



LONDON FIRE BRIGADE

Decision title

LFB Quarterly Performance Report – Quarter 1 2019-20

Recommendation by
Assistant Director, Strategy and Risk

Decision Number
LFC-0208x-D

Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Published in full

Summary

Report LFC-0208x to the London Fire Commissioner presents the Brigade's performance as at the end of Quarter 1 2019/20 (data to the end of 30 June 2019). This report covers performance against budgets, key indicators, risks and projects.

Decision

The London Fire Commissioner receives report LFC-0208x, noting Appendix 1.

Dany Cotton QFSM
London Fire Commissioner

Date 14-08-19

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LONDON FIRE BRIGADE

Report title

LFB Quarterly Performance Report – Quarter 1 2019/20

Report to

Commissioner's Board
London Fire Commissioner

Date

31 July 2019

Report by

Assistant Director, Strategy and Risk

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Summary

This paper presents the Brigade's performance as at the end of quarter one 2019/20 (data to the end of 30 June 2019). This report covers performance against budgets, key indicators, risks and projects.

Recommendations

That the London Fire Commissioner receives this report and Appendix 1.

Background

1. This is the quarter one 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. It should be noted that the figures presented in the report are interim figures only and may differ slightly from the final position published in the Corporate Performance Digest for quarter one, which is due in August. 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.

Changes to report for 2019/20

3. CO7A : Trainee firefighter intake - % BAME and CO7B : Trainee firefighter intake - % women, will now be reporting each quarter, rather than annually as previously.
4. Following feedback from senior officers the following sections have been include to the report to more fully reflect the work the Brigade does.
 - a. London Resilience
 - b. Staff Survey

Performance Indicators – key highlights

5. Performance as at year ending June 2019 shows that most are meeting their target. Highlights include:
 - a. The number of fires in the home (dwelling fires) continues to reduce over the longer term, having fallen by 12% over the past five years.
 - b. The number of fires in care homes/specialist housing for older people show a slight improvement over the past year, and is significantly lower than five years ago, having fallen by 32.1 per cent.
 - c. The number of injuries from fires (five year avarege)continues to reduce over the longer term, having fallen by 16.4% over the past five years.
 - d. The accidental fire deaths in the home (10 year average) has fallen from 39 to 38, since the quarter four (end of year) 2018/19 report, meaning it is now reporting as amber.
 - e. Home fire safety visits (HFSV) remain on target, total of 81,503 have been conducted in the 12 months ending June 2019, with all boroughs exceeding their target for this period. The majority of HFSVs (78.1%) 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.

- f. The percentage of calls answered within 7 seconds is on target for the first time introduction of the Vision mobilising system in October 2015.
- g. The speed of attendance to incidents by both first and second fire pumping appliances has continued to improve steadily. First appliance average arrival times have improved by 16 seconds since June 2015 and second appliance average arrival times have improved by 18 seconds over the same period.
- h. The all fire deaths (10 year average) remains off target.
- i. The Brigade is also exceeding its sickness targets for all staff groups, with sickness above target levels for Operational staff, Fire and Rescue staff and Control. Although still above target, Fire and Rescue staff sickness has improved slightly.

LSP (2017) Commitments – key highlights

- 6. Good progress is being made on the majority of the ongoing commitments and 36 are currently on target (92 per cent).

Three commitments are marked as off target (amber):

- a. LSP16 Review our flood response capability
- b. LSP20 Improving our Command Unit functionality.
- c. 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.

- 7. Three commitments were completed in 2018/19:

- a. LSP1 - We want to make sure all our safety activities supported and undertaken by our staff are driven by an integrated approach set out in a single Fire and Community Safety Strategy.
- b. LSP28 - We will refresh the Assessment of Local Risks on an annual basis, and where opportunities may exist to improve the level of local controls, we will make the relevant policy lead aware of the information, helping as necessary to develop improvement proposals.
- c. LSP36 - We will review our dynamic and intelligent operational training process to confirm, clarify and improve current arrangements.

Risk Management changes

- 8. The Brigade's Risk Register now contains 22 agreed strategic risks.
- 9. The main changes since the last report are that CRR15 (ESN risk) has been removed as the ESN programme status currently indicates that it will not be implemented until at least 2025 and the Brigade does not have any ongoing work streams in relation to the programme. In addition, CRR19 (mobilising failure risk) has also been more clearly defined to include a time frame for the risk (greater than 24 hours).

Finance comments

10. Financial commentary is contained within the performance report.

Workforce comments

11. Workforce data is contained within the performance report.

General Counsel 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 (Q1 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. A key aspect of the London Safety Plan and the supporting suite of performance indicators and service measures is the integration of equality objectives into mainstream activity. The commitments demonstrate the range of projects and programmes being progressed that meet the requirement of the public sector equality duty. There is a strong correlation between those communities most at risk and those with some protected characteristics.
17. Equality and diversity form part of the assurance gathering processes which support the production of the statement.
18. The Public Sector Equality Duty applies to the London Fire Brigade when it makes decisions. The duty requires us to have regard to the need to:
 - a. Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Equality Act 2010. In summary, the Act makes discrimination etc. on the grounds of a protected characteristic unlawful.
 - b. Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - c. Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.
19. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, gender, and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).

List of Appendices to this report:

- a) LFB Quarterly Performance Report – Quarter 1 2019/20



LFB Quarterly Performance report





Quarter 1 2019/20

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Key to abbreviations and symbols used

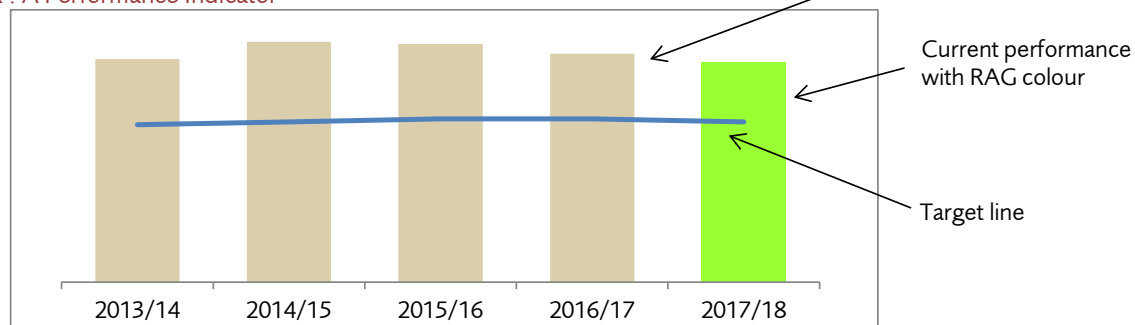
RAG Status

Indicators	Projects	Risks	LSP Commitments
 performance on target	time/cost targets will be achieved and all quality criteria satisfied	1 - 9% - the risk profile is within acceptable limits	activity is on target to meet its deadline
 performance within 10% of target	currently off-plan but impact will be minor and/or remedial actions are in place	0% - the risk profile is too low or 10 - 24% - the risk profile exceeds acceptable limits	activity is unlikely to meet its deadline
 performance more than 10% from target	currently off-plan and will not meet time, cost and/or quality expected	25% + - the risk profile is too high	activity will not meet its deadline
 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

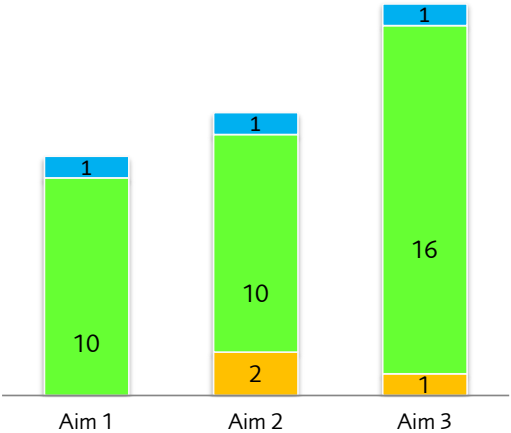
Aim 1 – PREVENTION and PROTECTION : Engaging with London's communities to inform and educate people in how to reduce the risk of fires and other emergencies. Influencing and regulating the built environment to protect people, property and the environment from harm.

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.

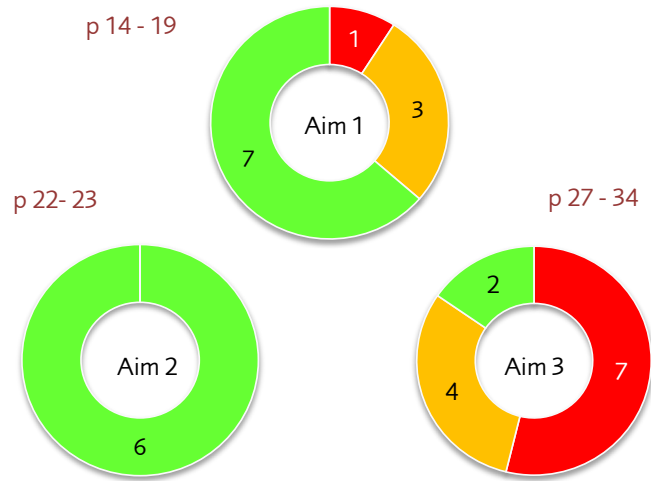
Aim 3 – PEOPLE and RESOURCES : Developing and training our staff to their full potential, at the same time transforming the Brigade so that it is a place where people want to work, and have the opportunity to influence how we work maximising how we spend our money, ensuring that the Brigade is supported through intelligent systems and data, property investment, procurement, vehicles and equipment.

London Safety Plan

Number of commitments
p 36



Corporate Performance Indicators



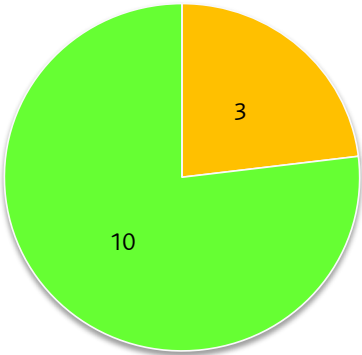
Corporate Risk Register

p 37

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

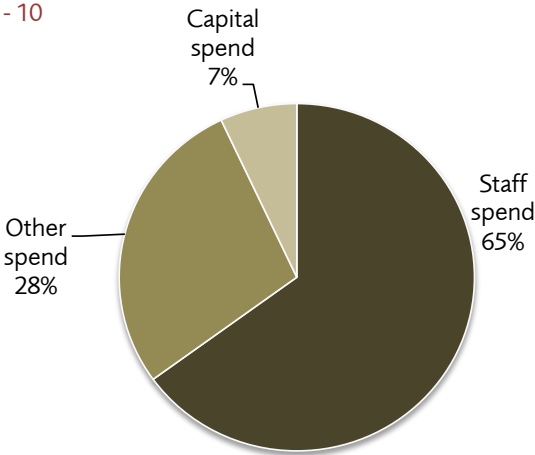
Corporate Projects

p 39



Finance

p 7 - 10



Introduction

Summary of performance

Welcome to the London Fire Brigade's performance report for quarter one 2019/20. 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 performance data 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.

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. In terms of performance across the aims, the summary position remains mixed, however the picture is improving. The Brigade is doing well in terms of delivering against Aim 2 – Response and Resilience, with all indicators now reporting as green. Aim 1 – Prevention and Protection has been impacted by the number of fire fatalities in 2017 and the current demand on fire safety resources, and 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. 10 key projects are progressing to schedule, however three 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 one 2019/20 is shows that half of the indicators are meeting their target. The positive performance highlights are:

- The number of **fires in the home (dwelling fires)** continues to reduce over the longer term, having fallen by 12% over the past five years.
- The number of fires in **care homes/specialist housing for older people** show a slight improvement over the past year, and is significantly lower than five years ago, having fallen by 32.1 per cent.
- The number of **injuries from fires (five year average)** continues to reduce over the longer term, having fallen by 16.4% over the past five years.
- The **accidental fire deaths in the home (10 year average)** has fallen from 39 to 38 since the quarter four (end of year) 2018/19 report, meaning it is now reporting as amber.
- **Home fire safety visits (HFSV)** remain on target, total of 81,503 have been conducted in the 12 months ending June 2019, with all boroughs exceeding their target for this period. The majority of HFSVs (78.1%) 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.
- The percentage of **calls answered within 7 seconds** is on target for the first time 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. First appliance average arrival times have improved by 16 seconds since June 2015 and second appliance average arrival times have improved by 18 seconds over the same period.

However, the **all fire deaths (10 year average)** remains above target (51). In the 12 months to the end of quarter one 2019/20, there were a total of 39 fire fatalities, compared to 42 in the same period for the previous 12 months.

The Brigade is also exceeding its **sickness** targets for all staff groups, with sickness above target levels for Operational staff (5.73 per cent), Fire and Rescue staff (3.30 per cent), and Control staff (9.19 per cent). Although still above target, Fire and Rescue staff sickness has improved over the last year (down from 3.98 per cent).

Corporate Digest

The full suite of indicators can be found in the Corporate Digest, this includes Improve and Context indicators (which are not included in this report). A copy of the latest version of the Corporate Digest can be found here when published: <https://data.london.gov.uk/dataset/lfb-financial-and-performance-reporting-2019-20>

Publicity and campaign news

Electrical safety campaign success

As part of its ongoing Total Recalls campaign, the Brigade responded to an office for Product Safety and Standards (OPSS) review of Whirlpool's tumble dryer modification programme and called publicly for the company to do more to highlight the risks of appliances yet to be repaired. A media release issued in April also called for the OPSS to demand all manufacturers publish information to clearly explain their risk assessments of faulty goods before giving advice on whether the product is safe to use, meaning that consumers have full details.

Then in June the Brigade publicly welcomed news that a recall notice was finally to be issued for up to 500,000 Whirlpool tumble dryers posing a fire safety risk, following the Brigade's persistent campaign for Whirlpool to change its advice to consumers which began in 2016. As part of its external communications activity the Brigade promoted the freephone number provided by Whirlpool for consumers to use on its website and social media channels.

