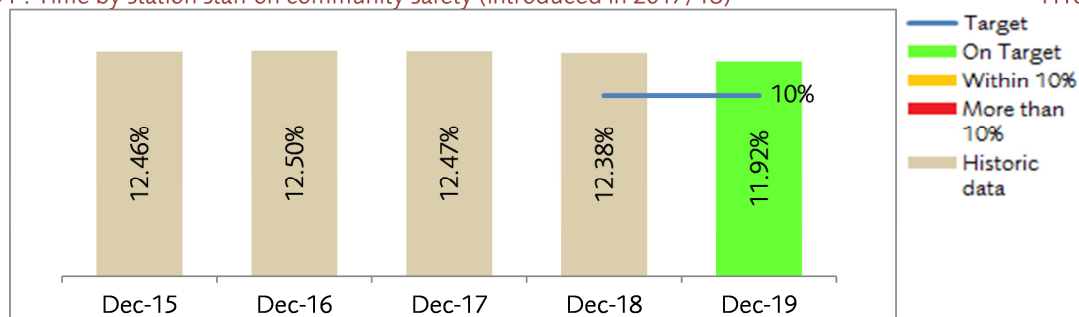
	2017/18	2018/19	2019/20 Q2*	2019/20 Q3*
LIFE	635	646	577	525
Fire Cadets	252	320	320	320
JFIS	167	119	119	119
Schools visits	88,820	85,171	63,515	62,232
Sub total	89,874	86,256	64,531	63,196
Crossfire	20,750	14,125	19,390	21,865
Safe Drive, Stay Alive	22,785	21,068	20,613	20,000 [†]
Junior Citizens	6,480	51,278	58,451	55,762
Total	139,709	171,487	162,985	160,823

* Rolling 12 month data

[†]The number of young people reached by the Safe Drive, Stay Alive initiative has been estimated this quarter as the data is not yet available from TfL. Data will be corrected/confirmed in the end of year report (i.e. Q4).

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

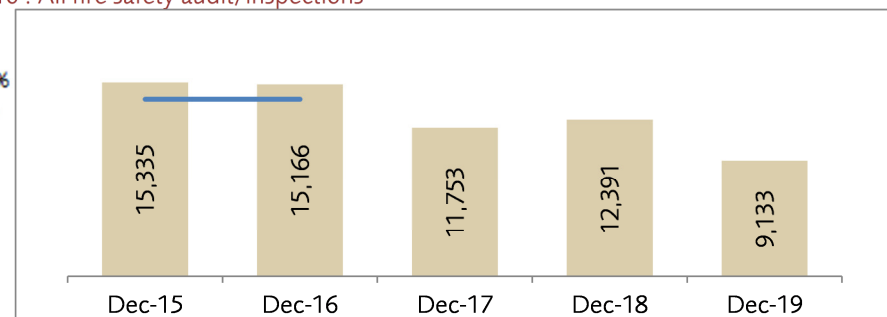
CO1 : Time by station staff on community safety (introduced in 2017/18)



CO1 – Time spent by station staff on community safety

This indicator measures the percentage of available time spent on community safety activity by fire station staff. Performance progress against this indicator has been on target for the last five years. As an example of outstanding performance Bromley borough is currently at 14.3 per cent with initiatives such as community impact days which through a multi-agency approach (LA, LFB, MPS, BTP, Clarion Housing, Inland Revenue, SNT, friends of and others), we have been able to adopt an intelligence led approach which targets all aspects of anti-social behaviour. We target the four highest wards across the borough. The initiative is MOPAC funded for two years and involves a visit to each ward 3 times a year on a rolling basis.

H10 : All fire safety audit/inspections



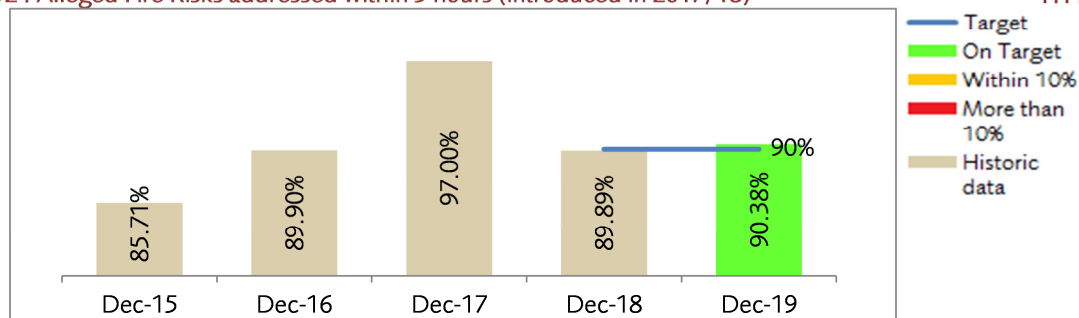
H10 : All fire safety audits / inspections

We continue to experience difficulties in retaining staff, external market demand for Fire Safety (FS) qualified individuals continues to impact establishment levels, we had 9 per cent more vacancies in 2019 which had a significant impact on the number of competent officers available. The introduction of Fire Safety Advisors will assist with future-proofing establishment as a career pathway but presents its own challenge and competent officers are supporting advisors in their development via mentoring. Our focus on higher risk premises and a more detailed inspection process has continued to result in a higher percentage of 'Notifications of Deficiencies, Enforcement and Prohibition notices being issued, this, along with recruitment has, in part, has had an impact on the number of inspections carried out. We are also continuing with the more intrusive inspection introduced post Grenfell and as a result are spending more time per audit. The 16 Fire Safety Advisors recruited in quarters 3 and 4 (2018/19) are now carrying out Fire Safety Audits independently, which will have a positive impact on our inspection programme going forward and we have recruited an additional sixteen Fire Safety Advisors who will start in March.

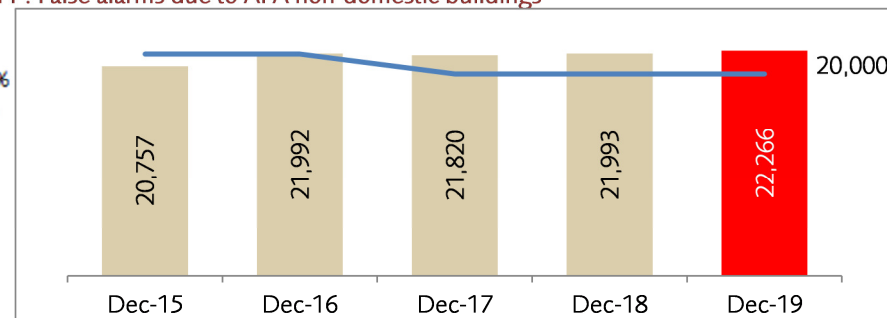
Negotiations are under way with the Fire Brigades Union on recruitment of Operational staff at Fire-fighter to Sub Officer level in quarter four. Staff performance is under constant review, additional scrutiny will be applied in the next quarter to ensure the best performance and focus on risk is achieved.

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

CO2 : Alleged Fire Risks addressed within 3 hours (introduced in 2017/18)



H11 : False alarms due to AFA non-domestic buildings



CO2 – Alleged Fire Risks

An Alleged Fire Risk (AFR) is a notification from an individual to the Brigade reporting their concerns about the fire safety arrangements at a particular premises. It may be received in a number of ways, either through Brigade Control, Brigade Headquarters (BHQ), Fire Safety Teams or local fire stations. The investigation of an AFR should be treated as urgent. Where this initial investigation indicates that there are persons at risk, then an inspection of the premises should be undertaken as soon as practical and within a maximum of three hours. We will continue to attend and address these issues raised as a priority to reduce risk and reassure relevant persons using the property, where appropriate, through education of the responsible person and, where necessary, through enforcement action. This indicator continues to report as on target, with 90.38 per cent of AFR's addressed within 3 hours.

H11 – False alarms due to Automatic Fire Alarms (AFA) non-domestic buildings

We are looking at AFAs as part of our response to the HMICFRS recommendations. We continue to proactively work to reduce the burden of Unwanted Fire Signals (UWFS) in premises where the Regulatory Reform Order (RRO) applies. A new team of four people has recently been established to support UwFS reduction. The team strategy will focus on the following key elements of a holistic reduction approach:

- The most frequent producers of UwFS are being directly targeted by the UwFS Reduction Team.
- AFA cost recovery policy is to be introduced by the summer (to apply where there is a failure to cooperate and where evidence supports charging in accordance with legislation).
- Borough Commanders and Operational Crew will be asked to adopt reduction practices detailed in revised PN 697, with the support of the new UwFS Reduction Team and local FS liaison officers.
- Filtering of AFA calls by Control Operators was extended in November 2019. Ongoing support work by the UwFS Reduction Team aims to increase the success through ongoing support work.
- HQ FSR Policy send out a regular quarterly briefing with supporting data, analysis and targeting guidance to relevant staff.
- Fire Safety Inspecting Officers continue to address false alarms as part of their audit process.

Response and Resilience – providing a high quality, effective response

Key points

Aim 2 – Response and Resilience. Our strategic approach to response is set out in the London Safety Plan and what we'll do to continue to improve our operations. We also need to have resilience – to ensure we have the appropriate arrangements in place to respond to emergencies, whilst maintaining our core service provision.