Museum news and recognition

In April the Brigade celebrated the pop-up museum receiving a Hoop Award in recognition of going above and beyond to educate and inspire children. Shortlisting was based on popularity of the museum's listings on the Hoop app which promotes family activities and events. Over 100,000 votes were cast to choose winners.

Following the submission of the 8 Albert Embankment planning application, work began to communicate the importance of the scheme to the Brigade for both a modernised fire station and a permanent home for the Brigade museum. As well as

explaining plans of what the new development will offer, communications promoted ways for the public to contact Lambeth Council with their support.

Rounding off a period raising the profile of the Brigade's heritage collection, museum curators organised a London History Day to complement Historic England's theme of Loss and Destruction. Over 300 people visited the pop-up museum on 31 May to learn about the fire service during the Blitz.

Grenfell Tower fire second year anniversary

In June the Brigade marked the second anniversary of the Grenfell Tower fire, respecting the wishes of the Grenfell community and their events to mark the occasion, which included mirroring the Brigade's call for sprinklers to be installed in high rise buildings.

Promoting fire safety in print and digital news

In May the Brigade submitted its consultation response to the Government's technical review of Building Bulletin 100 (BB100) calling for sprinklers to be a mandatory in all new school builds and refurbishments. During Carers Week in June the Brigade urged carers to book a free Home Fire Safety Visit after revealing in a media release that two thirds of fatal fires in the home involve people receiving care.

Commissioner's retirement

The Brigade has had lots of publicity following the Commissioner's announcement to retire in April 2020. Wide ranging national and local media coverage included quotes from the Mayor and Deputy Mayor for Fire and Resilience.

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=lfeqa>

London Fire Commissioner's Decisions

On 1 April 2018, the London Fire and Emergency Planning Authority (LFEPA) was abolished and the London Fire Commissioner was created in its place. Decisions previously made by LFEPA are now made by the London Fire Commissioner, the Mayor of London and the new Deputy Mayor for Fire and Resilience. The following decisions have been taken by the London Fire Commissioner (LFC) between 1 April and 30 June 2019.

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

London Fire Commissioner - Local Pay Policy – This report sets out a formal pay policy statement for 2019/20 to be adopted by the London Fire Commissioner in accordance with the requirements of the Localism Act 2011, section 38.

London Fire Commissioner – Award Report – Fuel Cards and Associated Services – This report seeks approval to award the contract for the fuel cards and associated services to the Supplier named in Appendix 1 – CCS Award Recommendation Report. A joint mini competition was undertaken calling off from the Crown Commercial Services (CCS) framework RM6000 Provision of Fuel cards and Associated Services. LFC will be completing a Call Off Order Form in accordance with the provisions of the Framework Agreement for the provision of Emergency Services Fuel Cards.

London Fire Commissioner – Wimbledon Fire Station Appliance Bay Doors - Increasing the height of the openings and replacing the front and rear doors – This report seeks approval to appoint a contractor to complete works to the appliance bay doors at Wimbledon Fire Station.

London Fire Commissioner – ICT Hardware Maintenance and Support (Break/Fix) Service – Tender Acceptance – This report seeks approval to accept a tender for the provision of ICT hardware maintenance and support ('break fix') and associated services.

London Fire Commissioner – Hosted telephony service - acceptance of tender – This report seeks approval to accept a tender for the supply of a hosted (cloud based) telephony service for the Brigade. The existing contract with Unify

was designed to allow time for the Brigade's aging telephony equipment to continue to be supported, whilst a programme was initiated to migrate the Brigade to a predominantly cloud hosted service.

London Fire Commissioner – Cyber Defence System: Acceptance of Tender – This report seeks approval to accept a tender for the supply of Cyber Defence System software for the Brigade. The system will protect the Brigade's information systems and associated assets from hostile/ malicious cyber threats.

London Fire Commissioner – Forcible Entry Equipment (FEE) – Hydraulic Door Opener Renewal – The forcible entry equipment (FEE) hydraulic tools on frontline appliances are coming to the end of their serviceable life and are due for renewal. This report outlines the process that has been undertaken to identify the most appropriate replacement equipment. seeks permission to place orders and draw down on funding allocated within the FLEET capital budget.

London Fire Commissioner – Provision of Fire Safety Training and Qualifications – This report seeks approval to award a contract for the provision of Fire Safety Training Courses to the Supplier named in Appendix 1 - Confidential Tender Evaluation.

London Fire Commissioner – National Inter-Agency Liaison Officer (NILO) Policy – This report proposes a new London Fire Brigade National Inter-Agency Liaison Officer (NILO) policy for agreement and implementation. The LFB NILO policy brings LFB in line with the national NILO guidance for Fire and Rescue Services. The forward-facing policy will deliver standards of delivery and capability information for NILOs.

London Fire Commissioner – Internal Audit – Quarter 4 Progress Report, 2018/19 – 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 fourth quarter of 2018/19. It provides an assessment of the adequacy and effectiveness of the internal control framework within the Brigade.

London Fire Commissioner – Key Projects for 2018/19 – Quarter 3 Report -

This report updates the London Fire Commissioner on key projects being undertaken within the London Fire Brigade as at the end of December 2018.

London Fire Commissioner – Appointment of Assistant Commissioners –

Following the most recent Deputy Commissioner appointments there are two vacant Assistant Commissioner posts that need filling now and in the very near future. The post of Head of Grenfell Tower Investigation and Review Team post was also evaluated as an Assistant Commissioner post but never recruited to substantively.

London Fire Commissioner – Quarterly Monitoring of Commitments in the London Safety Plan for 2018/19 – Quarter 3 (end-December 2018) – This

report is the quarterly monitoring report for quarter three (to end of December 2018) 2018/19 on London Safety Plan (LSP) commitments.

Financial Performance

Performance

LFC Revenue (£000s)	Budget	Outturn	Variance
Operational staff	270,252	271,327	1,076
Other staff	59,945	59,924	(22)
Employee related	22,010	22,179	169
Pensions	20,769	20,769	0
Premises	39,523	40,030	506
Transport	19,035	18,913	(122)
Supplies	29,567	29,605	38
Third party	1,762	1,863	101
Capital financing	9,775	9,775	0
Contingency	(25)	(56)	(32)
Income	(40,571)	(40,962)	(390)
Net revenue expenditure	432,043	433,368	1,325
Use of reserves	(4,429)	(4,429)	0
Financing Requirement	427,614	428,939	1,325
Financed by:			
Specific grants	(35,308)	(35,308)	0
GLA funding	(392,305)	(392,305)	0
Net Financial Position	0	1,325	1,325

LFC Capital (£000s)	Q3 Forecast	Outturn	Movement
ICT Projects	4,886	2,911	(1,975)
Fleet	22,501	20,534	1,967
Property	11,220	9,956	(1,264)
New Training Centre	381	1,039	658
Total capital expenditure	38,988	34,440	(4,548)
Financed by:			
Capital Receipts	38,188	34,235	(3,953)
Grants	205	205	0
Borrowing	595	0	(595)
Total	38,988	34,440	(4,548)

Revenue Position

The forecast outturn position for 2019/20 on the revenue budget is an overspend of £1,325k, 0.3%. The variance is mainly due to forecast overspend on the following items:

- Operational staff of £1,076k, due to an increase to the provision for a backdated London Weighting claim costs of 4.6% from July 2017 and 3.4% from July 2018 and a one off payment.
- Energy costs of £473k based on forecast increases of about 17% in the electricity contract cost from April 2019 and 20% forecast increase in gas based on notification received from the Crown Commercial Services.
- £267k on communications due to increased capacity on the Core Network, internet connectivity and increased maintenance cost due to the delay in replacement of the Fireground radio whilst its relationship to the requirements of the Respiratory Protective Equipment (RPE) project is being explored.
- £137k on other pension payments based on the expected cost of not abating pensions for some Fire Safety Inspecting Officers.

The above overspends are offset by an underspend of £632k on the following items:

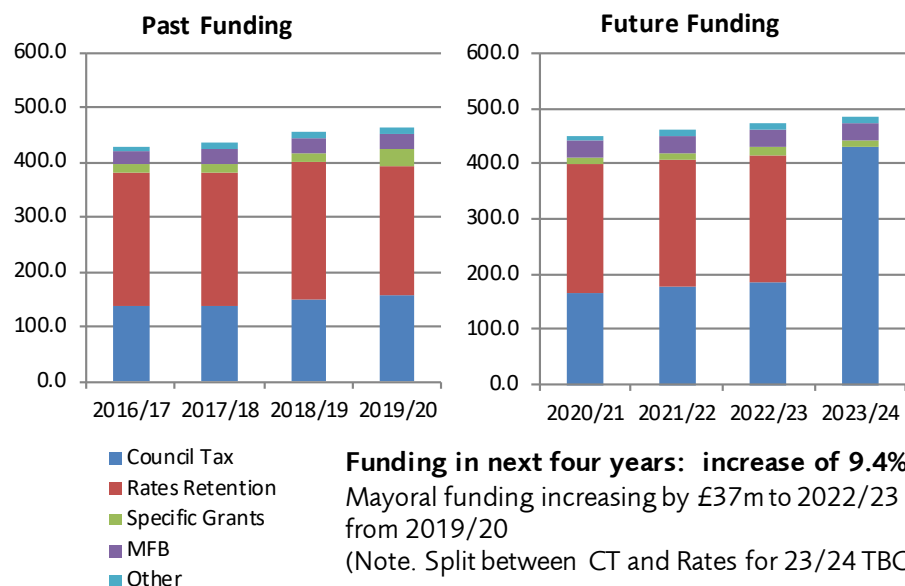
- £172k on property rates due to an anticipated exemption being achieved at the new Operational Support Centre whilst site is being fitted out,
- £324k on professional services due to Control and Mobilising Solution (CAMS) contract based on service credit relating to 2018/19 and due to abatements and inflation being lower than expected and,
- Income budgets forecast to over recover by £390k largely due to additional customer and client receipts as a result of Operational Resilience staff seconded to the Cabinet Office, Kensington and Chelsea and Babcock and additional training income for running smoke filled environment and NILO courses.

Capital Position

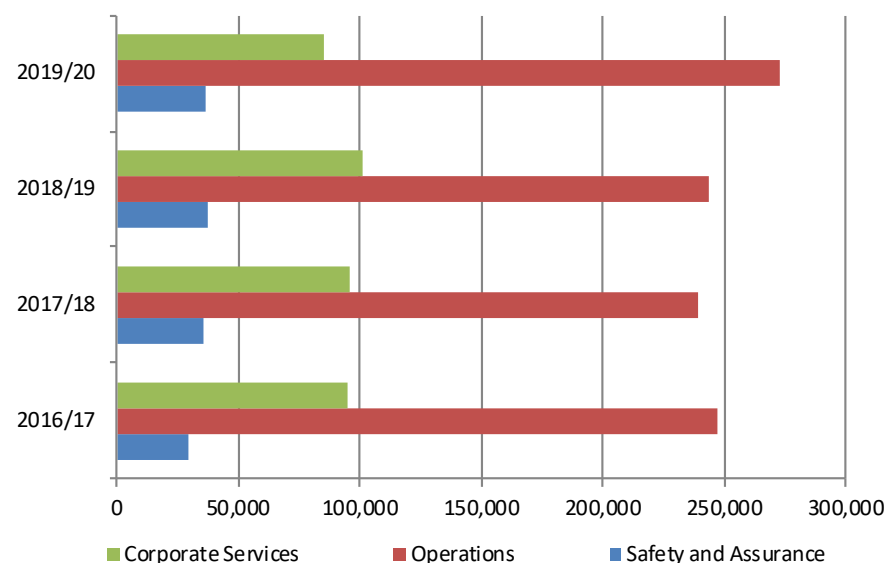
The capital forecast for 2019/20 is £34,440k. This is a decrease of £4,548k from the revised capital budget position of £38,988k (LFC-0179). This is due to budgets brought forward from 2019/20 of £2,373k, New/Increased Budgets of £225k, offset by budget re-phasing to 2019/20 of £6,822k and budget savings of £324k.

Financial trends

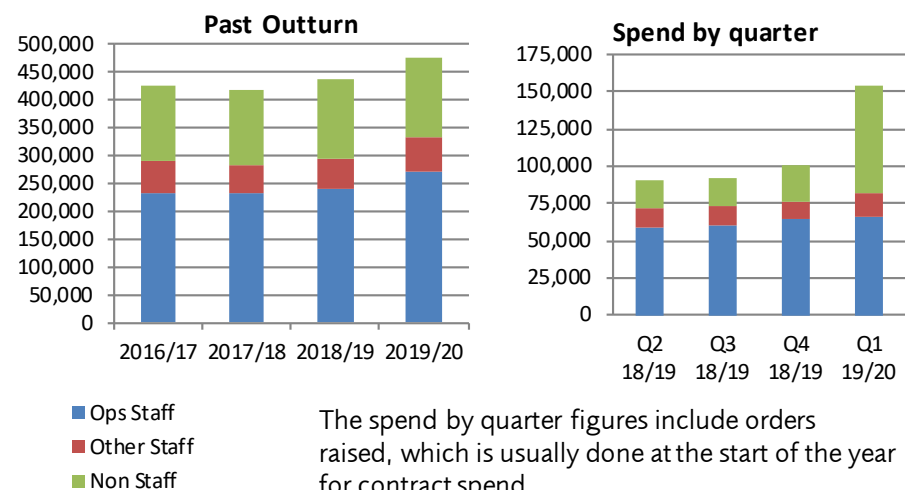
Total Funding for LFC (£m)



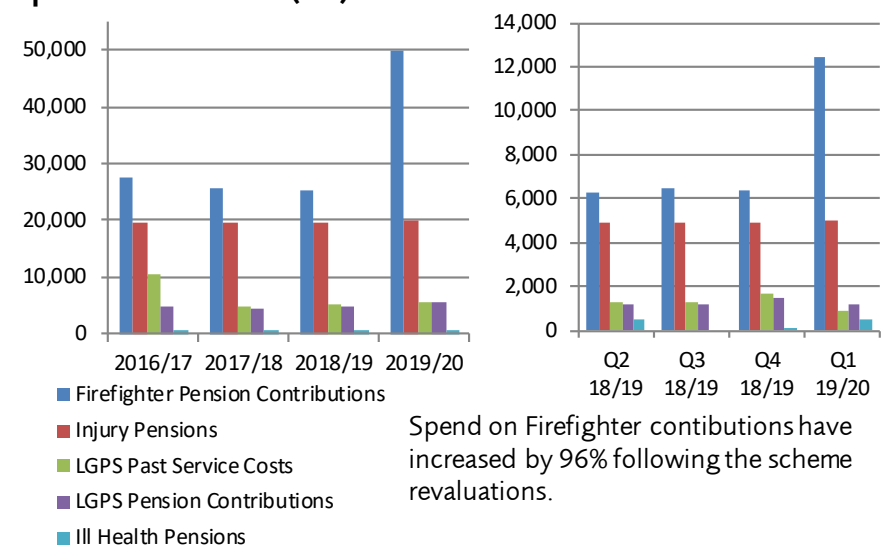
Directorate Spend by Year (£k)



Total Costs (£k)

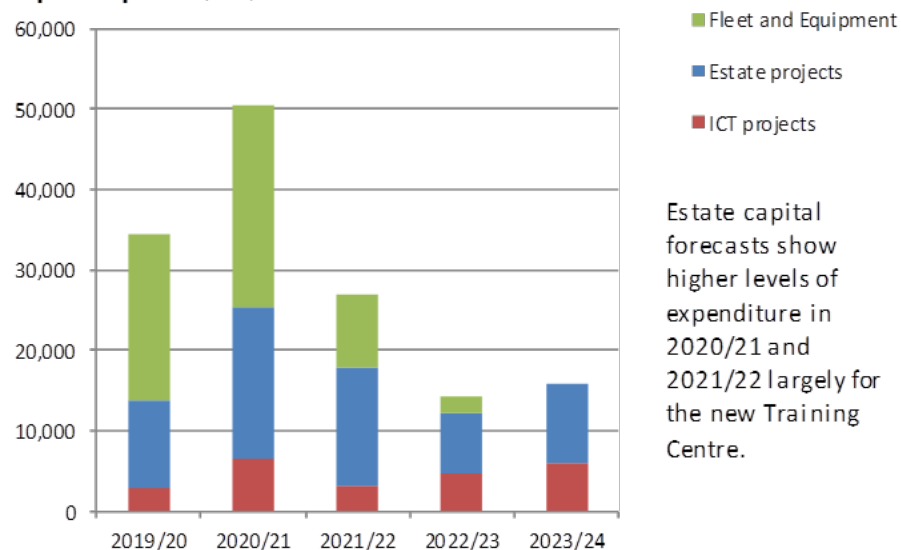


Spend on Pensions (£k)

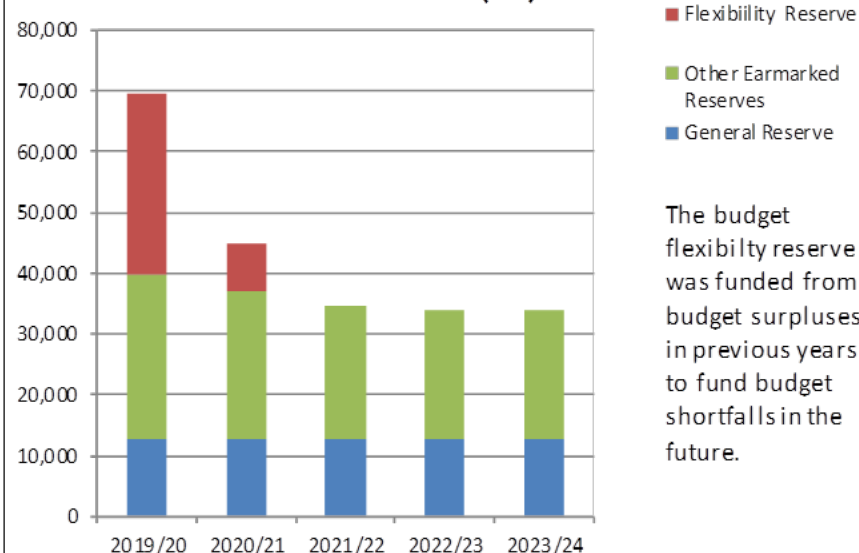


Capital, borrowing and reserves

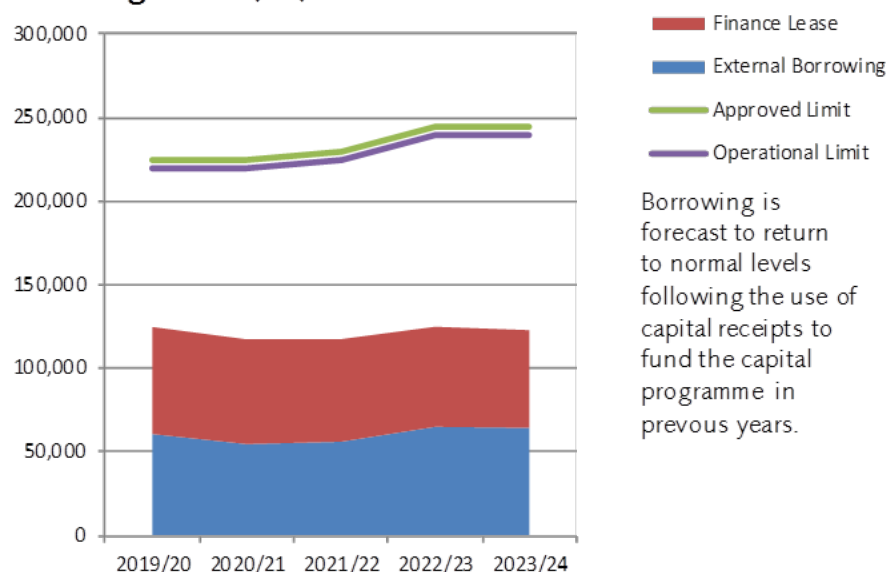
Capital Spend (£k)



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	498	498	498	498	498
Capital Expenditure Reserve	11,745	11,745	11,745	11,745	11,745
Central Programme Office	792	792	792	792	792
Compensation	750	500	250	0	0
ESMCP	2,174	1,848	449	449	449
Fire Safety and Youth	1,031	407	319	300	300
Hydrants	367	247	127	0	0
ICT Development Reserve	1,793	1,243	1,002	902	902
LFC Control Reserve	750	750	750	750	750
London Resilience	903	903	903	903	903
London Safety Plan Initiatives	3,755	3,289	3,264	3,264	3,264
Organisational Reviews	466	466	466	466	466
Vehicle & Equipment Reserve	1,143	799	578	385	385
Other Earmarked Reserves	974	904	834	834	834
Total	27,141	24,391	21,977	21,288	21,288

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

H9 : Educating young people on fire and other emergencies

Fire Safety

The MHCLG consultation on the new regulatory framework and the Home Office call for evidence on the fire safety order have been released. LFB officers seconded to NFCC are leading the national response to these important consultations to ensure that any new regime improves the current system whilst ensuring that it is

suitable and practical. Officers have been involved in further guidance being issued around balconies and buildings below 18m.

Our Fire Engineering Group engages with various technical committees and steering groups as well as providing support on a national level to NFCC. Within this quarter they have produced the response on behalf of LFB to the call fire evidence in relation to BB100: design for fire safety in schools guidance. This response sought to promote the highest level of fire safety design in new and refurbished school buildings with specific recommendations relating to clearly specified need for sprinkler provision. The fire engineering group also continue to work with other regulatory bodies to ensure that the right level of scrutiny is placed on matters such as Building Regulations consultations that are submitted for new or refurbished buildings.

The High Rise Task Force (HRTF) which was established in the week after Grenfell Tower fire has carried out over 1,200 visits since its inception. This includes second visits once the presence of aluminium cladding material (ACM) has been confirmed.

At present we have 215 buildings who have simultaneous evacuation in place (as a result of ACM and/or general fire precautions 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 continue to work closely with London Councils to provide technical fire safety (policy) advice, liaise with on major consultations such as ADB and to share our experience, key concerns and identify areas of common interest. We also remain a standing member of the London Housing Directors' Fire Safety Group and Fire Safety Steering Group as these forums provide opportunities to influence and share information as well as providing updates as to the current status of the HRTF. We are exploring ways to provide relevant inputs from our prevention/community safety work. For example, information about our schools visits and how such work improves fire safety messaging in the community.

Fire Safety prosecutions

During the first quarter, there was one successful prosecution case in which the responsible person pleaded guilty to two breaches of the 2005 Fire Safety Order. In that case the court imposed a fine of £90,000 and ordered payment of £15,000 prosecution costs.

In the quarter there were 32 live investigations and a further 20 cases being considered for prosecution by General Counsel's Department.

Notice of deficiencies

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

Quarter 1 2019/20	Total Audits	No. of NODs	% of NODs	No. of ENs	% of ENs
	2096	442	21%	109	5.2%

Quarter one has seen an increase in both Notifications of Deficiencies and Enforcement Notices. The table below provides an overview for the whole of 2018/19 for comparison..

Period	Total Audits	No. of NODs	% of NODs	No. of ENs	% of ENs
Q4 18/19	2174	402	18.5%	90	4.1%
Q3 18/19	2343	464	19.8%	79	3.4%
Q2 18/19	2850	571	20.1%	95	3.4%
Q1 18/19	2872	586	20.4%	104	3.6%

Grenfell Tower fire update

Phase One of the Grenfell Tower Inquiry, which focused on what happened on the night of the fire, ended in December 2018. During the Phase One hearings, 83 Brigade staff gave oral evidence with a further 262 statements read into the record.

Inquiry Chair Sir Martin Moore-Bick will now examine the evidence heard so far and produce his Phase One report, which is now due to be published in October 2019. Due to the scale of preparations required, the Chair has now indicated that Phase Two of the Inquiry will start early next year. The Inquiry has now secured premises in Paddington, where the Phase 2 hearings will be held.

To alleviate the need for future inquests into the fatalities, the Inquiry is seeking to carry out an investigation into the deaths caused by the fire. Further details of how the Inquiry intends to fulfil this function are awaited.

The General Counsel's Department and the Brigade's Grenfell Tower Investigation and Review Team (GTIRT) continues 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 take statements from LFB staff and GTIRT is 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 children 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 ages up to five years old including 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.

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, anti-social behaviour and radicalisation. The flexibility of LIFE delivery means that it is able to address borough specific issues.

In quarter one, 12 LIFE courses (14-17) and one Early Intervention courses were delivered across London. LIFE have also received funding from the Royal Borough of Kensington and Chelsea and to deliver a course to local young people living or studying in K & C who were impacted by Grenfell.

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 one, JFIS received 45 new referrals and are currently working with 78 young people including those in Feltham Young Offenders Institute as part of the pilot project. 184 visits were completed by caseworkers and 42 cases were closed. At the end of June 2019, JFIS had 34 young people on the waiting list. 24 HFSVs were completed upon referral to the scheme. JFIS secured a grant from an external organisation and delivered focused training to Borough Commanders and other key staff on understanding adult fire setting.

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 one, the team visited 209 primary schools seeing 20,064 children and twenty six secondary schools seeing a total of 4,087 children. Wider visits to SEN

schools and taking part in Prison Me No Way covered 2,120 children making a total of 26,480 overall.

The Team have also recently worked in partnership with Lewisham Homes in creating a Fire Safety poster competition for Year 5 pupils in four schools in the Borough to underpin the knowledge gained from their Education visit.

Fire Cadets (FC)

Quarter one has seen another successful period with 18 units established in addition to five specialist units of Marine, Ceremonial, 2 x Junior Cadets units and Ambassadors. In Quarter two, all units will pass out in July and August 2019.

Currently over 2018/19 academic year there are 320 cadets of which 56% are female and 48% are BAME, and 91 adult volunteers supporting Fire Cadets units across London. Currently there are 49 more volunteers in system between checks & training. Over £1m funding was secured from the Mayor in February 2019 to set up Fire Cadets in the remaining 15 London Boroughs so that every London borough will have its own dedicated Fire Cadet unit by March 2020. This will mean the recruitment of a further 240 young people and another 170 adult volunteers.

Crossfire

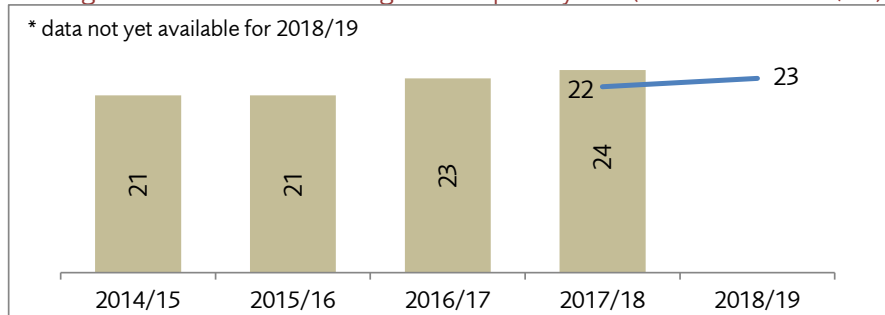
Crossfire is a long-standing community engagement project currently working within the Boroughs of Croydon, Bromley, Lewisham, Lambeth, Kensington and Chelsea, Haringey, Newham, Southwark, Tower Hamlets, Sutton and Bexley. It is designed to meet local partner objectives regarding anti-social behaviour (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 one, Crossfire worked with 4,995 children and young people and 280 adults as follows:

- Impact Factor: 2,100
- Junior Impact Factor: 1,440
- All Ages Family Safety Challenge (children): 405 and,
- All Ages Family Safety Challenge (adults): 280

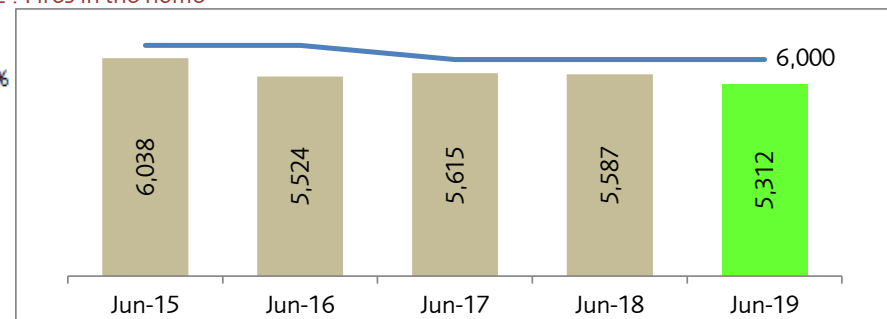
In addition Crossfire provided Water Safety workshops for 450 young people, and Grass Fire assemblies to a further 560.