We'll deliver this aim by:

- *Planning and preparing for emergencies that may happen and making a high quality, effective and resilient response to them.*
- *To use our resources in a flexible and efficient way arriving at incidents as quickly as we can.*

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

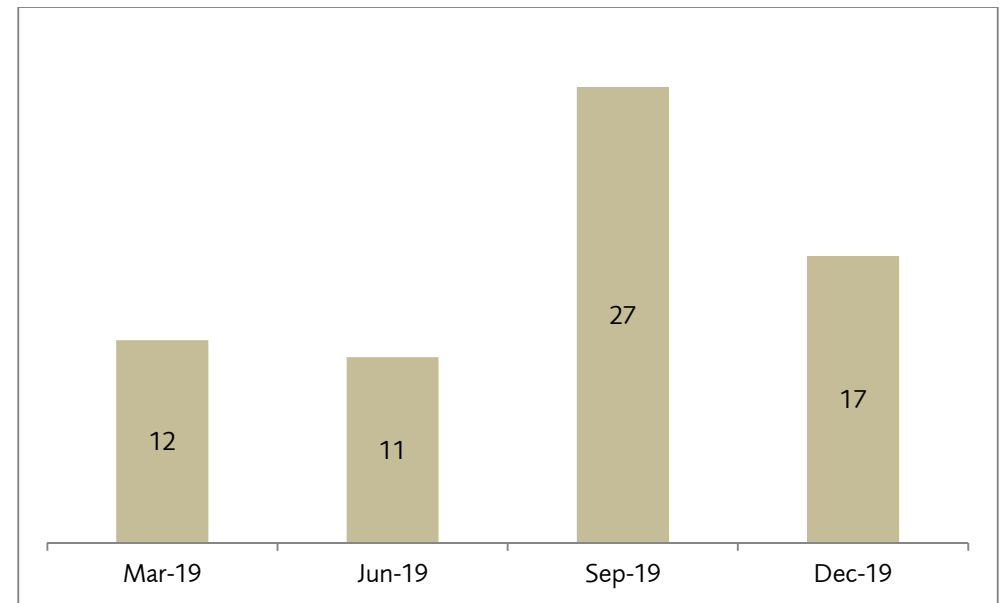
London Resilience

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

Typically a response will be to an incident that:

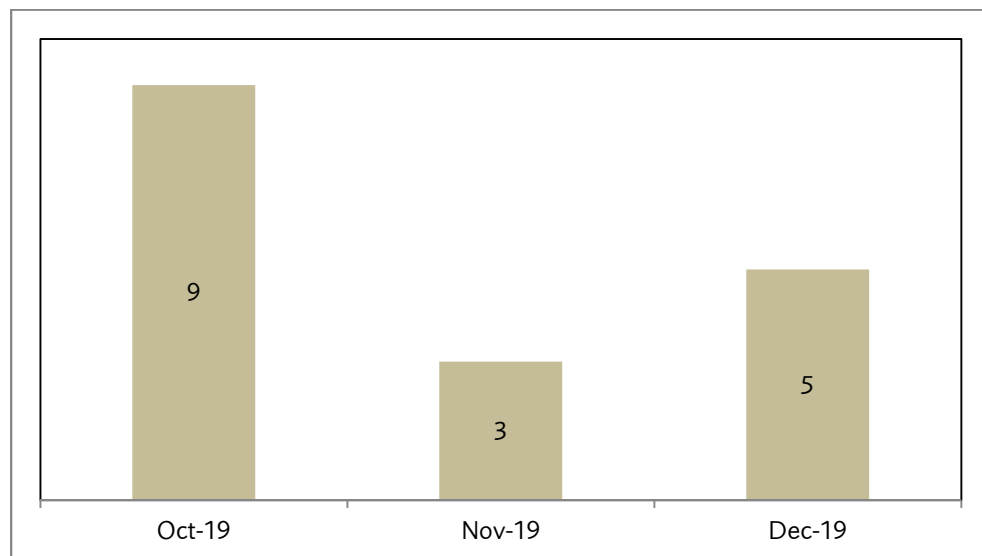
- Declared Major Incidents.
- Incidents that significantly impact one or more of London's Local Authorities.
- Incidents that impact the Partnership or generate interest from media or stakeholders.
- Incidents where a need for centralised coordination or information sharing is identified

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



Response and Resilience – providing a high quality, effective response

Number of incidents responded to in 19/20 Q3, by month

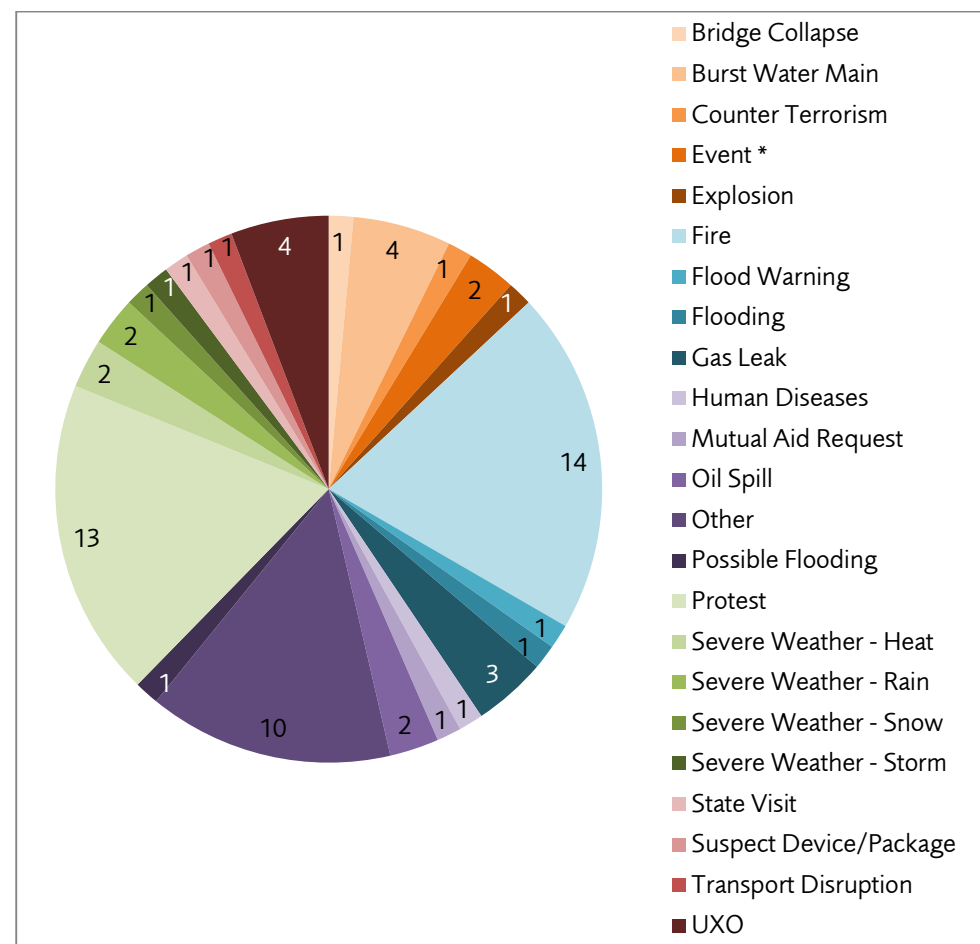


On average LRG responds to over one incident each week (5.6 incidents per month). The graph above shows that in 19/20 Q3 LRG responded to 17 incidents, average of 6 per month. Incident responses can vary from a week long response supporting partnership teleconferences and providing communications to the partnership and key stakeholders (such as the response to Extinction Rebellion), to a couple of hours long response to determine that no further action is required and to assure key stakeholders that an adequate response is already in place. Since July 2019 the average response duration per month is 55 hours.

The incident type responded to over the past 12 months varies and demonstrates the variety of incidents dealt with. The high proportion of fires responded to is in part due to the complexity and potential for spread or increased impact of that type of incident and also due to the good working relationship between LFB and LRG providing early notification of incidents. The high proportion of Protests responded to can be attributed to the various partnership meetings in regard to Extinction Rebellion over the summer.

Note that during this period the response to Brexit is not recorded as responding to an incident. Whilst there were 19 SCG meetings in the lead up to potential EU Exit dates the activity was not recorded as it would skew results significantly in terms of time responding to incidents.

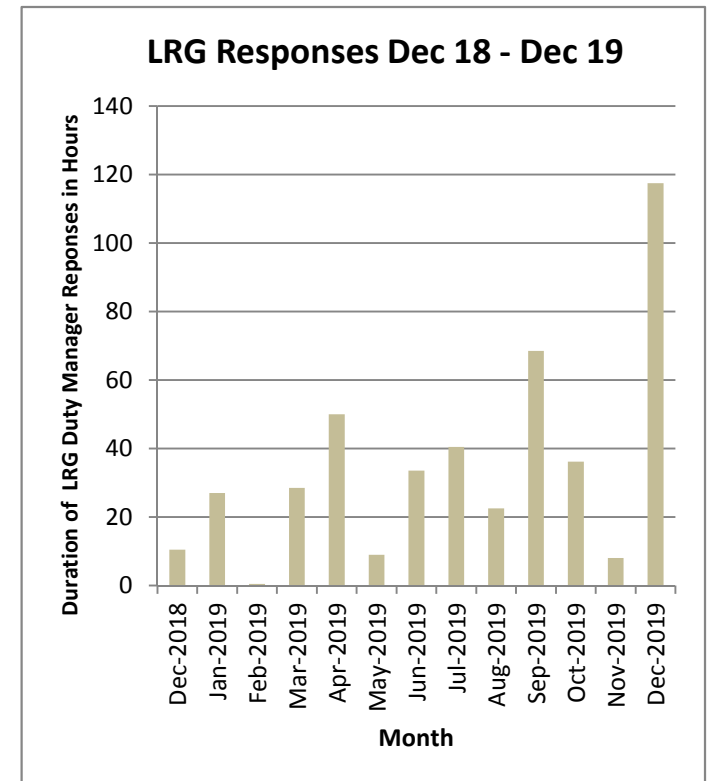
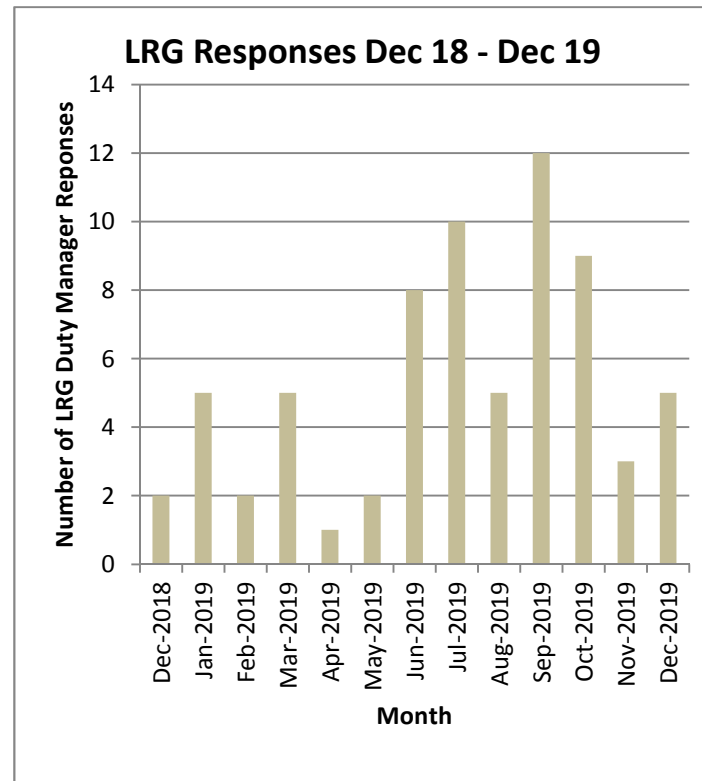
Incidents Responded to by type (note incident type data has only been recorded since November so the data relates to incidents in the period Dec 18 – December 19).