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

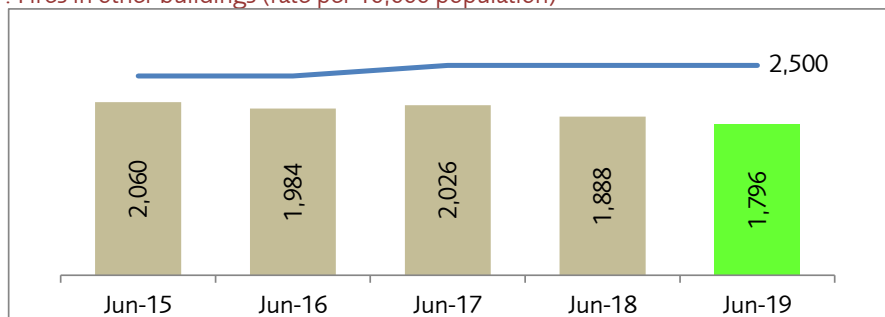
H1 : Boroughs below the national average rate for primary fires (introduced in 2017/18)



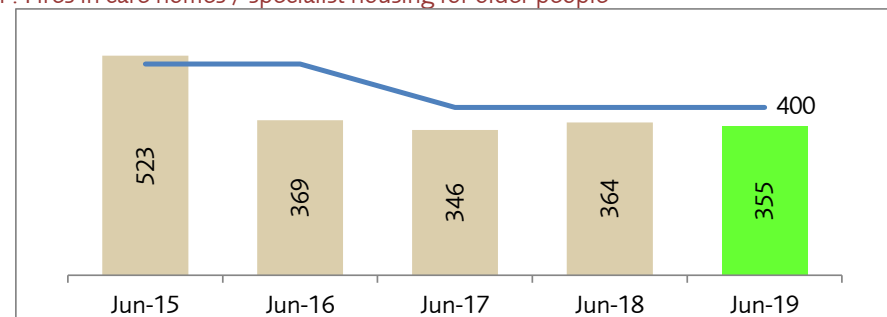
H2 : Fires in the home



H3 : Fires in other buildings (rate per 10,000 population)



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



H1 Boroughs below the national average rate for primary fires

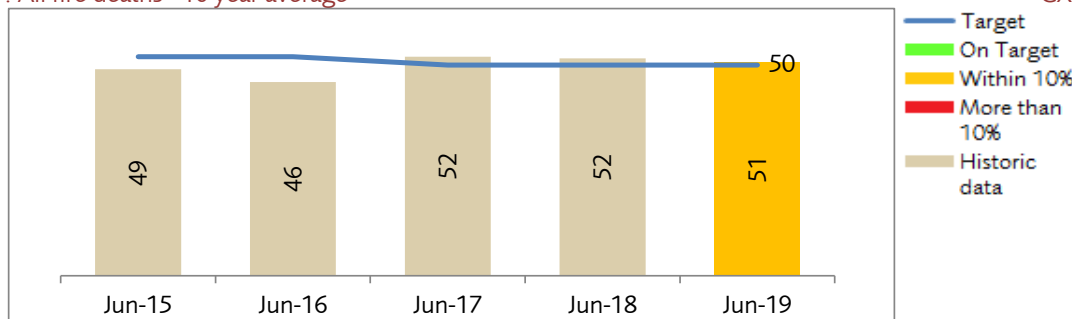
This indicator was introduced as part of the current London Safety Plan as our fairness measure under the GLA's Equality Framework. Our long term goal is to achieve fairness and equality of outcome for all Londoners by bringing all boroughs below the national average. Challenging targets have been set for the period of the plan to move towards this goal and we exceeded our target of bringing 22 boroughs below the national average in 2017/18. The 2018/19 national rate for primary fires has yet to be published by the Home Office. Therefore the annual year end figure for boroughs below the national average rate for primary fires is not yet available.

H2, H3, H4 – Fires in premises (homes, non-domestic buildings, care homes and specialist housing)

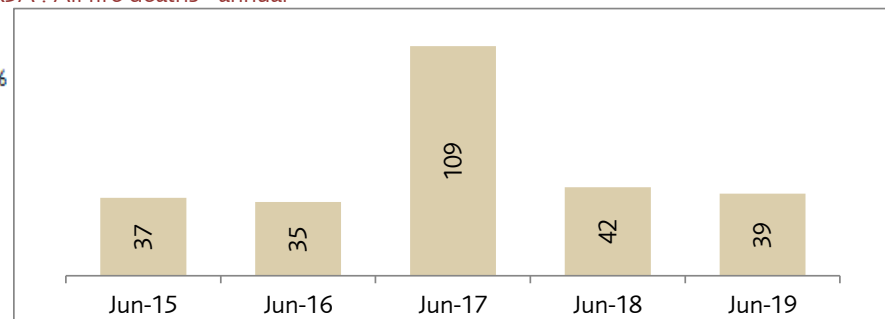
The Brigade is meeting its targets for the number of fires in the home and fires other buildings, both have fallen over the past year, by 4.9 per cent and 4.9 per cent respectively. The Brigade is also meeting its target for the number of fires in care homes/specialist housing, and is significantly lower than five years ago, having fallen by 32.1 per cent. The Brigade continues its work in targeting vulnerable residents including those in care homes and specialist housing and this prevention work is helping to drive down the number of fires in these types of premises.

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

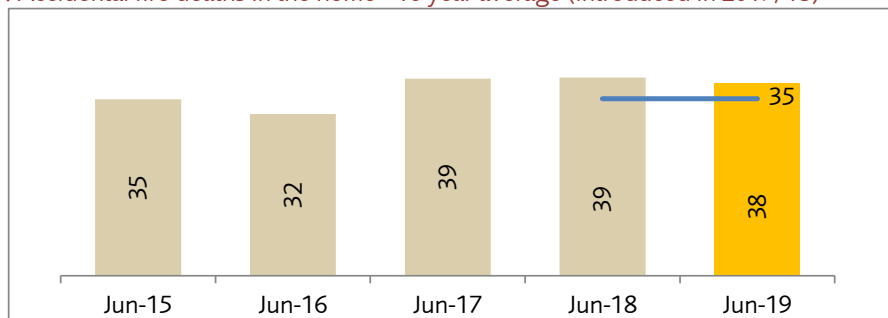
H5 : All fire deaths - 10 year average



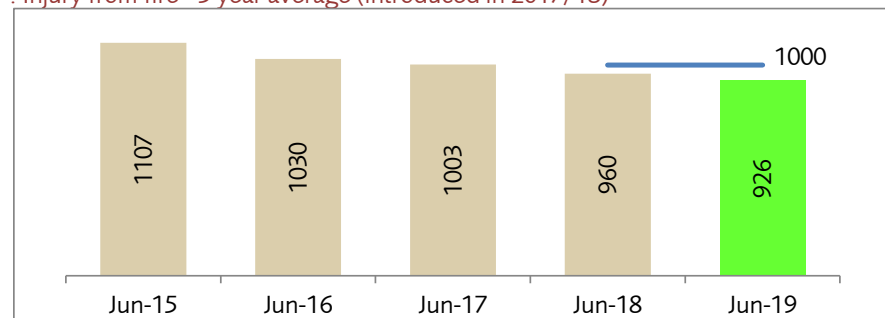
CX3A : All fire deaths - annual



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, and H7 – Fire deaths, accidental fire deaths and injuries from fire.

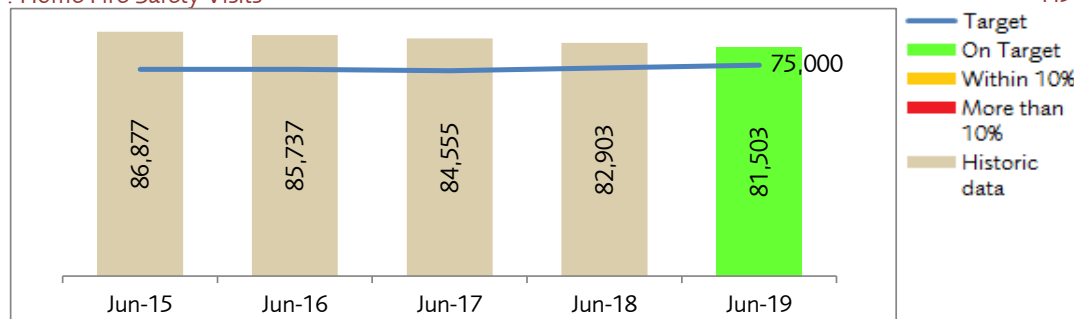
There were 39 fire fatalities in the rolling 12 months at the end of quarter one (30 June 2019). Of the nine fire fatalities in total in quarter one, four were accidental fire deaths in the home.

The accidental fire deaths in the home (10 year average) has fallen from 39 to 38 since the quarter four 2018/19, meaning it is now reporting as amber. The Brigade introduced the accidental fire deaths target as the Brigade believes it can do more here to drive numbers down.

Injuries from fire (5 year average) has shown good improvement over the last five years, having fallen by 16.4%. The Brigade is actively looking at ways it can target the most vulnerable for Home Fire Safety Visits 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

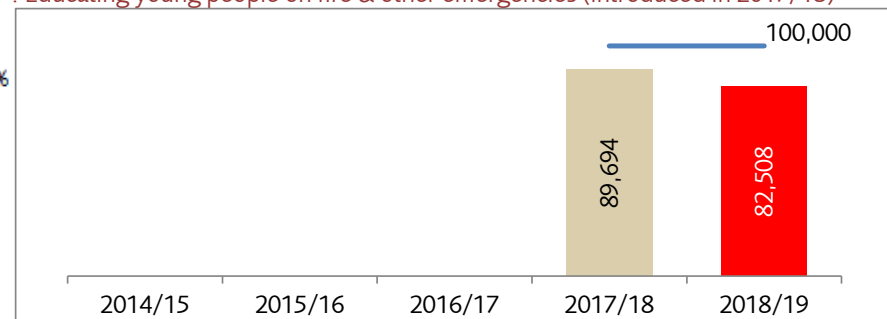
H8 : Home Fire Safety Visits



H8 – Home Fire Safety Visits

Home Fire Safety Visits (HFSV) are now well established, and continue to exceed their target, with all boroughs exceeding their target for this period. The majority of HFSVs (78.1 per cent) are targeted at of 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. Enhanced partnership work across boroughs is improving targeting so that HFSVs are delivered to high risk people and places. This includes targeted visits to care homes and sheltered housing. A broader risk approach is being trialled targeting the most vulnerable residents. Fire, Safe and Well Visits are being piloted in the Royal Borough of Greenwich, Merton, Waltham Forest, Islington and Ealing. One of the aims of Fire, Safe and Well is to offer additional support to the most vulnerable to help them live safely and well in their homes. The visits include installing a range of alarms as well as offering referrals to other health and care partners that are relevant to the residents' needs.

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



H9 - Educating young people on fire and other emergencies

This was a new indicator put in place as part of the current LSP and was to intended capture the full range of the Brigade's youth activity. The target was aspirational and was to drive work to reach more young people over the four-year life of the LSP and to capture youth work focussed on behaviour change in young people. To date, we have only counted schools team visits, LIFE, JFIS and Fire Cadets.

	2017/18	2018/19
LIFE	635	646
Fire Cadets	252	320
JFIS	167	119
Schools visits	88,640	81,423
Current total	89,694	82,508

However, it is apparent that not all activities with young people are being counted in a consistent way to show performance against the indicator and following a review, other activities are now included in this narrative to better show the total numbers of young people reached.

These additional activities are Crossfire, Junior Citizens, and Safe Drive, Stay Alive which are formally linked to behaviour change (where data is reliable):

- Crossfire – one-day interventions with year 8 and primary school pupils to raise awareness of fire and wider community safety issues.

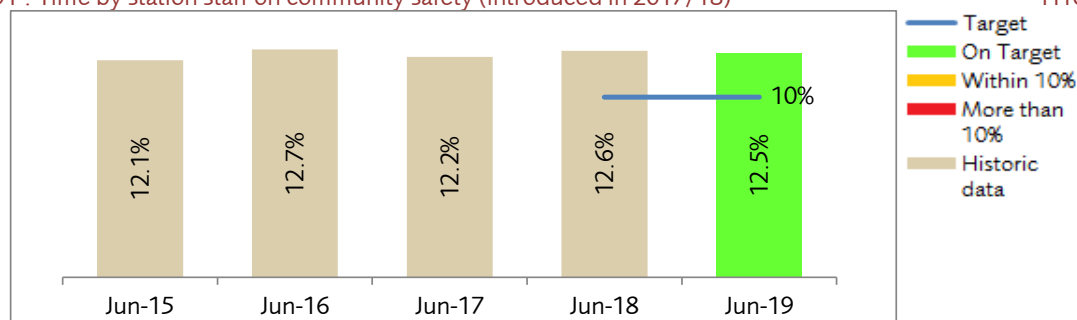
- Safe Drive, Stay Alive – half day intervention with 16-18 year olds to improve awareness of road safety and driving responsibly.
- Junior Citizens – half day intervention with 10-11 year olds to raise awareness of fire and related safety issues

For this Quarter 1 report, it has not been possible to display quarterly data for the seven activities, so figures for the last two years are displayed. Going forward, it may be more appropriate to publish performance annually, but a firm conclusion will be published as part of the Q2 report.