*High Profile Event (e.g. Conference)

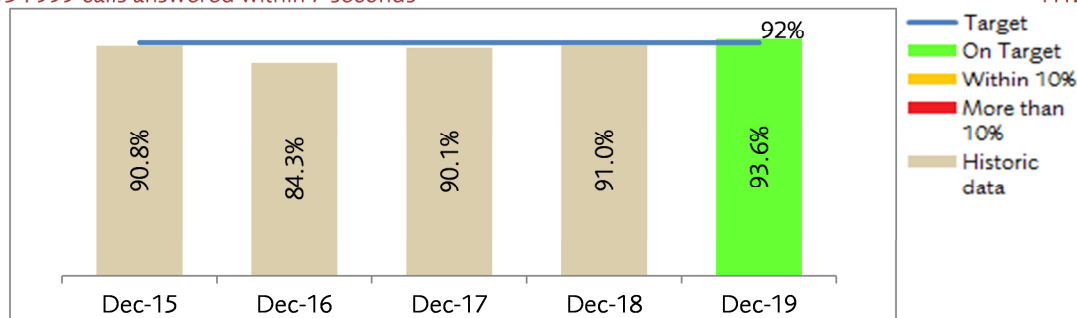
Response and Resilience – providing a high quality, effective response

Incident Type	Total Dec 18 - Dec 19
Bridge Collapse	1
Burst Water Main	4
Counter Terrorism	1
High Profile Event (e.g. Conference)	2
Explosion	1
Fire	14
Flood Warning	1
Flooding	1
Gas Leak	3
Human Diseases	1
Mutual Aid Request	1
Oil Spill	2
Other	10
Possible Flooding	1
Protest	13
Severe Weather - Heat	2
Severe Weather - Rain	2
Severe Weather - Snow	1
Severe Weather - Storm	1
State Visit	1
Suspect Device/Package	1
Transport Disruption	1
UXO	4
Total	69

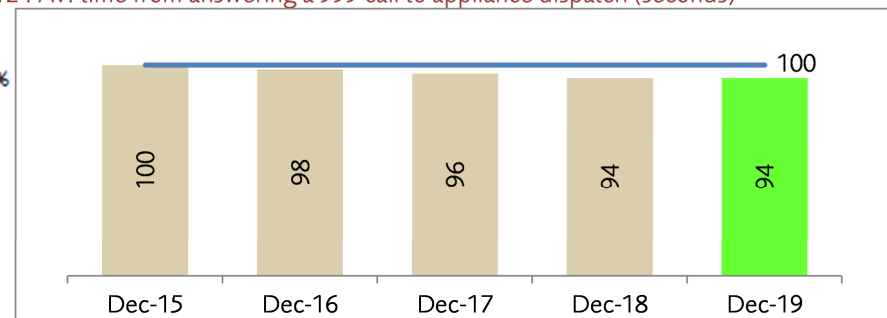


Response and Resilience – providing a high quality, effective response

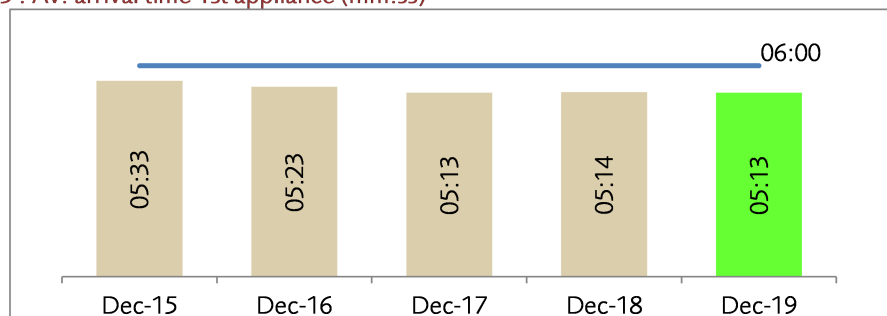
CO3 : 999 calls answered within 7 seconds



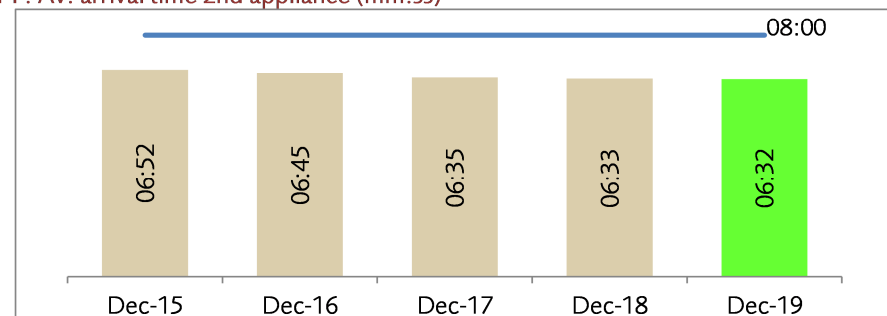
H12 : Av. time from answering a 999 call to appliance dispatch (seconds)



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



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



CO3 and H12 – Call handling

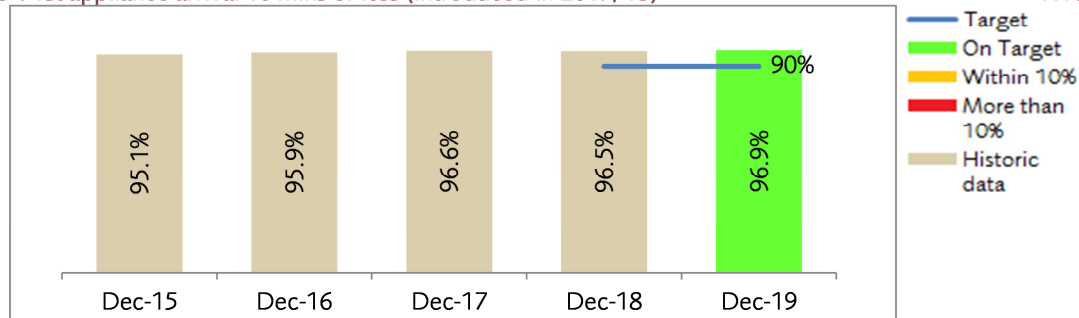
Over the last three quarters we are now seeing consistent above target performance for call handling for the first time since the introduction of the Vision mobilising system in October 2015. This is a testament to the hard work of Control officers, working in partnership with the Brigade's IT engineers and Capita to ensure the control and mobilising system delivers the best possible service to the people of London. The relationship between 999 calls being answered, time taken to mobilise an appliance and appliance attendance times is clear. This is why maintaining our improvement across these performance measures remains a key priority as we continue to ensure the Brigade is able to mobilise and deploy resources in the most efficient and effective way. To further support this work, a new Control Improvement Plan (CIP) is now being implemented, which has operational excellence and continued performance improvement at its core.

H13 and H14 – Attendance times

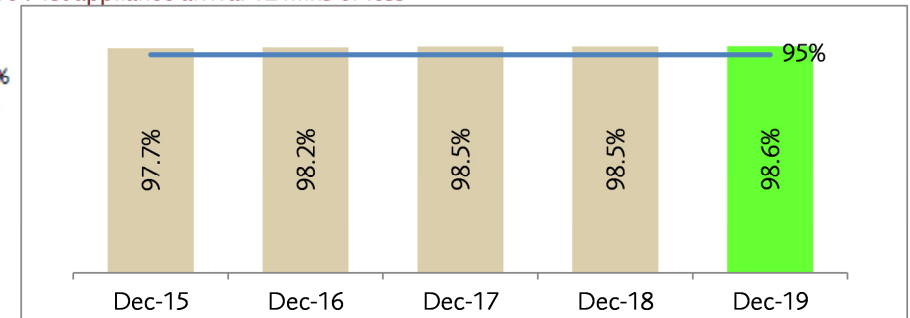
These indicators measure the Brigade's London-wide performance for the time it takes for a first fire engine to arrive at an emergency incident, within an average of six minutes, and a second fire engine, within an average of eight minutes. First and second appliance arrival times have continued to improve steadily. First appliance average arrival times have improved by 20 seconds since December 2015 and second appliance average arrival times have also improved by 20 seconds over the same period. This is likely to be due to a combination of factors including the capability of the Vision system which provides geographical mobilising (despatching the nearest fire engine). Turnout times are also a key focus for station management teams and the personal announcement (PA) countdown system helps crews to focus on their timings when leaving the station.

Response and Resilience – providing a high quality, effective response

H15 : 1st appliance arrival 10 mins or less (introduced in 2017/18)



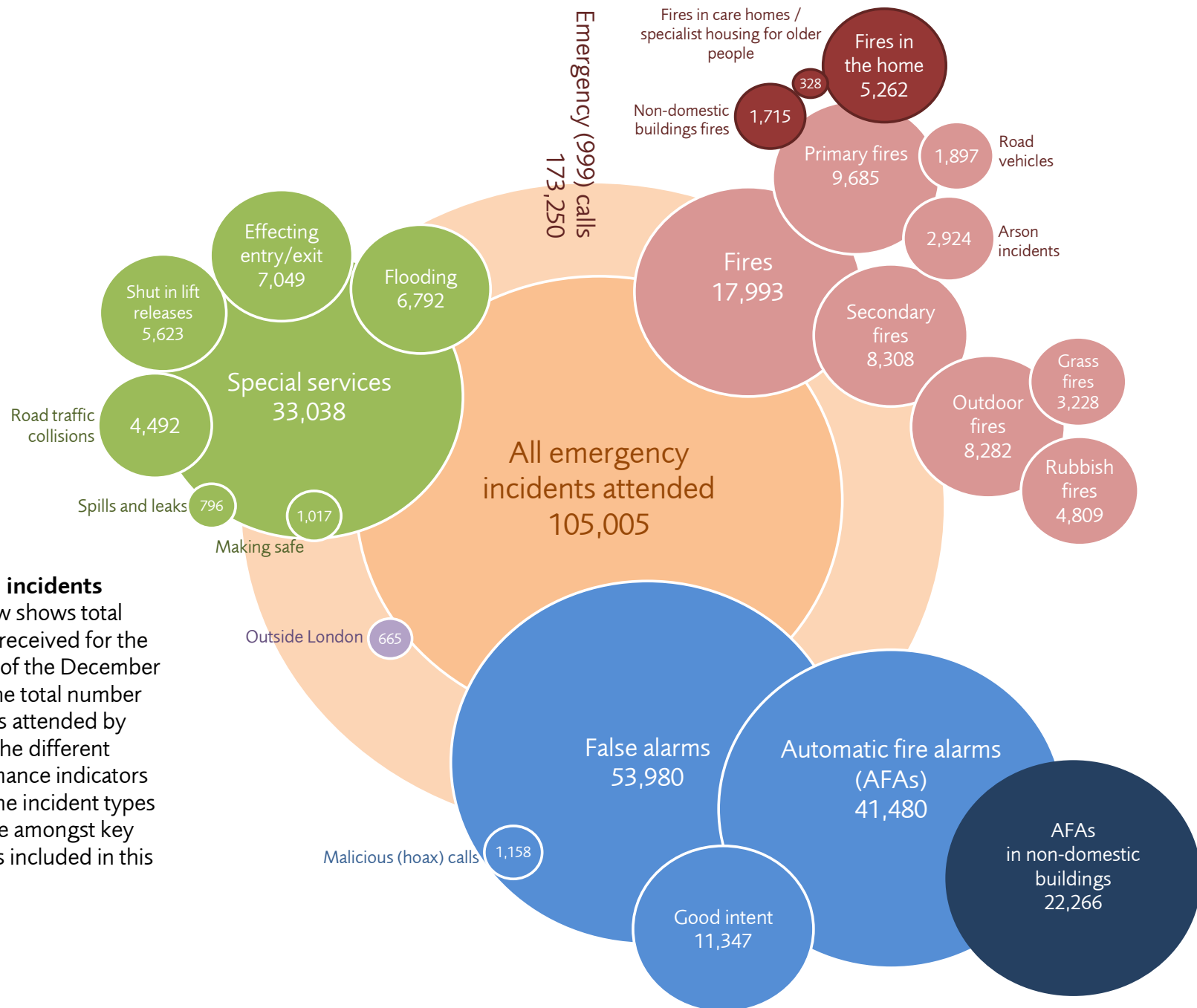
H16 : 1st appliance arrival 12 mins or less



H15 and H16 – Attendance times

The Brigade has a performance standard that a first fire engine should arrive at an emergency incident within 10 minutes on at least 90 per cent of occasions (H15) and within 12 minutes on at least 95 per cent of occasions (H16). Both the 10 minute standard and 12 minute standard are being met and shown steady improvement over the last five years, having increased by 1.79 per cent and 0.87 per cent respectively since December 2015.

Operation in Numbers



Emergency calls and incidents

The bubble chart below shows total emergency (999) calls received for the 12 months (to the end of the December 2019), together with the total number of emergency incidents attended by the brigade, and how the different incident based performance indicators relate to each other. The incident types with a darker colour are amongst key performance indicators included in this report.

People and Resources – delivering a positive and healthy culture

Key points

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

We'll deliver this aim by:

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

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

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

Annual indicators

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

CO10A : Pay ratio between highest & median salary

CO10B : Gender pay gap - all staff (median)

CO14 : Spend with SMEs

CO15 : CO₂ reduction from 1990 levels (%)

Staff Survey

As part of our Inclusion Strategy and in line with the GLA Diversity and Inclusion Action Standard within the Mayor's priorities, the London Fire Commissioner has agreed to run a programme of staff surveys on a regular basis. The main objectives of the surveys are:

- To promote engagement among staff
- Develop an in-depth knowledge of the needs of our staff
- Build trust and develop better relationships with staff and top management

In light of the recent HMICFRS report which highlighted improvements in how we manage our people survey and following the transfer of responsibility for employee engagement to People Services, the project is undergoing a review. As previously reported, the London Fire Commissioner is committed to surveying employees on a regular basis, listening and responding to employee views and empowering teams to lead change at a local level in line with the Mayor's priorities and the GLA Diversity and Inclusion Action Standard. As part of the review, we are considering how to improve employee engagement.

Inclusion Strategy

In June 2019 two Equality Managers were recruited to join the existing Inclusion Team, and a process of review of the Strategy commenced in late 2019. This will involve consultation on revised strategic objectives and a new plan of implementation, including revising the governance process for Inclusion at the Brigade. It is also a key component of the LFC'S Transformation Delivery Plan.

The Brigade has a 10 year inclusion strategy which sets out to create an environment in which every member of staff is able to give their best and to deliver a diverse workforce at all levels, and in all occupational groups, through recruitment, development and progression and to work with all our staff to create safer and more effective teams. Heads of Service have been implementing the actions contained within the strategy and end of year reporting on the progress of the actions within the strategy was presented to the Commissioner's Board on the 3rd July 2019. The

People and Resources – delivering a positive and healthy culture

following recommendation was agreed: "That the Commissioner's Board notes the transfer of the Equality Manager post to the People Services Department, the action updates at appendix 1 and that the Inclusion Strategy, including governance, reporting and assurance arrangements should be reviewed."

The Inclusion Board, originally established as a governance function for the Strategy, has been on hold since the Commissioner's Board report on 3rd July, pending the review of the Strategy.

Sustainable Development Strategy

The Brigade has a four year Sustainable Development Strategy that brings together the identification of emerging issues with existing strategies and activities across the Brigade that support the wider sustainability agenda, under one strategic approach. This includes a number of challenges identified leading up to 2020 such as the implementation of the Ultra-Low Emission Zone.

The strategy has 47 actions: 39 actions have been completed, seven actions are on target and one is off target, with work in progress to complete these.

One action was completed during the quarter:

- Monitoring how the London Pensions Fund Authority addresses sustainability issues within its investment strategy is now business as usual as Environment, Social and Corporate Governance Policy is established in the London Pension Partnership's Responsible Investment Policy, the LPFA Investment Strategy, including a policy on climate change.

Progress of the remaining on target actions includes:

- Cold cutting technologies that can support a reduction in water use to extinguish and control fires form part of the aerial project that is being rolled out, with expectation that equipment will be in use during 2020-21.
- A refresher on the importance of environmental protection and the links between business adjacent to Sites of Special Scientific Interest was provided to the North West area inspecting officers.

- A way forward has been identified to provide the 'Environment Matters' environment induction training (developed in collaboration with Avon & Somerset FRS) to new recruits, and the action is no longer defined as off target.

The action to incorporate Responsible Procurement into our Contracts Management Database, which was previously identified as on target, has been revised to off target, as no progress has been made to date. This action is now subject to review to determine next steps and whether this will be delivered within the timeframe of the strategy.

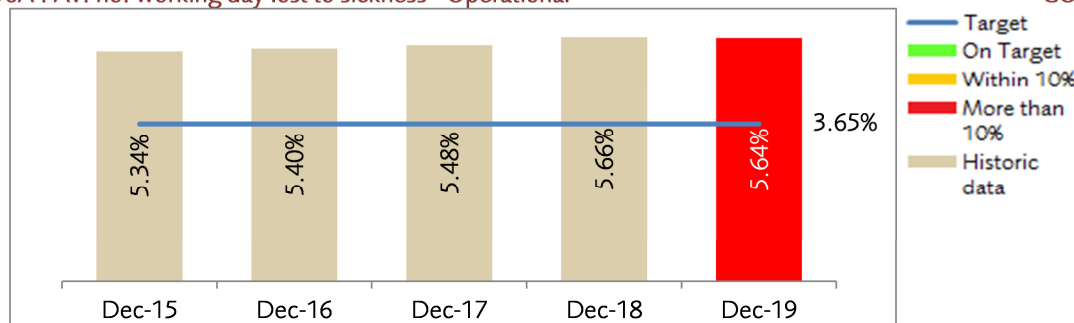
Internal audit plan

The Mayor's Office for Policing and Crime (MOPAC) provide the Internal Audit service to the Brigade under a shared service arrangement. Work against the 2019/20 annual audit plan has continued, and at the time of reporting the following progress had been achieved:

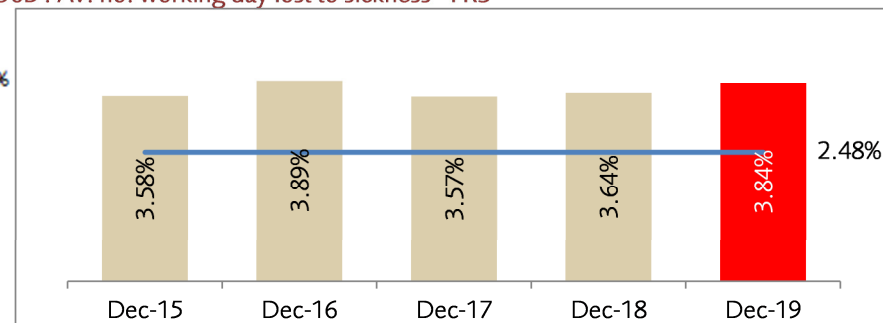
- 15 final reports issued; five risk assurance reviews, one advisory and nine follow-ups
- Five draft reports issued and management responses are awaited to finalise these; three risk and assurance reviews and two follow ups
- Fieldwork is also underway against a further five risk and assurance reviews

People and Resources – delivering a positive and healthy culture

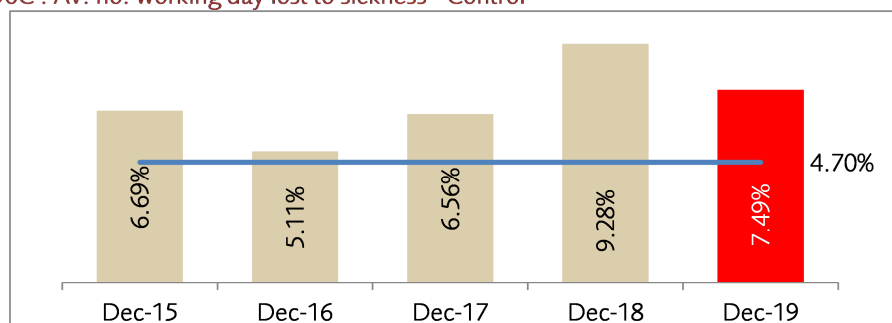
CO6A : Av. no. working day lost to sickness - Operational



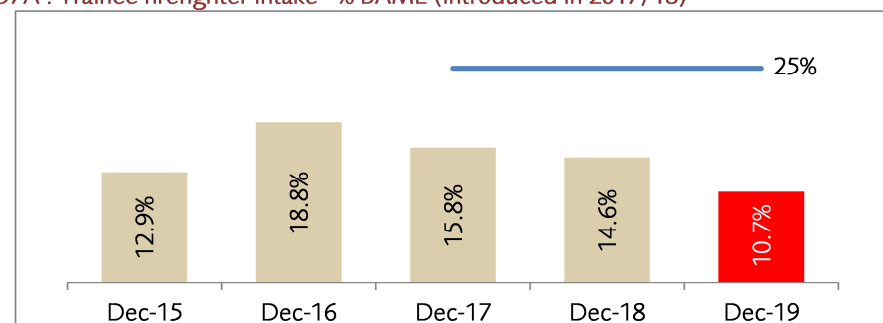
CO6B : Av. no. working day lost to sickness - FRS



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



CO7A : Trainee firefighter intake - % BAME (introduced in 2017/18)



CO6A, CO6B, CO6C – Sickness average days lost

Sickness for operational employees has marginally decreased from 5.66 – 5.64 per cent and for control staff from 9.28 per cent to 7.49 per cent during the twelve months ending December 2019. FRS staff sickness has increased from 3.64 per cent to 3.84 per cent over the same period. Increased sickness within this staff group is due to a number of FRS employees diagnosed with life affecting conditions and requiring extensive recovery periods before being able to return to work all staff groups remain above target.