	2017/18	2018/19
Crossfire	20,750	14,125
Safe Drive, Stay Alive	22,785	21,068
Junior Citizens	6,480	17,250
Extra youth activities	50,015	52,443

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

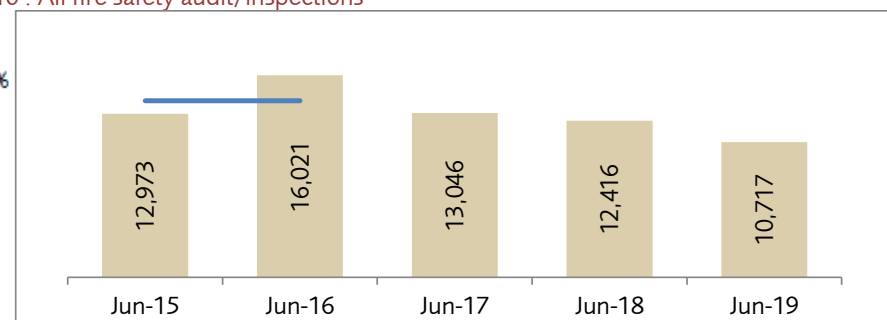
CO1 : Time by station staff on community safety (introduced in 2017/18)



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 steady for a few years and is exceeding the target. We have broadened our Community Safety footprint, the Brigade is actively involved in raising awareness of the risks associated with carbon monoxide and the links with fuel poverty. We closely work with partners including the gas and power distribution networks. We meet regularly with local authorities and groups that support the needs of children and adults highlighting the fire risks associated with health equipment and products used by some of the capital's most vulnerable individuals.

H10 : All fire safety audit/inspections

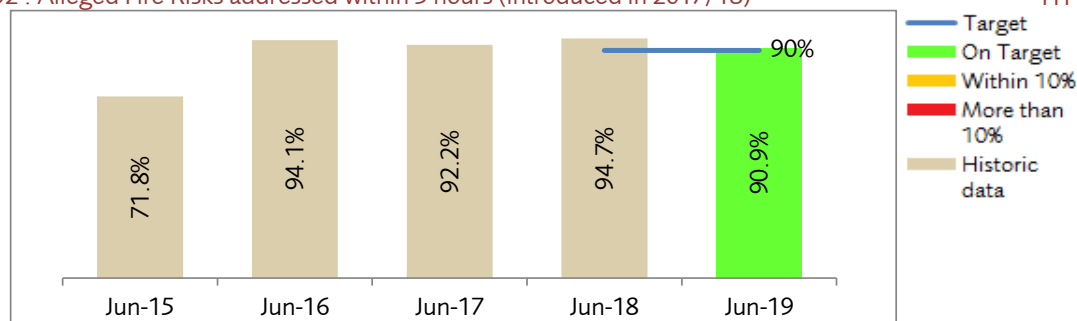


H10 : All fire safety audits / inspections

Our end of year performance remains similar to our 2018/19 figures as we are continuing to take the approach outlined in previous reports, focusing on higher risk premises and a more robust inspection process which once again has resulted in a higher percentage of 'Notifications of Deficiencies' being issued. We have introduced sixteen new Fire Safety Advisors over quarters 3 and 4 (2018/19), these new members of staff need to be trained by our training provider and our current staff, there is always a dip in performance during this period. We are keen to see how they contribute towards these figures going forward as they develop in role.

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

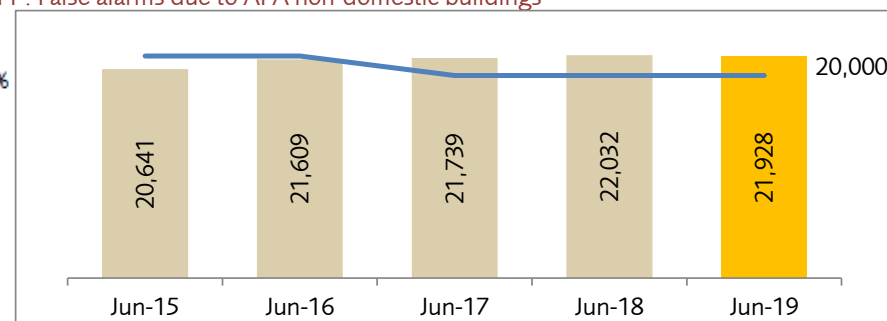
CO2 : Alleged Fire Risks addressed within 3 hours (introduced in 2017/18)



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. Although performance has dropped for this reporting period we remain on target and will continue to ensure this work is prioritised going forward.

H11 : False alarms due to AFA non-domestic buildings



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

We continue to proactively work to reduce the burden of Unwanted Fire Signals (UWFS) in premises where the Regulatory Reform Order (RRO) applies, including:

- Fire Safety Inspecting Officers address false alarms as part of their audit process and are alerted to frequent producers by administration staff.
- Borough Commanders, in liaison with local Fire Safety Teams, developing local projects where crews identify and target those with repeating AFA calls.
- Control – filter out calls in accordance with PN539. We are looking to extend this with an increase to the filtering question so that any ongoing investigation (not prompted by us) is allowed to complete before we attend. (RRO applies and avoiding sleeping hours)
- Operational crews interact with relevant persons when attending an AFA to prevent recurrence.
- HQ FSR Policy send out a regular quarterly briefing with supporting data, analysis and targeting guidance to relevant staff.
- New Connection Agreement arrangements (Feb 2018 - PN932) to ensure monitoring organisations comply with industry standards.

A new team is being set up to support AFA reduction and the re-introduction of AFA cost recovery.

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.

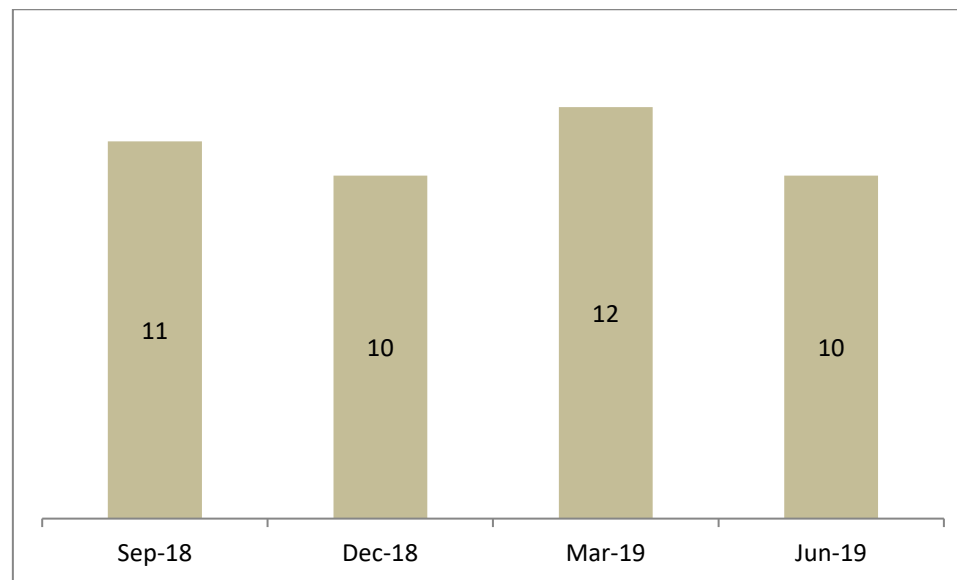
London Resilience

The London Resilience Groups (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:

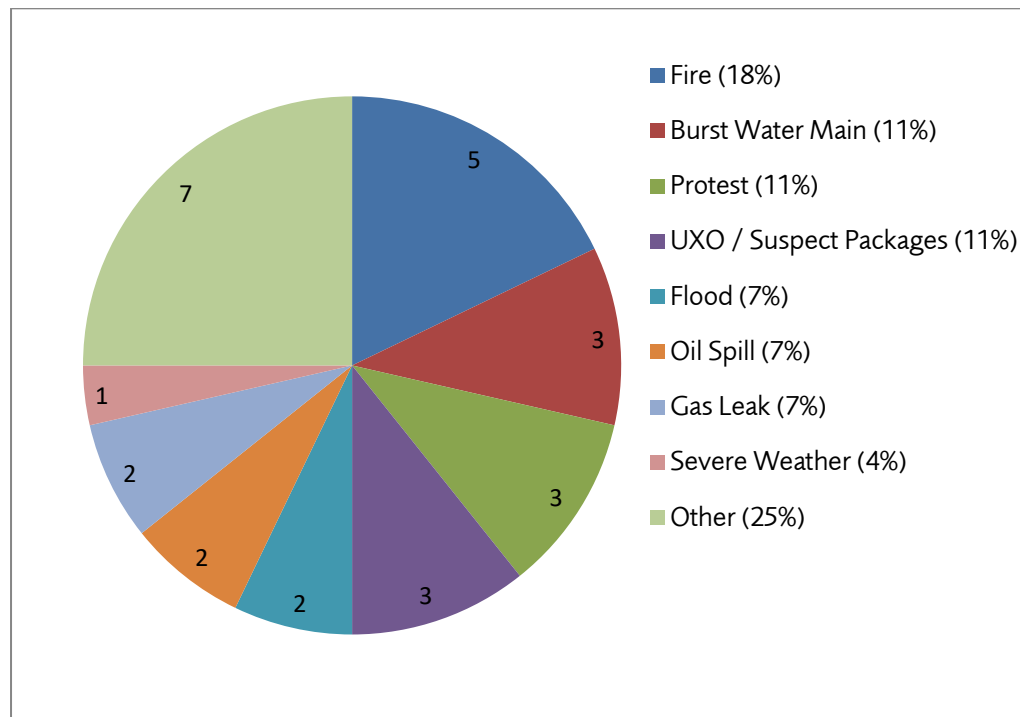
- Declared Major Incidents.
- Incidents that significantly impact one or more of London's Local Authorities.
- Incidents that impact the Partnership or generate interest from media or stakeholders.
- Incidents where a need for centralised coordination or information sharing is identified

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



On average LRG responds to an incident each week (4.6 incidents per month). These 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 (such as the response to drone sightings at Heathrow in January).

Incident by type (note incident type data has only been recorded since November so the 28 incidents relate to the period Nov 18 – June 19).

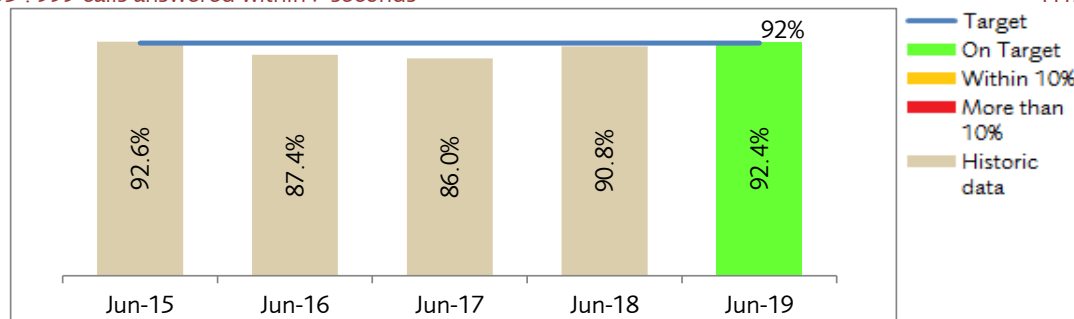


The incident type responded to over the past eight months varies and demonstrates the variety of incidents dealt with. The high proportion of fires responded to is in part due to the complexity and potential for spread or increased impact of that type of incident and also due to the good working relationship between LFB and LRG providing early notification to incidents.

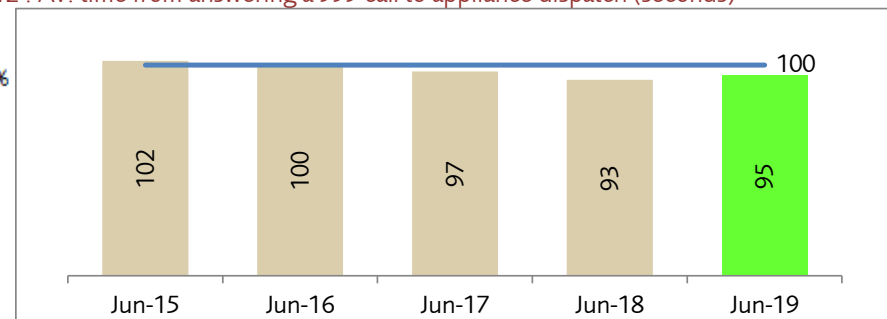
It should be noted that during this period the response to Brexit is not recorded as responding to an incident. Whilst there were 15 SCG meetings in the lead up to potential EU Exit dates the activity was not recorded as the response to a single incident.