Significant effort has been applied to reducing the number of employees off sick for more than six months and this has reduced from 29 to 26 cases during the last twelve months, and is expected to gradually reduce further. A number of other employees on both long term sickness absence and long term light duties are being considered for ill health retirement.

Representative bodies are being consulted on the draft version of the new Managing Attendance Policy. Meetings with the representative bodies took place during December to discuss in detail the policy's contents. Following agreement to a number of amendments, a small number of issues remain outstanding. These will be finalised via correspondence with the representative bodies during January 2020 before a final version of the draft policy is signed off by the Commissioners Board.

Monthly performance reports are being circulated to Area Deputy Assistant Commissioners to clearly illustrate whether cases within their respective areas are or are not being managed in accordance with the existing Managing Attendance Policy.

Stress, anxiety and depression (SAD) remains the main reason for sickness amongst all three staff groups in the 12 months ending December 2019. A number of sickness absence cases associated with the Grenfell Tower response have recently

People and Resources – delivering a positive and healthy culture

been concluded but there remains a number of live cases which the Brigade continues to manage. To address the increasing sickness absence caused by poor psychological wellbeing, the Brigade is pursuing the following initiatives:

- LFB's new Compute Based Training (CBT) Mental Health Awareness package has been piloted and will be launched to the workforce in January 2020.
- Work is continuing to develop a specific Recognising and Managing Stress, Anxiety and Depression training intervention for all people managers. It is hoped that this will be piloted in the summer of 2020.
- Following the launch of the LFB's Mental Health First Aiders (MHFA scheme) in Oct 2019, 80+ individuals expressed an interest in becoming a MHFA. To date 40 applications have been processed and the two day training in MHFA certificate by MH First Aid UK will commence in January.
- The integration of a training input by Counselling and Trauma Services Team (currently part of the Welcome Day) into LFB's Firefighter Development Programme remains continues to be on target to be implemented in the of summer 2020, subject to the Firefighter Development (FFD) Review Board agreeing appropriate timelines for this change to be made.
- Work to explore the feasibility of introducing a dedicated Peer Trauma Support Group to support the work of Counselling and Trauma Services continues. It is envisaged that a new post will be established in spring 2020 to co-ordinate this work.
- LFB, via its engagement with the Royal Foundation Stakeholders Group, supported and participated in the launch of the Crisis Messenger service for all blue light service workers on 9 September 2019 and continues the support the work of the Royal Foundation group by being an active member of its First Responders Stakeholders Group.
- Work continues with the London School of Economics to facilitate a research project and survey related to the effects of trauma on a watch based culture. The survey document is due for release to staff in Firefighter, Leading FF, Sub Officer and Station Officer roles in the early part of 2020.

- Ongoing review of the phrasing and content of sickness absence letters to ensure they are more considerate of the impact that such correspondence has on members of staff that have been off long term sick.
- Early exploratory work is taking place to determine whether LFB could enter into a trauma study with King's College London focused on the effects that working in a blue light emergency service has on individuals.
- Work continues to determine the feasibility of introducing a 'Pets As Therapy' initiative to support LFB mental health training interventions.
- To coincide with World Menopause Day, an event was held on 18 October to promote the effects of the menopause and provide a better understanding to managers about the issues faced by women.
- Following the success of a number of mess workshops for mess managers in October 2019, further workshops will be programmed throughout 2020. Periodic fitness testing commences on 20 January 2020 and those operational employees who have been scheduled to complete testing on or after the commencement date have begun receiving their participant instructions.

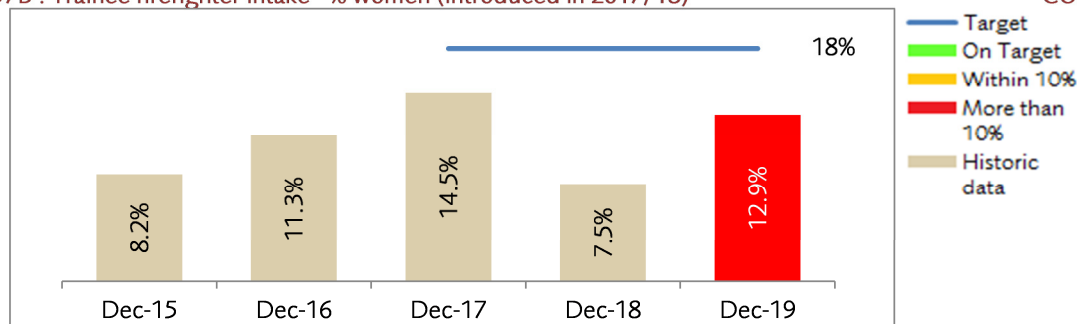
CO7A, CO7B – Improve diversity of firefighter intake

There has been an increase in the percentage of BAME and women in the Q3 figures for trainee firefighter intake. The percentage of trainee firefighters who are BAME increased to 10.7 per cent (up from 8 per cent in quarter two) and percentage of women also increased from 10.7 per cent to 12.9 per cent. Some of this intake have now commenced training and work has commenced to support new firefighters in the workplace to retain our best talent and improve diversity.

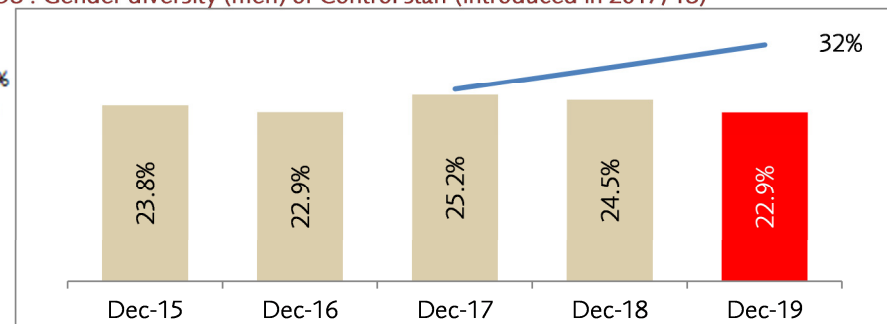
We continue to build on the recommendations made following the research conducted into women and BAME communities to overcome the barriers and encourage applications for the firefighter role. The Outreach team continue to focus their strategy on building links with employment agencies in areas with a high BAME population, and centrally the LFB Talent & Recruitment team is developing initiatives with the Care Leavers Covenant, the Apprenticeship Diversity Standard and the Fire Cadets.

People and Resources – delivering a positive and healthy culture

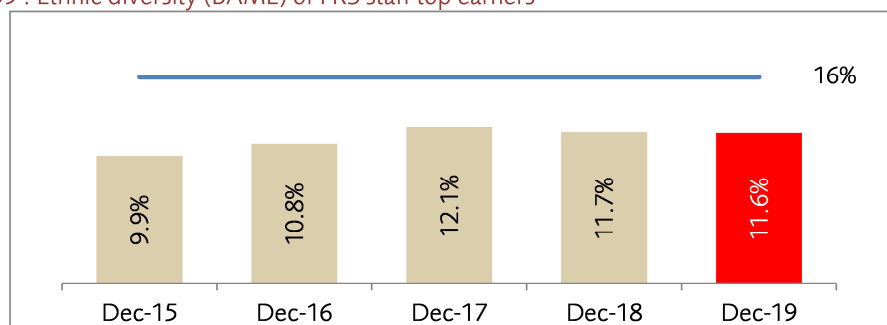
CO7B : Trainee firefighter intake - % women (introduced in 2017/18)



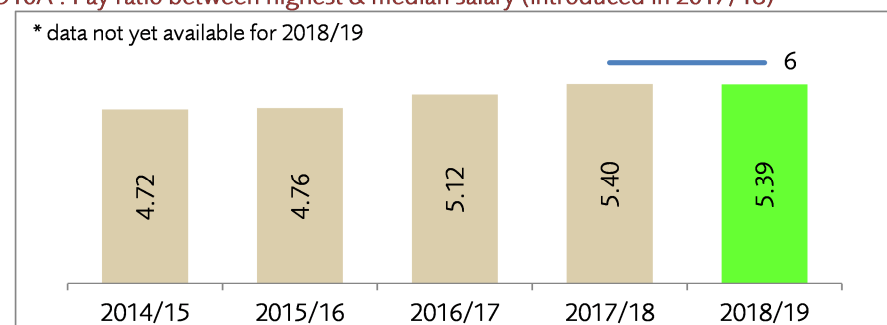
CO8 : Gender diversity (men) of Control staff (introduced in 2017/18)



CO9 : Ethnic diversity (BAME) of FRS staff top earners



CO10A : Pay ratio between highest & median salary (introduced in 2017/18)



CO8, CO9 – Gender and ethnic diversity

Progress in these areas (gender diversity in Control, and diversity (BAME) of FRS staff top earners) is affected significantly by individual joiners and leavers, given the low numbers involved, and the low turnover rates of staff at senior levels in the FRS staff group. There has been a small increase in the percentage of BAME top earners in the FRS staff group (from 11.3 per cent in quarter two to 11.6 per cent in quarter three) and the number of men in the Control staff group remains the same.

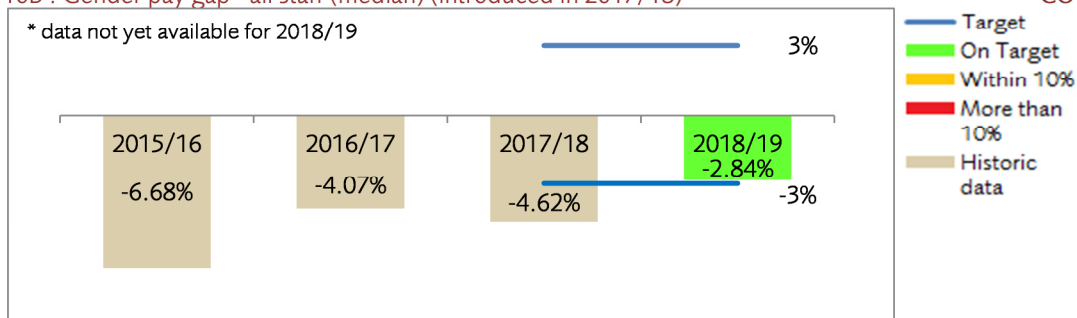
LFB published its ethnicity pay gap report in December 2019 which demonstrated a pay gap across full and part time roles in favour of white staff at FRS (despite a 0 per cent gap overall), and specific work is being undertaken by the Inclusion Team to address this including consulting with staff support groups and representative bodies, and the development of a working group to address the lack of assessor training for FRS roles.