Response and Resilience – providing a high quality, effective response

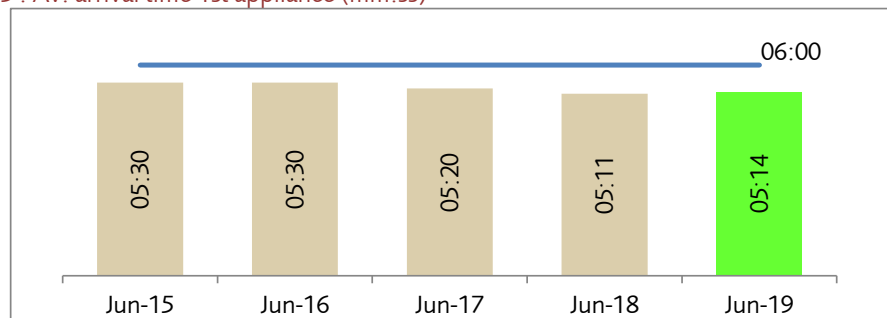
CO3 : 999 calls answered within 7 seconds



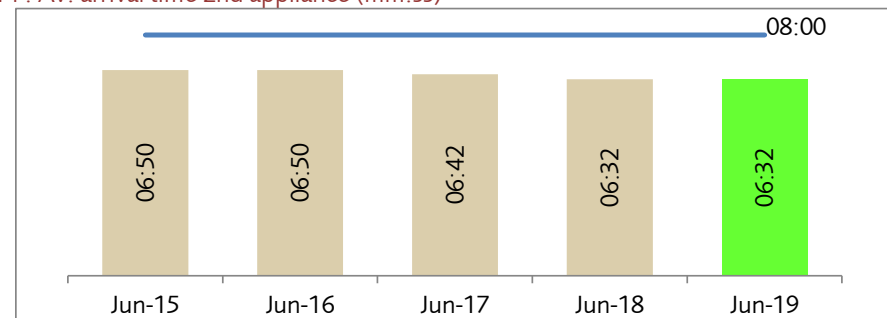
H12 : Av. time from answering a 999 call to appliance dispatch (seconds)



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



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



CO3 and H12 – Call handling

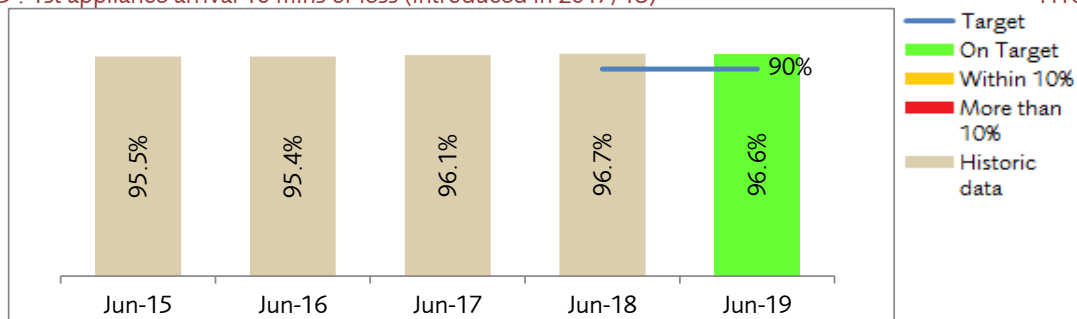
Call answer performance for the rolling 12 month period is now on target after rising steadily throughout 2019. It is worth noting that this is the first time we have been able to report that we are on target since the introduction of the Vision mobilising system in October 2015. This represents a significant achievement and is 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. We are looking to ensure this upward trend continues throughout the year ahead and it remains a key area of focus. Automatic Call Distribution is working well and calls are directed to available Control Room Officers without delay. Our call handling targets play a crucial role in helping to ensure London Fire Brigades is able to mobilise and deploy resources in the most efficient and effective way.

H13 and H14 – Attendance times

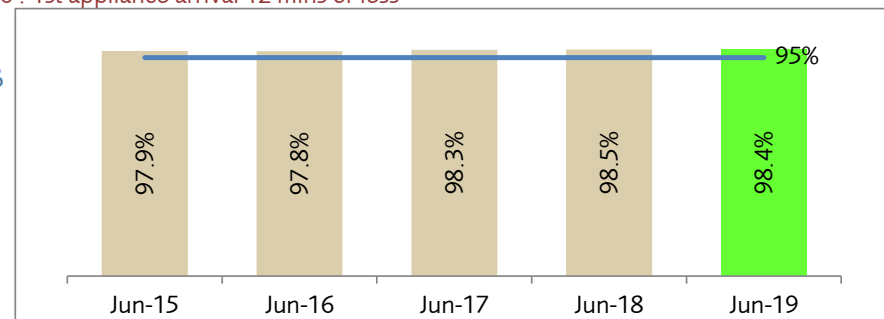
These indicators measure the Brigade's London-wide performance for the time it takes for a first fire engine to arrive at an emergency incident, within an average of six minutes, and a second fire engine, within an average of eight minutes. First and second appliance arrival times have continued to improve steadily. First appliance average arrival times have improved by 16 seconds since June 2015 and second appliance average arrival times have improved by 18 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)



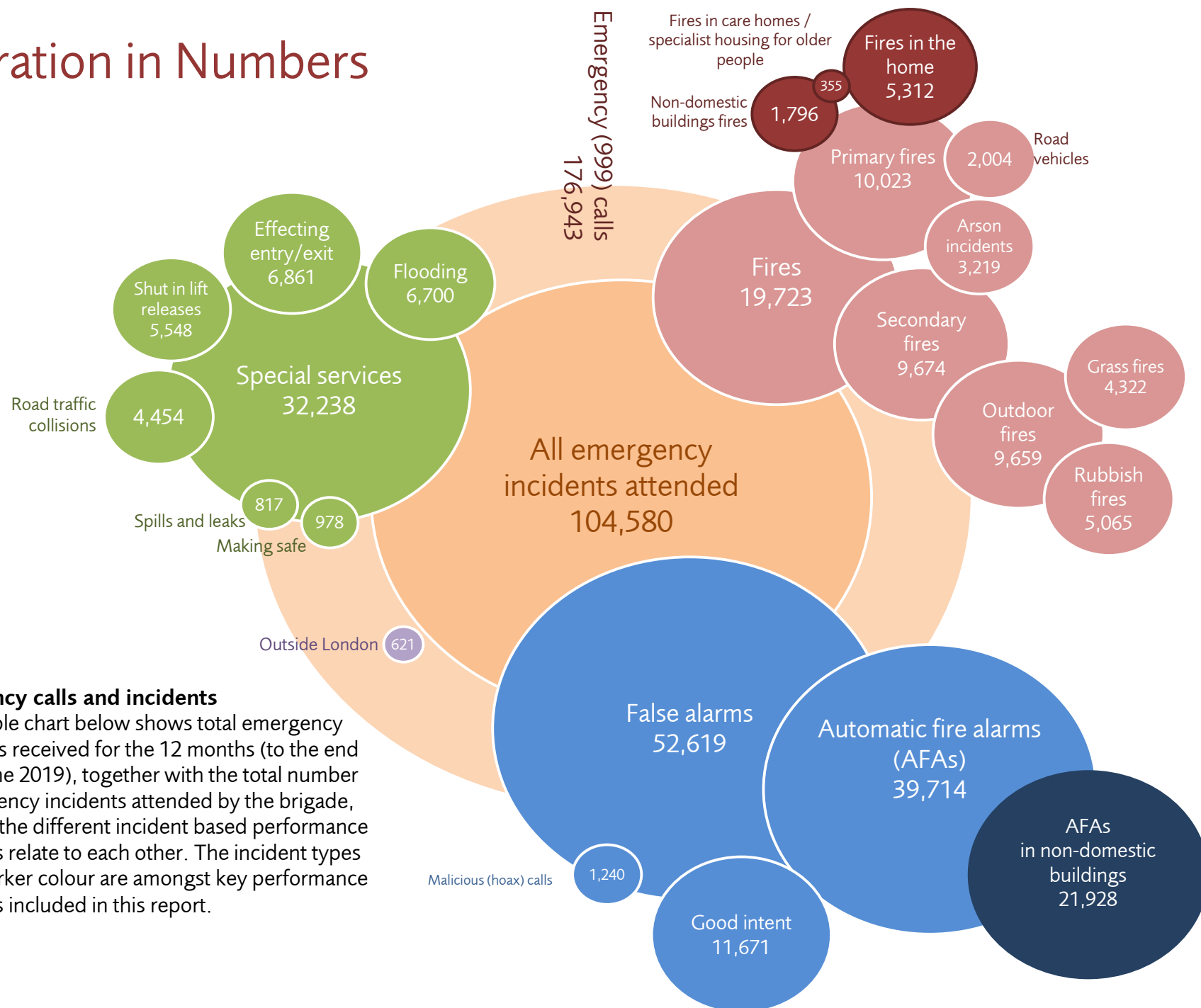
H16 : 1st appliance arrival 12 mins or less



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 four years, having increased by 1.1% and 0.5% respectively since June 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 June 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 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

Following our last survey in November 2018, departmental action plans were developed to address the areas for improvement and have now been published on Hotwire. We are still waiting to receive some action plans for publication and updates have been provided to by Training and Professional Development, People Services, Procurement, Technical and Service Support and Strategy and Risk.

A project team has been set to assist the Board with the review of the survey's objectives and the methodology to be applied to the next survey which is planned to take place in late November. The question set will be reviewed so its content will speak to the overarching objectives and put it into context.

Inclusion Strategy

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. The following recommendation was also 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."

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: 35 actions have been completed, 10 actions are on target and two remain off target, although work is in progress to complete these. The new green champions awareness course developed jointly with Avon and Somerset fire service has completed the final testing stage and is now ready to be rolled out.

Completed actions include:

- The roll out of further charging points to support fleet electric vehicles and provide incentives to staff to move to cleaner vehicles is underway, with a further seven dual points installed at six sites, including providing additional facilities at campout stations.
- Further refresher training has been provided to Inspecting Officers on the importance of environmental protection to businesses adjacent to Sites of Special Scientific Interest in undertaking contingency planning for fire.
- The gap analysis of our processes against the ISO 20400 Sustainable Procurement guidance has been completed, with external assessment to be undertaken for the GLA Group central responsible procurement team, which will inform next steps for improvement of our processes. Further environmental protection training for Station Managers is programmed through to the end of 2019/20.

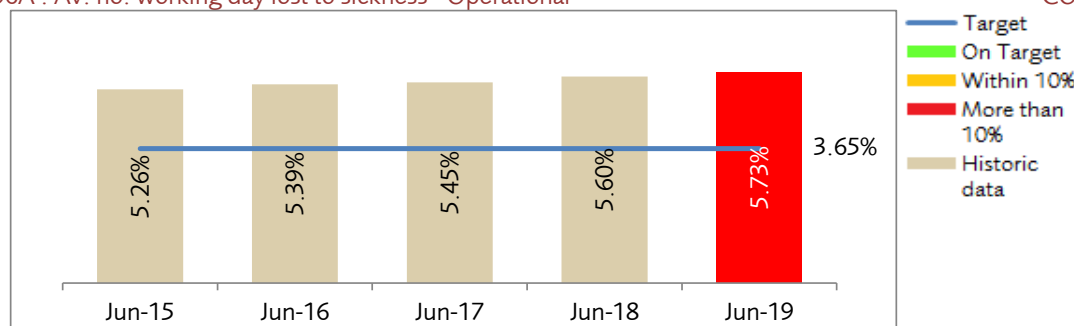
Internal audit plan

The Mayor's Office for Policing and Crime (MOPAC) provide the Internal Audit service to the Brigade under a shared service arrangement. The approved annual audit plan is delivered by their Directorate of Audit, Risk and Assurance which enables the provision of a yearly audit opinion. The 2018/19 annual review was presented to the Commissioner's Board in July 2019 reporting that 32 final reports had been issued against the 2018/19 annual audit plan, of which 12 were risk and assurance reviews, 18 follow ups and two advisory. Since this report Internal Audit have issued another five risk and assurance reports, taking the total number of final reports for 2018/19 (to date) to 37. Five further risk and assurance reviews are currently at draft report stage, and we are in the process of agreeing actions with management. All of this information was used to determine the audit opinion for 2018/19, and the outcome was reported as adequate.

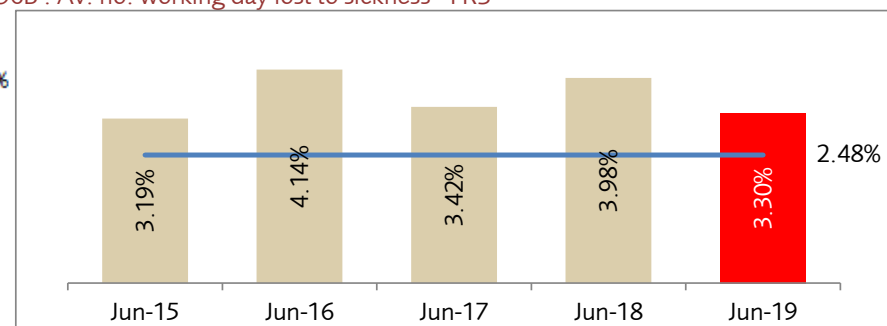
The 2019/20 annual audit plan was presented to the Commissioner's Board in March 2019, and work has commenced in relation to both full reviews and follow up reviews, with one final follow up report being issued to date.

People and Resources – delivering a positive and healthy culture

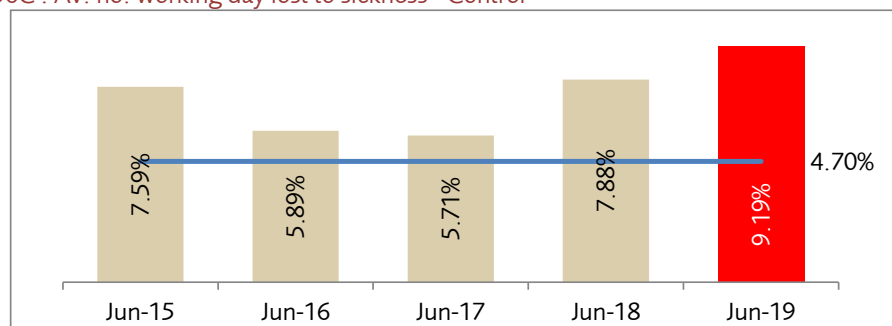
CO6A : Av. no. working day lost to sickness - Operational



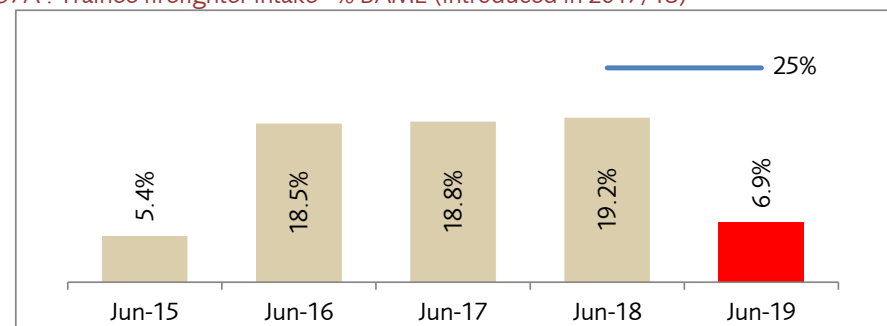
CO6B : Av. no. working day lost to sickness - FRS



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 over the last 12 months for operational staff remains largely unchanged. FRS sickness is now at 3.30%, a significant decrease from the 3.98% observed in June 2018. Control sickness has increased significantly from 7.88% in June 2018 to 9.19% in June 2019, but a reduction from the 9.45% observed in March 2019. Both overall and individual staff group (operational, FRS and control) sickness remain above target.

A draft version of the proposed new Managing Attendance Policy is currently being reviewed through internal governance processes prior to formal consultation with representative bodies.

Stress, anxiety and depression (SAD) continues to be the main reason for sickness amongst all three staff groups in the twelve months to June 2019. There are a small

number of employees who remain off sick as a consequence of their involvement in the Grenfell Tower response. The continued increase in the number of cases of SAD, combined with the fact that episodes of SAD absence usually last longer than other causes of sickness absence, continues to drive up headline absence rates.

To address the increasing sickness absence caused by poor psychological wellbeing, the Brigade is pursuing the following initiatives:

- LFBs Recognising and Managing Stress, Anxiety and Depression training is currently being developed. A new Mental Health Awareness package for all staff remains on target to be available to all staff from Summer 2019.
- LFBs MIND Blue Light Champions (BLCs) will be offered the opportunity to be trained as Mental Health First Aiders from late summer 2019. This will enable

peer support to be provided to colleagues who may be experiencing mental health difficulties.

- LFBs staff mental health support group – United MINDs has continued to run events for staff and is set to hold its first conference on 8 October 2019, featuring a number of internal and external speakers with a focus on improving people's mental health
- Agreement has been reached for the Counselling and Trauma Services Team's delivery of information to trainee firefighters, to form an integral part of the Firefighter Development Programme. This will now be implemented in summer 2020, subject to the 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 anticipated that an initial report should be available by the end of 2019.
- LFB officers have participated in a number of meetings with the Royal Foundation Stakeholders Group aimed at developing wellbeing strategies best suited for helping First Responders deal with traumatic incidents.
- LFB continues to work more closely with the Firefighters Charity to ensure that both clinical and procedural matters are better aligned to ensure that the service provision to staff is effective and efficient. The possibilities of using the Firefighters Charity resilience programme is also being explored, as is the idea of working with their Living Well Group focused on supporting retired fire service staff.
- Establishing a Welfare Coordination Group to bring together all departments within LFB and external to LFB (Firefighters Charity, Chaplaincy, Welfare Fund) to focus resources and efforts on staff wellbeing initiatives.
- The work with the London School of Economics on a research project on the effects of trauma on a watch based culture will commence in September 2019. The aim will be to develop resilience training for teams from the data that are obtained.
- Updated advice/information continues to be provided to managers and staff about-

- The effects of the menopause, particularly for operational staff
- The deployment of a Firefighter who is a Type 1 diabetic to support individuals finding the management of their condition a challenge.
- The opportunity of having a one to one session with LFBs dedicated nutritionist (who is a FF) who is also working toward a PhD exploring the diet and lifestyle of FFs – particularly the effects of eating in the "mess",
- An implementation programme continues to be developed for annual fitness testing for all operational staff with an anticipated start date of January 2020 rather than the previously advised September 2019. This is to allow time for an application to administer participant scheduling to be procured/developed.

CO7A, CO7B – Improve diversity of firefighter intake

Q1 figures (CO7A) have dropped to 6.9% for the 12 months ending June 2019. More BAME applicants were interviewed earlier in the recruitment process to help with the diversity of groups being assessed, however few BAME candidates got through the interview process.

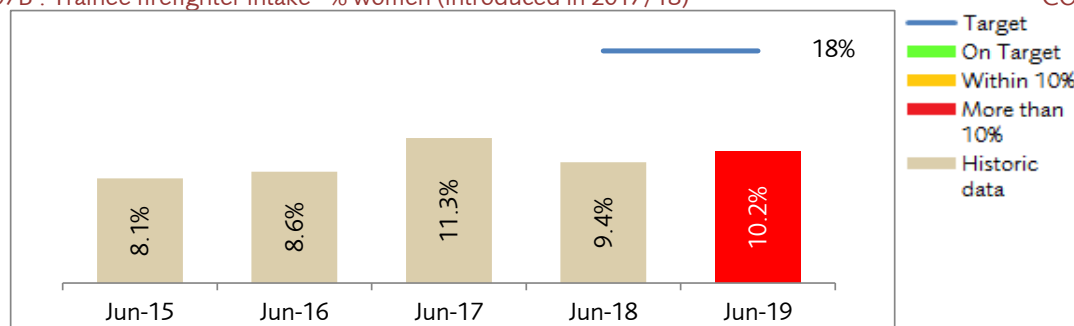
The April 2019 firefighter recruitment process reported an increase in under represented groups in particular, BAME at 40%, women at 29% and LGBT at 7.4% of the total applications. We are in the early stages of the assessment process, monitoring each stage weekly and to date out of those who have attended the assessment centre, we are maintaining our current levels of representation throughout the process. A joint collaboration between LFB recruitment, talent, outreach and communications departments are focussing on ensuring candidates are supported throughout the recruitment process. This will be enhanced by an equality impact assessment at every stage to ensure that there is no adverse effect on any group and an evaluation process is being built in for continuous improvement.

Recommendations from the research commissioned to identify barriers to BAME communities applying for the firefighter role were that the LFB need to build a network of trusted employment partners. This process started a year ago and the Outreach team have focussed their strategy on building links with employment agencies in high BAME areas to implement this. It is working very successfully with Tower Hamlets Workpath, Stratford Workplace and Job Centre Plus (delivered

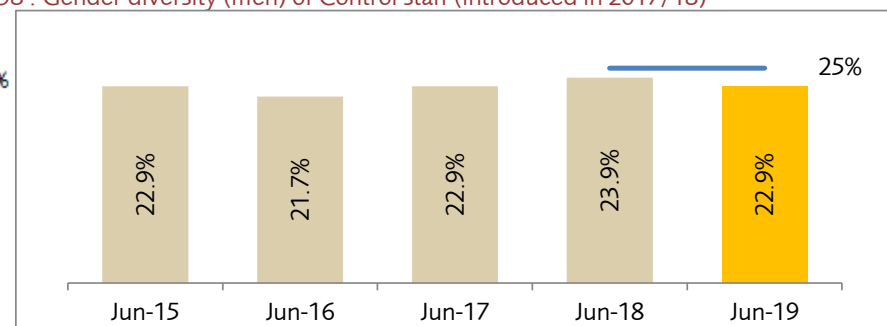
information sessions with over 90 employment advisors) and there are plans to roll this out wider in other areas of London. The LFB Talent team are supporting this and are planning to build on these links centrally. These initiatives, along with the continued attraction days have led to 423 applications from Outreach and we are currently building in a tracking process to help us identify where candidates are drawn from.

People and Resources – delivering a positive and healthy culture

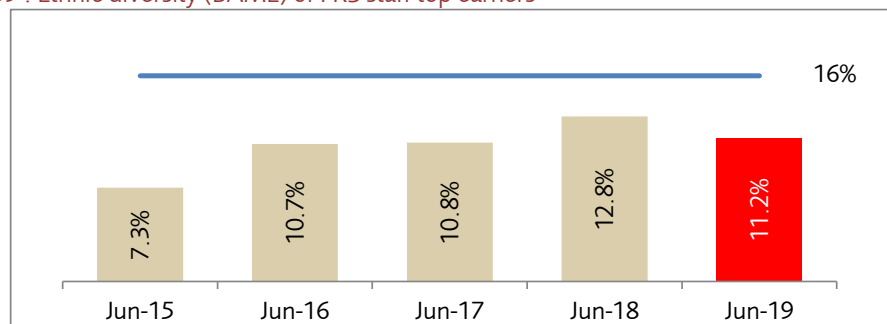
CO7B : Trainee firefighter intake - % women (introduced in 2017/18)



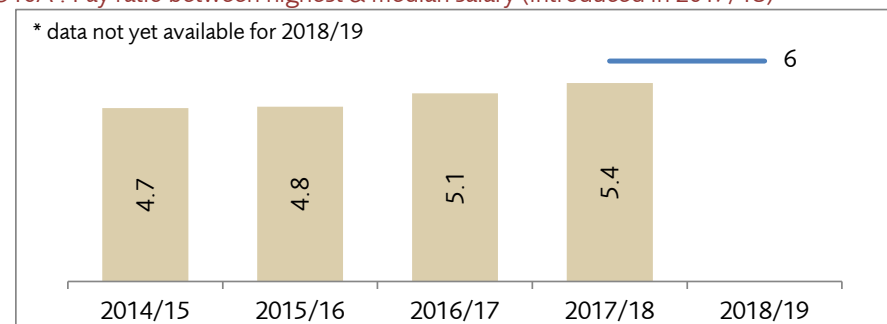
CO8 : Gender diversity (men) of Control staff (introduced in 2017/18)



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



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

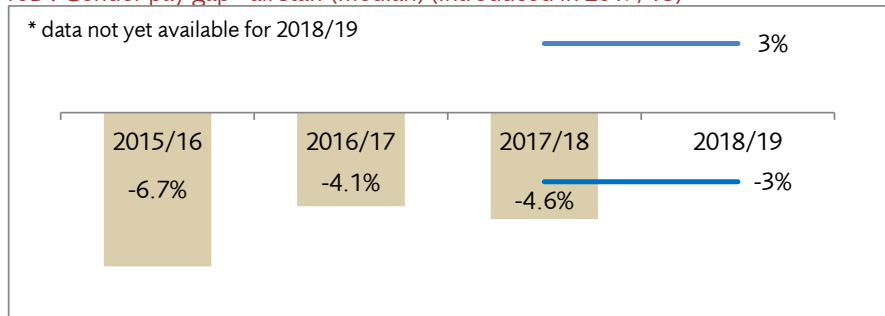


CO8, CO9 - Gender and ethnic diversity

These objectives represent priority diversity aspirations for the Brigade in terms of representation. There has been a slight decrease of 1 per cent in the proportion of men in Control compared to the position 12 months ago. The percentage of FRS top earners from a BAME background has fallen to 11.2 per cent. Given the low numbers involved, both areas can be affected significantly by individual joiners/leavers. Progress in both areas is also influenced heavily by available vacancies, and reducing the number of leavers in these groups. LFB will be shortly publishing both its gender and ethnicity pay gap reports and action plans for 2019/20 in line with reporting requirements from the GLA.

People and Resources – delivering a positive and healthy culture

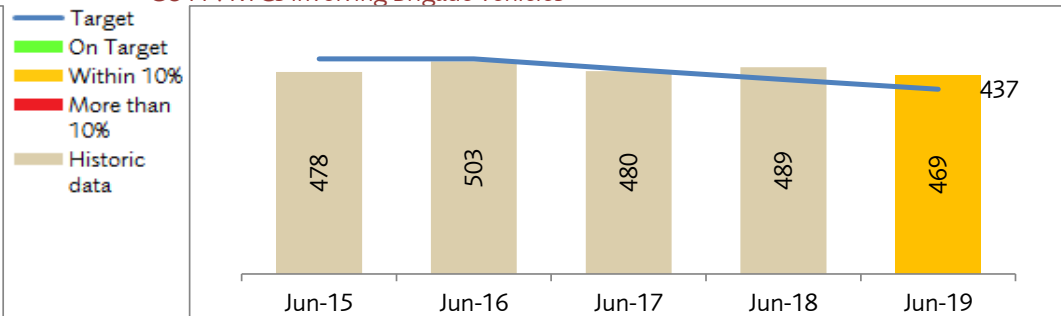
CO10B : Gender pay gap - all staff (median) (introduced in 2017/18)



CO10B - Gender pay gap

LFB will be shortly publishing its gender pay gap report and action plan for 2019/20 in line with reporting requirements from the GLA

CO11 : RTCs involving Brigade vehicles

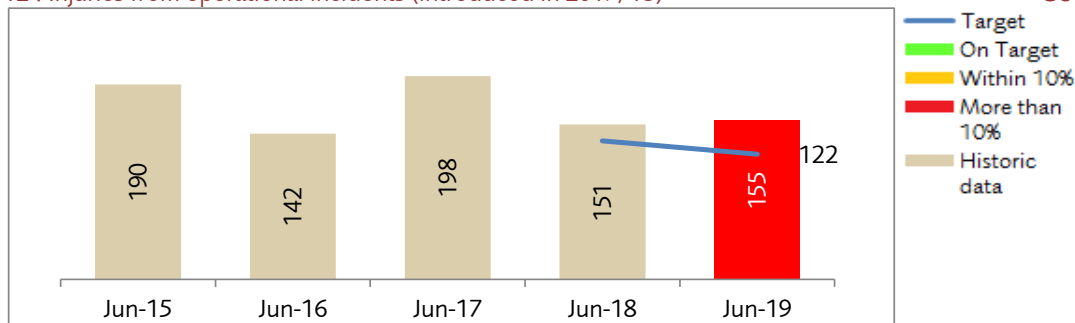


CO11 – RTCs involving Brigade vehicles

The target for Road Traffic Collisions (RTCs) involving Brigade vehicles (469 versus a target of 437) is not currently being achieved. This performance is broadly in line with the figures we had in the past five years, however it is set against an ambitious target which has been reducing 5 per cent year on year. Officers are working with Communications on a seatbelt campaign targeted at firefighters, this includes a video and posters which will be put up at fire stations.