CO10A – Pay ratio

The pay ratio between the highest and median salary has been published for 2018/19. This indicator continues to report as on target and at 5.39 the ratio shows a slight improvement on 2017/18.

People and Resources – delivering a positive and healthy culture

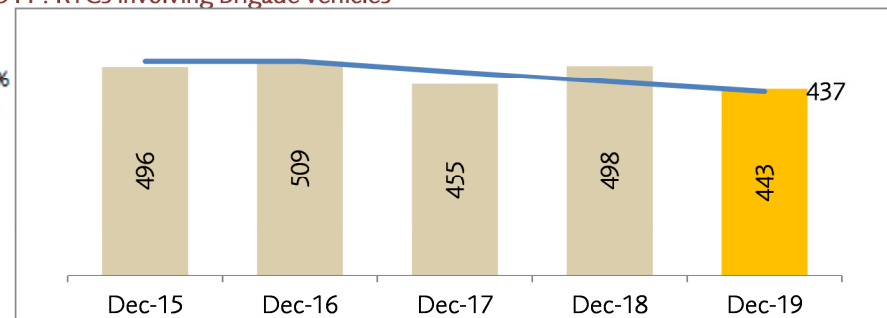
CO10B : Gender pay gap - all staff (median) (introduced in 2017/18)



CO10B – Gender pay gap

LFB published its gender pay gap in line with GLA timescales on 1 October 2019, for year ending March 2019. The median pay gap has narrowed from -4.62 per cent in 2017/18 to -2.84 per cent in 2018/19.

CO11 : RTCs involving Brigade vehicles

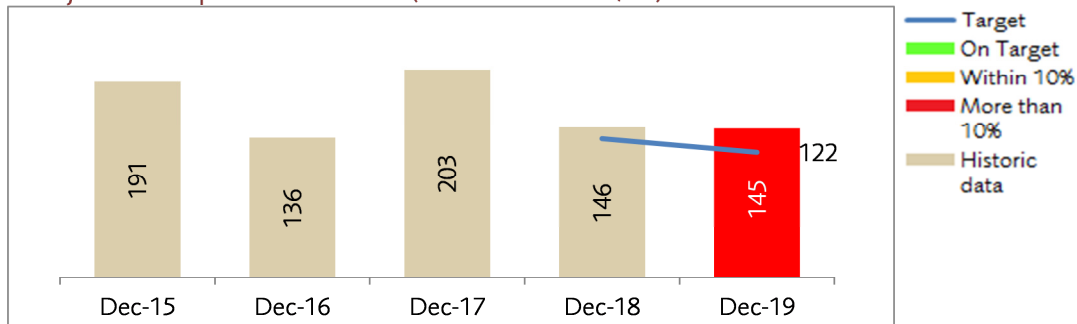


CO11 – RTCs involving Brigade vehicles

The target for Road Traffic Collisions (RTCs) involving Brigade vehicles (443 versus a target of 437) is not being achieved but has moved to be more consistently within 10 per cent of target. Road traffic collisions have reduced by 11 per cent when compared to the same period last year. An Emergency Response Driver refresher training programme has commenced to improve driver standards; this training includes a reassessment of driver skills. Staff have also recently been provided with information and instruction in preventing accidental damage to the fire appliance when attending incidents.

People and Resources – delivering a positive and healthy culture

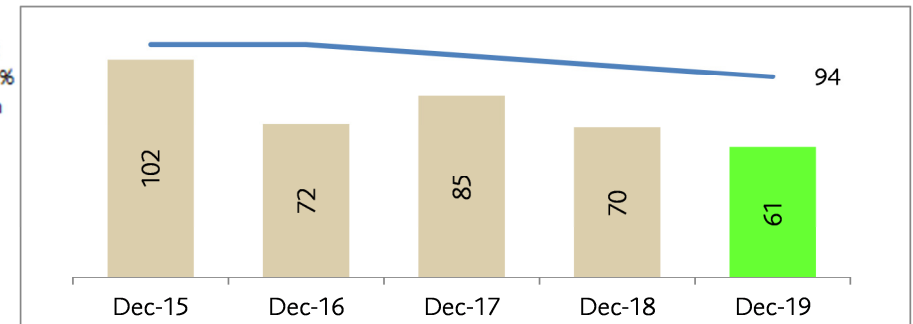
CO12 : Injuries from operational incidents (introduced in 2017/18)



CO12 – Injuries from operational incidents

The target for injuries from operational incidents is not being met (144 versus a target of 122). This target was set against the lowest recorded figure for operational injuries from 2016/17 and is an ambitious target, which continues to reduce by 5% year on year. The operational activity of forcing entry to premises has previously been identified as leading to a significant number of more serious injuries to staff. To reduce injuries from forcing entry Officers have introduced improved forcing entry equipment and have started to produce updated training materials for staff. Officers are working to identify how we can further target reductions in operational injuries.

CO13 : RIDDOR

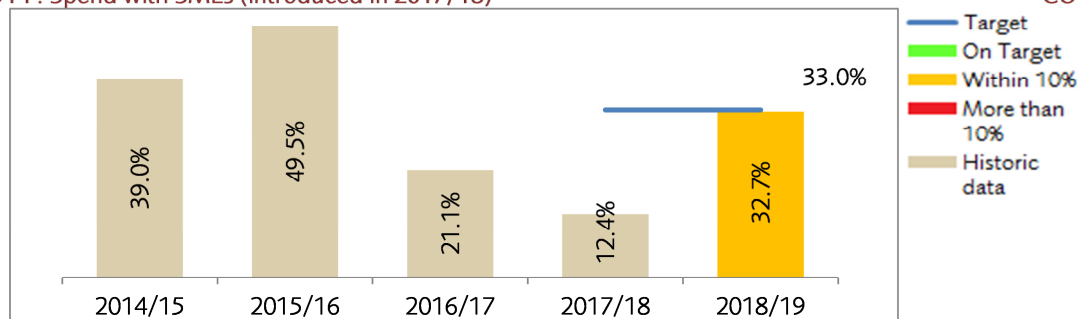


CO13 – RIDDOR

The target for injuries reportable to the Health and Safety Executive (HSE) under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) is being met (61 versus a target of 94); long term performance has seen significant improvements with a 40 per cent reduction when compared with the rolling 12 month figure for December 2015 (102).

People and Resources – delivering a positive and healthy culture

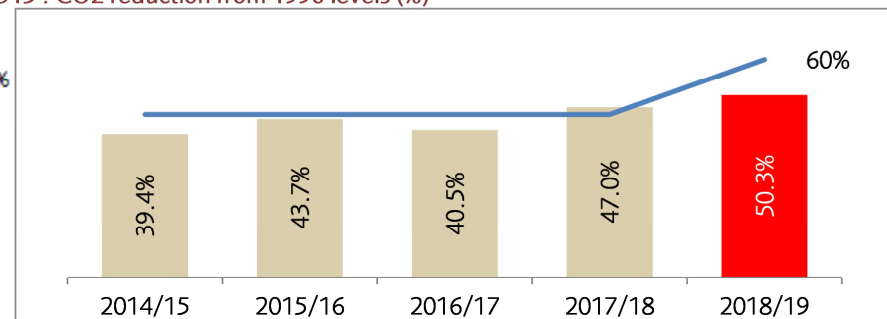
CO14 : Spend with SMEs (introduced in 2017/18)



CO14: Spend with SMEs

SME spend has increased significantly from 12.4 per cent to 32.7 per cent. The change is a result of one key contract that was split from two lots into three, being awarded to two new SME's, one of which corresponded with a budget increase to complete a backlog of building maintenance; recent work to identify the supplier size from those contractors that had not submitted diversity questionnaires; and a further increase in tier 2 SME spend reported.

CO15 : CO2 reduction from 1990 levels (%)



CO15: CO₂ reduction from 1990 levels

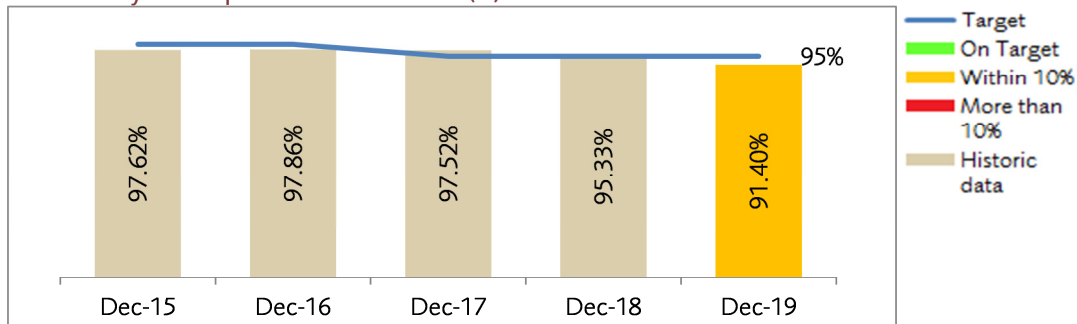
Having achieved the interim target of 45 per cent reduction by 2020, performance is now measured against the follow on target of 60 per cent reduction by 2025. This is a significant increase in the target.

A further reduction of some 4.9 per cent was achieved on the previous year for CO₂ emissions, which are made up of the combined buildings, fleet and air travel emissions, with 50.3 per cent reduction from 1990 levels putting us on track with achieving the first carbon budget (which ends in 2023). The carbon budgets provide the trajectory to achieve 60 per cent reduction as set by the London Environment Strategy. This improvement is largely due to the energy reduction measures from buildings, with the improvement in buildings diminished by the increased emissions of fleet with the replacement of the series 3 pumping appliance with Euro 6 engines leading to increased fuel use.

A carbon strategy has been developed to identify further measures required to achieve 60 per cent reduction.

People and Resources – delivering a positive and healthy culture

CO16 : Statutory info requests handled on time (%)



CO16: Statutory information requests handled on time

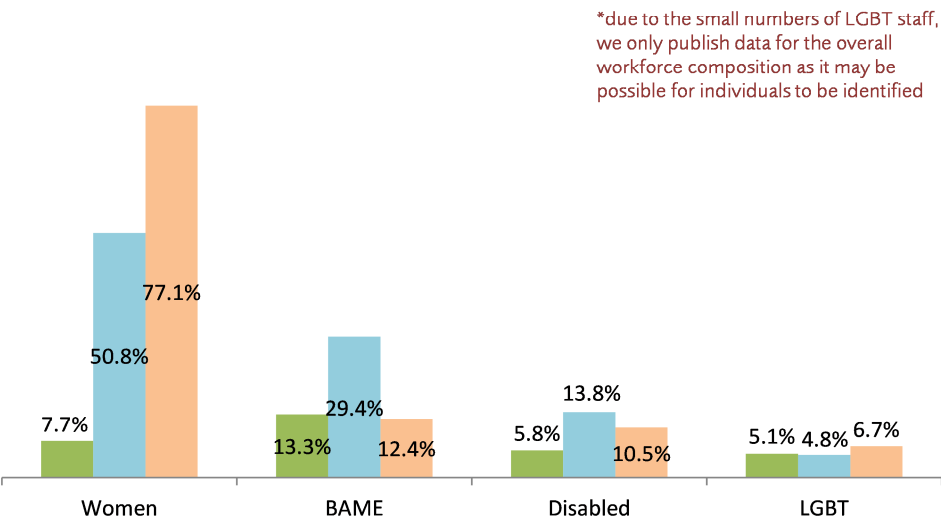
This indicator measures how well the Brigade is meeting the statutory deadlines for responding to information requests under the Freedom of Information Act (20 working days) and the GDPR/Data Protection Act (one calendar month).

Performance is below the target for the year and is on a downward trend.

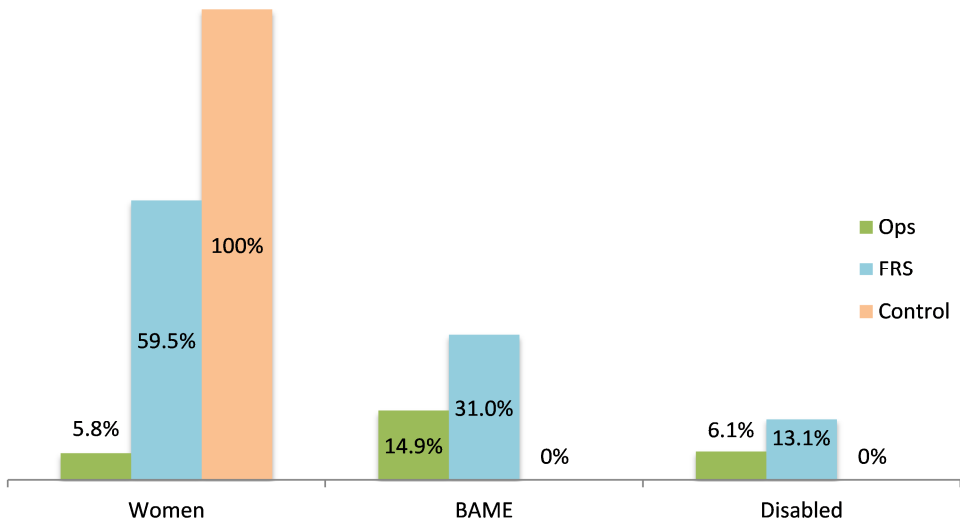
Performance at end Q3 continues to be impacted by a number of complex cases involving large numbers of documents (often linked to staff grievance/discipline cases).

Key People and Resources Information – workforce composition

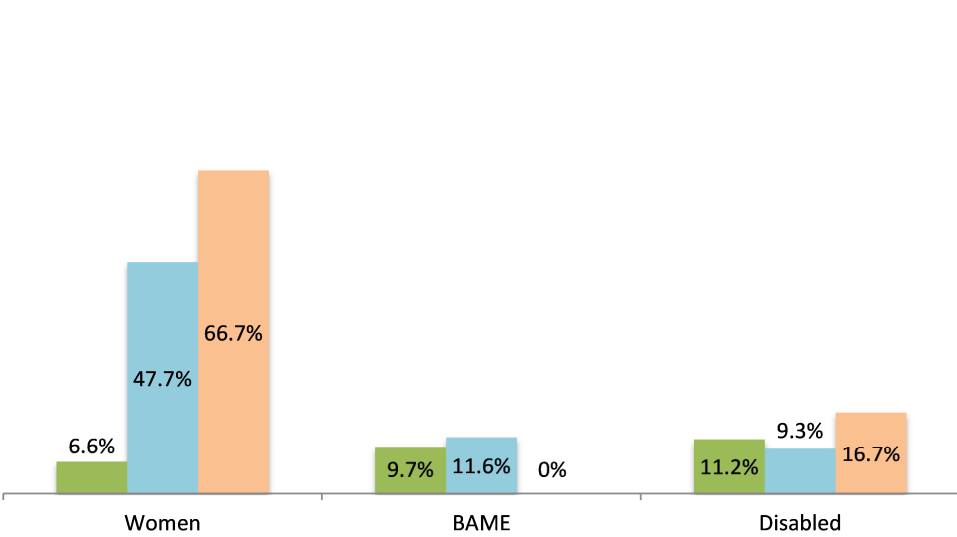
Workforce composition*



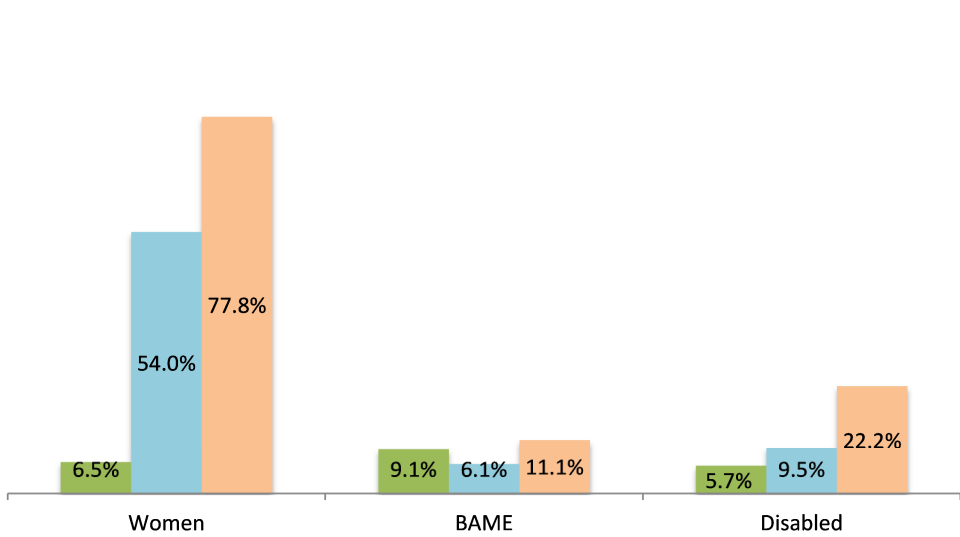
Workforce promotions



Workforce top earners



Workforce voluntary leavers



Delivering on the London Safety Plan

LSP (2017) Commitments – key highlights

The London Safety Plan (2017) was approved by the London Fire and Emergency Planning Authority on March 2017. The Plan details how the Brigade will help make London the safest global city. The Plan is structured into three aims (prevention and protection, response and resilience, people and resources) as well as five overarching principles in terms of how we'll deliver our services. Our principles include a renewed focus on collaboration and inclusion. The Plan is also supported by a series of commitments across the aims and principles to ensure plan delivery. As at the end of quarter three 2019/20 there are 34 ongoing commitments. Eight commitments have been closed, three of which in quarter three. Five commitments are currently off track (amber), they are as follows:

LSP20 *Improving our Command Unit functionality:*

Please refer to the Command Unit Replacement (CUR) project update page 41.

LSP23 *Review Immediate Emergency Care provision:*

New one, three and five day courses implemented and now include CU staff (to address possible changes to CU watch structure). Senior Officers IEC course has now been changed to 'Solo responder IEC'. This will include Inspecting Officers and detached Station Officers. CPR feedback is now on hold whilst we wait for a replacement LAS Secondee.

LSP24 *Improving the co-responding process for crews:*

The Emergency Medical Response (Co-responding) pilot review has been completed. The draft proposals on pay and broadening the role of firefighters has been rejected by RB"s. We are awaiting national or local agreements to progress co-responding. A Co responding 'Next Steps' paper is in draft and ready for circulation amongst heads of service. Work is ongoing to reach agreement with the RB"s to secure this role.

LSP37 *Deliver a third training centre at Croydon:*

Please refer to the LFB Training Centre Croydon project update page 42.

LSP42 *We will support the implementation of the Emergency Services Network project to realise the benefits of the new capability for the London Fire Brigade:*

Please refer to the Emergency Services Network (ESN) project update page 41.

Our Risk Perspective

Risk management

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

Since the current risk strategy was approved (on 12 March 2018) and the strategic risks reviewed, Heads of Service have been consulted to identify and developed risk controls and mitigations and regular quarterly reviews take place at Directorate Boards to monitor controls and assess risk ratings. This allows us to dynamically monitor the risks as controls develop and the risk landscape changes. The following (strategic) risks are those which officers have identified could have a serious impact on how the Brigade operates.

Code	Risk Description	Score
CRR1	Death or serious injury occurs as a result of our staff not operating a safe system of work	6
CRR7	Failure of a significant contractual relationship impacts on the delivery of services	6
CRR8	The actions arising from the inclusion strategy fail to deliver a more diverse workplace	6
CRR10	The current environment doesn't support effective planning to meet the budget gap forecast in 2022/23	6
CRR13	A breakdown in industrial relations affects our ability to deliver the service	8
CRR18	The ongoing asymmetric threat to London and the UK potentially exposes a level of vulnerability which could result in increased levels of risk	9
CRR19	Complete failure of the mobilising system for periods over 24hrs in duration.	6
CRR20	The Grenfell inquiry process impacts on staff/officer wellbeing resulting in an increase in officers unavailable for key roles and reducing the resilience of the service	8
CRR21	The Brigade's Adult Safeguarding Framework does not support effective and efficient referrals to appropriate agencies to adequately support the needs of vulnerable people	6
CRR22	Brigade ICT services are affected by a cyber attack	9

Code	Risk Description	Score
CRR23	Staff do not get support for their mental health problems which negatively affects individual wellbeing and organisational effectiveness	6
CRR24	Our capacity to deliver change is exceeded meaning that benefits are not fully delivered	8
CRR25	Brigade services are vulnerable to a pandemic outbreak	2
CRR26	HM Inspection results in areas of the service receiving a poor or inadequate rating which reduces public confidence in LFB	8
CRR27	The resilience of the Brigade is impacted by a series of large scale major incidents, potentially terror related.	6
CRR29	The Grenfell Tower Fire Public Inquiry results in conclusions about Brigade policies or actions which reduce staff/public confidence and / or public safety.	12
CRR30	High sickness levels result in a reduction in operational resilience	6
CRR32	Newly commissioned training requirements are not accurately planned, specified, or evaluated	6
CRR33	The training provider is unable to provide effective and efficient training to deliver the Brigade's needs	9
CRR34	Non contracted training provision does not effectively and efficiently secure maintenance of skills	9
CRR35	The United Kingdom leaves the European Union causing disruptions to communities, infrastructure or costs sufficient to challenge LFB service delivery through disruptions to services, suppliers, or by demand increases	3
CRR36	Brigade Control training and quality assurance processes are currently not subjected to external scrutiny or rigour, which leaves the Brigade open to challenges about the competency of its Control officers'	6

There are currently 22 risks on the Brigade's strategic risk register. There are five 'red' risks, the highest of which relates to the Grenfell Tower Fire Inquiry and public confidence. A further risk has been added to the register CRR36 which concerns the Brigade's Control training and quality assurance processes. There is a Control improvement plan which is to be delivered as a matter of priority. CRR26 has been rerated to reflect the outcome of the HMICFRS inspection as is now assessed as very likely and significant.

Work is also underway to align the risks to the new Transformation Delivery Plan with revision to the risk register as necessary.

Our Risk Perspective

Securing business continuity

Business Continuity Management (BCM) is a holistic management system that relies on both the information captured through the departmental Business Impact Analysis (BIA) programme to identify potential threats to business operations, and the development of a single framework through which organisational resilience and response arrangements can be built. The BCM programme has enabled us to successfully identify critical organisational activities and develop business continuity plans.

Underpinning the BCM work that is undertaken across the Brigade are the International Standard for Business Continuity Management (ISO 22301) and the statutory requirements imposed on us as a Category 1 responder by the Civil Contingencies Act 2004, which requires all Cat1 responders to put BCM arrangements in place and to test those arrangements through staged exercises.

Business continuity planning

The departmental Business Continuity Plans (BCP) outline the responsibilities and critical activities owned by each department. We continue to work with departments to ensure plans are up to date and review information such as fall back locations and evacuation plans with Department heads and business continuity deputies.

The Strategic Response Arrangements (SRA) (Brigade Policy PN699) outline the core structures and key processes that the Brigade can activate during a major incident or business disruption. A review of the SRA is underway; this will provide a framework to update the policy and incorporate the learning gained from exercising the arrangements and live activation of the policy.

Business continuity exercise and testing – 'Autumn falls' exercise debrief

The Brigade took part in the 'Autumn falls' exercise on 26 September 2019. This was a no notice live exercise to test the response of the emergency services to three simultaneous Chemical, Biological, Radioactive, Nuclear (CBRN) attacks at London

locations with very high public attendances at Westfield in Stratford, King's Cross Rail Station and Twickenham Stadium.

The scenario provided valuable learning both in terms of the nature of the incident and the challenges brought about by a multiple location attack. Exercises like this help make sure that the Brigade continues to improve its collective ability to respond safely and effectively to any challenge, reducing the risks to the people of London and ensuring a speedy recovery following a major incident.

Following the exercise, a formal debrief of the SRA arrangement was produced to capture any learning from the notification and stand up of the SRA arrangements.

Fishmonger's Hall London Bridge Incident IN: 161580

At 13:58 on 29 November, City of London Police were called to Fishmongers' Hall after Usman Khan, wearing a fake suicide vest, threatened to blow up the hall. Holding two kitchen knives taped to his wrists, he began attacking people inside the building. Several people fought back, resulting in Khan fleeing and he began targeting pedestrians outside on the north side of London bridge. Operation Plato was declared and the Brigade's SRA arrangements were stood up. The attacker was stopped shortly after the declaration.

Any incident which activates the SRA is normally followed by a debrief to identify any lessons learnt and to agree actions for improving policies and plans. Lessons from the incident have been incorporated into a formal review of the SRA policy to maintain a continuous cycle of activation, learning, and improvement to the SRA.

Business disruptions

With 31 January 2019 confirmed as the Brexit deadline, the Brigade, along with partners agencies and the London Resilience Group (LRG), is reviewing its position with respect to a variety of possible outcomes to Britain exiting the European Union. Potential issues identified involved supply chain disruptions, the workforce and civil unrest.

Delivering on Change – Corporate Portfolio

Project Management is one of the key methods of delivering complex change in the Brigade in a planned and organised manner. At the end of December 2019, there were 12 'A' governance projects (those which affect multiple directorates; have a significant business impact and/or are of particular risk to the Brigade).

Governance Strategic Aim	Project/Programme Name	Q2	Q3	Budget (£m)	Estimated Spend (£m)	Stage	Original End Date	Forecast End Date
Active Projects/Programmes								
A 2	Emergency Services Network (ESN)	A	A	£3.3m	£1.1m	Plan	30/03/2019	31/12/2022
A 1	Command Unit Replacement (CURP)	A	A	£3.24m	Nil	Plan	31/03/2019	31/10/2021
A 2	Integration of National Operational Guidance into LFB	A	A	£900k	£100k	Plan	31/12/2018	31/01/2020
A 1	HMICFRS Inspection ¹	G	G	£150k	£150k	Deliver	30/04/2019	31/03/2020
A 2	Respiratory Protective Equipment (RPE)	A	A	£10.1m	Nil	Define	31/12/2021	31/12/2021
A 3	Zero Emission Pumping Appliance 1 (ZEPA1)	G	G	£2.1m	£600k	Plan	31/12/2023	31/12/2023
A 3	Firefighter Apprenticeships	G	A	Nil	Nil	Deliver	29/11/2019	29/11/2019
A 3	Operations Support Centre (OSC)	G	A	£7.5m	£4.3m	Deliver	31/01/2020	30/03/2020
A 3	Business Intelligence Solution	G	G	£1.8m	£900k	Deliver	31/03/2020	31/03/2022
A 3	LFB Training Centre Croydon	G	A	£15.5m	£1m	Plan	28/02/2019	13/07/2022
A 3	Role to Rank (R2R)	G	B	£500k	£520k	Deliver	31/03/2019	31/03/2020
A 3	DaMOP Review	G	G	Nil	Nil	Deliver	31/05/2020	30/06/2020

Four of the projects are currently reporting as green, these are, Her Majesty's inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)¹, Zero

¹ The HMICFRS project scope was to manage, deliver and support the inspection process. It was not related to the inspection outcome.

Emission Pumping Appliance 1 (ZEPA 1), Business Intelligence Solution (BIS) and DaMOP (Development and Maintenance of Operational Professionalism) Review. One project is reporting as closing (blue), which is, Role to Rank (R2R).

Seven projects are currently reporting as amber.

Emergency Services Network (ESN) – The Home Office programme are working on a revised Full Business Case (FBC) and plan that reflects the original date of transition has slipped. The project RAG is amber to reflect uncertainty and will be reviewed when the Home Office programme communicates its revised plan to deliver ESN. The Airwave [Firelink] service has been extended to the end of 2022 with extensions possible beyond this. It is anticipated that the revised FBC and plan will be shared by the programme in June 2020.

The LFB ESN team are engaged in working with the programme on the re-planning work and on the Airwave extension work. Based on information supplied by the programme, the LFB transition to ESN can commence no earlier than February 2022.

LFB continues to supply requested information to the programme and participates in national ESMCP events organised by the programme, NFCC Business Change Lead and suppliers with particular focus on Coverage Assurance and Service Management. LFB were also involved in the ESN vehicle device evaluation during August.

The NFCC and equivalent Police representatives are involved in discussions with the Home Office to ensure their delays do not cause new financial burdens for emergency services.

Command Unit Replacement (CUR) – The Incident command Operating System (ICOS) procurement has received expressions of interest from approximately 40 companies. The Blue Light Portal expressions of interest has been extended to end January 2020 due to the Christmas period.

The CUR project is currently awaiting the Commissioners Board decision regarding the proposed new command unit locations that have been presented by the Command Unit Watch Structure Integration Project (CUWSIP – formerly Command Unit Station Integration Structure [CUSIS] project). This will allow for feasibility

Delivering on Change – Corporate Portfolio

studies to be completed to ascertain the cost of the electrical upgrade for a fully electric charging solution.

The Vehicle and hardware procurement is now scheduled to be published by Babcock Critical Services in mid-February 2020.

The project remains reporting amber until vehicle procurement and build timelines are finalised.

Integration of National Operational Guidance (NOG) – The proposal for the new framework was agreed at project board on 16 January 2020. This included an agreement of the new timelines which will see the delivery of the first part of the fire element of the framework in April 2020. The project will now be re-baselined and all workstreams will also be amended accordingly.

Good progress has been made with the strategic gap analysis. LFB is now 81 per cent compliant with action plans being put in place for those areas of partial and non-compliance. Work is also underway with the training gap analysis between NOG learning outcomes and extant training.

The Service Integration tool is now scheduled for delivery to trial services, which includes LFB, at the start of March 2020. This project is reporting amber as it needs to be re-baselined.

Respiratory Protective Equipment (RPE) – Commissioner's Board agreed on 6 November 2019 that the BA and Fireground Radio Replacement projects would be amalgamated with the RPE Replacement project. At the RPE project board meeting on 9 January 2020, it was decided that the radios would be a workstream within the RPE project. The project will now be re-baselined and the associated high level milestones will be reassessed to enable a new project timeline to be created.

A review of LFB's BA cylinder capacity has indicated that remaining with our current cylinders may narrow the field when procuring new RPE. A paper was presented at Operations Directorate Board on the 16 December 2019 and will go to the Commissioner's Board in late January 2020.

This project is reporting amber due to the requirement to update the project scope and re-baseline following the addition of the radios workstream.

Firefighter Apprenticeships – The assessment guidance, including the manager assessment, was sent to all operational officers on 20 December 2019.

There have been delays with the development of the automated manager assessment station diary appointment being created and so manual intervention (contacting managers two months prior to the manager assessment deadline) will be required until such time as this has been developed. Special Operations Group (SOG) have approved the JESIP and Civil Contingencies training package.

Future changes in operational policy/guidance/practise may impact on apprenticeship assessments, therefore the assessments will be included in the change process. This project is reporting amber due to delays with the development of the automated manager assessment station diary appointment.

Operations Support Centre (OSC) – Some recent issues relating to the siting of specialist equipment and storage facilities requiring correction are in the process of resolution to deliver phased occupancy for Brigade Distribution Centre (BDC) from 3 February 2020 and anticipated sectional completion for PEG by end February 2020.

Practical completion for the new building project is currently reporting amber due to a possible delay with regard to utility connection, which is expected to be resolved by mid-February.

LFB Training Centre Croydon - The project status is reporting amber due to a change to the project programme, which was presented at the project board meeting on 17 December 2019.

This change is primarily due to a later submission of the planning application and a delay in starting construction. There have been delays to completion of the designs for the Real Fire Training Venue (RFTV) drawings due to scrutiny and further information being sought by LFB about capacity, capability and costs, that need to be completed. The project sponsor met with the design company's vice president on 6 January to convey LFB's concerns the delays.

The external consultants have produced a conservative estimate of the construction period. Time could be saved in this area if the successful building contractor offers a shorter construction period.