People and Resources – delivering a positive and healthy culture

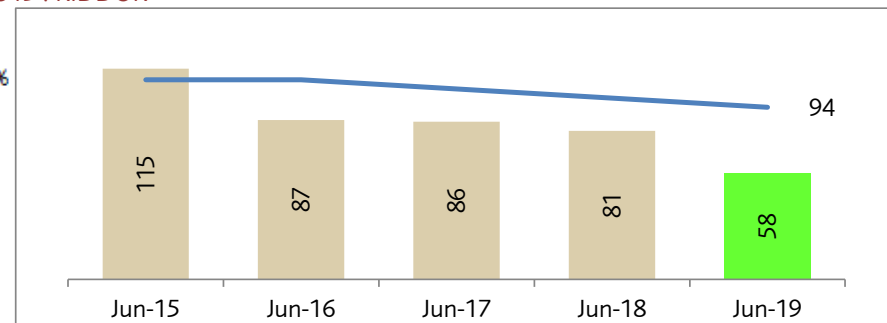
CO12 : Injuries from operational incidents (introduced in 2017/18)



CO12 - Injuries from operational incidents

The target for injuries from operational incidents is not being met (155 versus a target of 122). This target was set against the lowest recorded figure for operational injuries from 2016/17 and is another ambitious target. Officers are working to identify how we can further target reductions in operational injuries. A new accident database went live on 1 October 2018, and in the medium to long term, it will allow us to better analyse how, why, when and what sort of incident injuries are occurring, which will then allow us to better target proactive interventions.

CO13 : RIDDOR

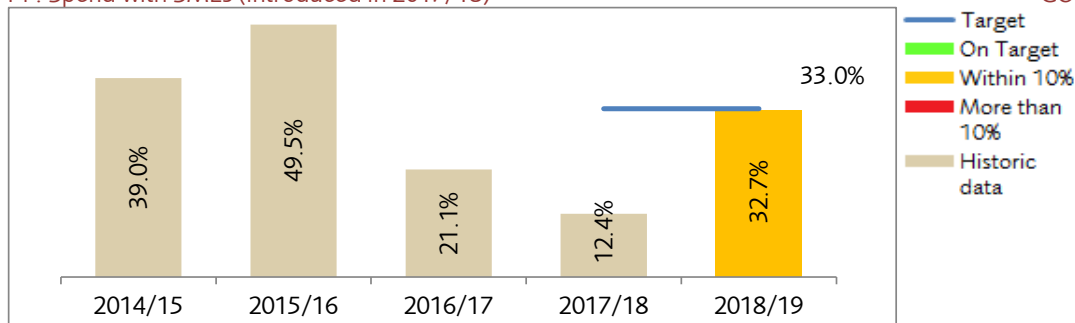


CO13 – RIDDOR

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 (58 versus a target of 94); long term performance has seen significant improvements with a 50 per cent reduction when compared with the rolling 12 month figure for June 15 (115).

People and Resources – delivering a positive and healthy culture

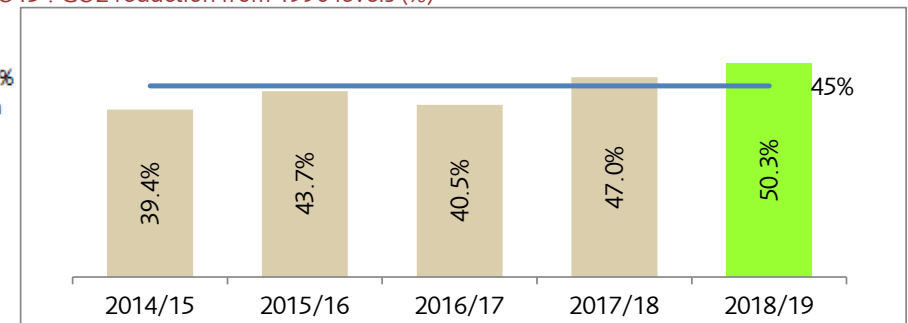
CO14 : Spend with SMEs (introduced in 2017/18)



CO14: Spend with SMEs

SME spend has increased significantly from 12.4% to 32.7%. The change is a result of one key contract that was split from 2 lots into 3, being awarded to 2 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 (%)

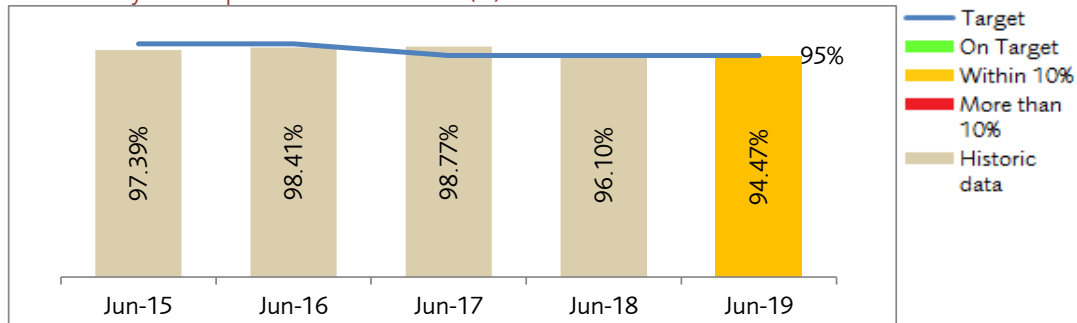


CO15: CO₂ reduction from 1990 levels

A further reduction of some 4.9% 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% reduction from 1990 levels putting us on track with achieving the first carbon budget as set by the LES. 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.

People and Resources – delivering a positive and healthy culture

CO16 : Statutory info requests handled on time (%)



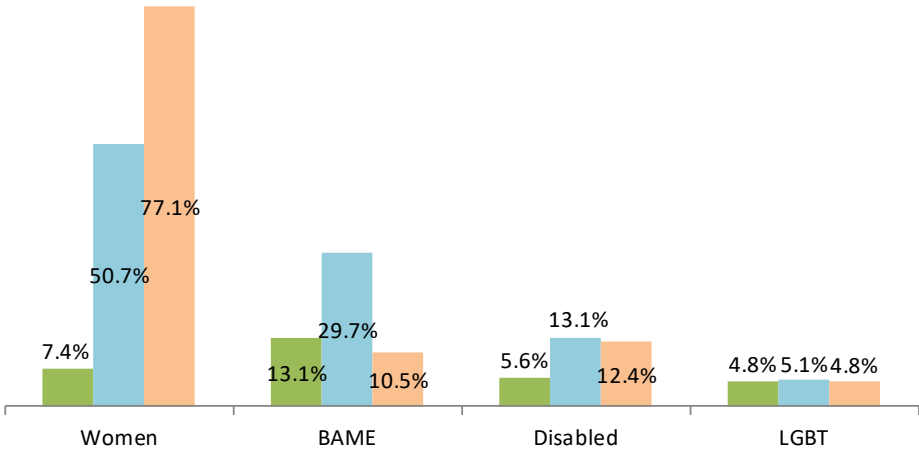
CO16: Statutory information requests handled on time

This indicator and target measure the extent to which 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 remains just below the target for the year. Performance is impacted by the number of complex cases involving large numbers of documents, and particularly data protection subject access requests which are most often linked to internal grievance/discipline cases

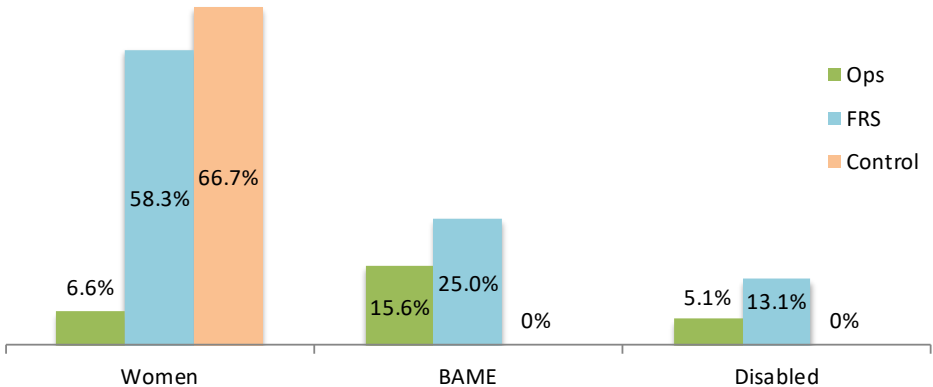
Key People and Resources Information – workforce composition

Workforce composition*

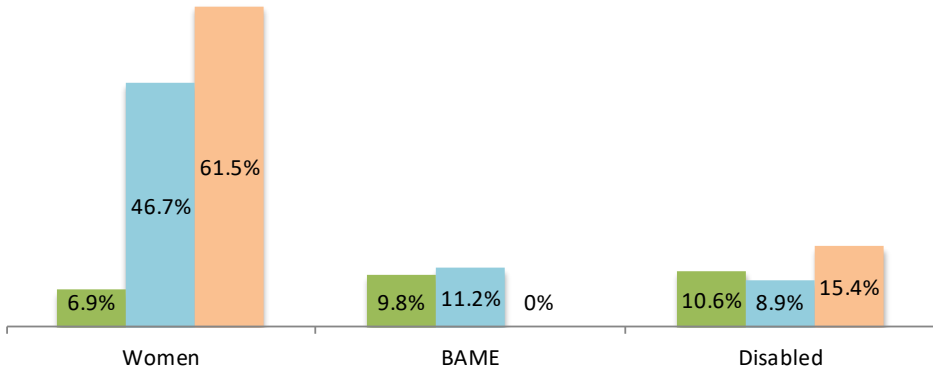
*due to the small numbers of LGBT staff, we only publish data for the overall workforce composition as it may be possible for individuals to be identified



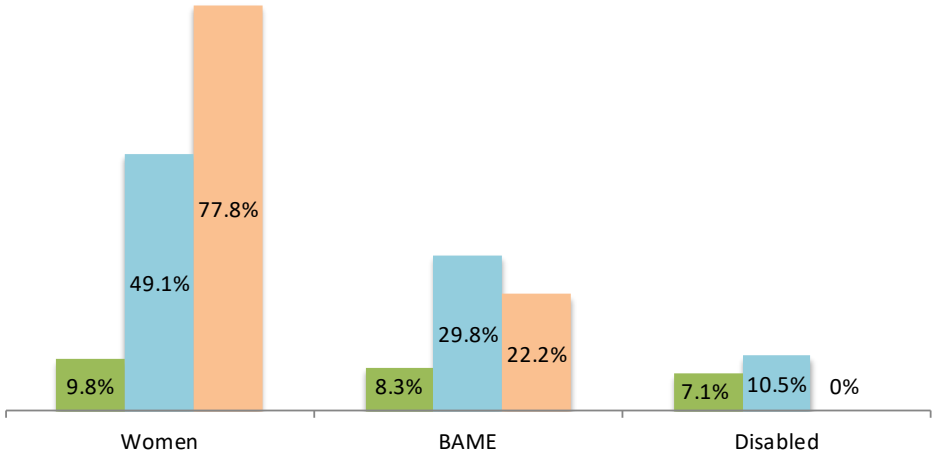
Workforce promotions



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 one 2019/20 there are 39 ongoing commitments. Three commitments were closed during 2018/19. Three commitments are currently off track (amber) as follows:

LSP16 Review our flood response capability:

The project is now 85% complete with some minor outstanding deliverables. These are storage solutions to ensure a robust SSOW for the deployment of flood barriers and the storing of all type B equipment at BDC under the coordination of the RSO. One issue is still the recruitment of rescue recall responders, though the undated variation of contract has been presented to the FBU for consultation and a reply is required by the 18th July 2019.

LSP20 Improving our Command Unit functionality.

Please refer to the Command Unit Replacement (CUR) project update on page 38.

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 on page 38.

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 new risk strategy was approved on 12 March 2018 and the corporate risks reviewed, Heads of Service have been consulted to identify and developed risk controls and mitigations and regular quarterly reviews take place at Director 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 (corporate) 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

Code	Risk Description	Score
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
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	4
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
CRR31	Operational vacancies at the Firefighter grade impacts on 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

There are now 22 risks on the Brigade's corporate risk register. There are five 'red' risks, the highest of which relates to the Grenfell Tower Fire Inquiry and public confidence. The former risk relating to the Emergency Services Network (CRR15) has been archived as delivery of the network is now not expected until 2025. There are no live actions for the Brigade to progress in terms of the network.

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 by the Civil Contingencies Act 2004, which requires all category one 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, evacuation plans and call-trees with Department heads and business continuity deputies.

The Strategic Response Arrangements (SRA) outline the core structures and key processes that the Brigade can activate during a major incident or business disruption. The SRA project 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 - Merton shut down project

To enable essential maintenance to take place at the London Operations Centre (LOC) the Merton Shutdown project was initiated by Property/ICT. This is the first time since the relocation of Brigade Control that such a large project has taken place. The project plan included exercising and testing of fall-back arrangements, disaster recovery plans, input from relevant stakeholders and advice from partner agencies who had undertaken similar projects.

During the period from Tuesday 11th June until Sunday 16th June, Brigade Control was relocated to Stratford and alternate fall back arrangements were put in place for departments and functions that would usually be hosted at the LOC. The project ran to time and to plan with the LOC and ICT capability resorted on the 16th June. Daily teleconferences, issue logs and debriefs took place ensuring lessons learnt were captured for future projects.

Hampton Burst Water Main

On 12th June, local authorities in south west London declared a major incident in response to a large area of Twickenham / Hounslow losing water due to a burst water pipe at the Hampton treatment plant.

The Duty Assistant Commissioner, Control and the Commissioner's Continuity Group set up the relevant arrangements to ensure the situation was being monitored and managed in an appropriate and flexible response to incident in the area. At 6pm the water supply to the area was restored, and the Brigade continued to work with partner agencies after the disruption was stood down from a major incident to ensure that normal water supplies were restored.

Business disruptions

Prior to the agreement between the EU and UK government for an extension to Article 50 up to the 31st October, the Brigade along with its partners agencies and London Resilience Group undertook a review of our position in respect to a variety of possible outcomes to Britain exiting of the European Union. Potential issues identified involved supply chain disruptions, the workforce and civil unrest.

The Brigade set up a regular reporting tempo of daily situation reports, weekly Brexit Coordination meetings and bi-monthly Commissioner's Continuity Group meetings. This ensured the Brigade met reporting schedules set by London Resilience Group and Ministry of Housing, Communities and Local Government. This also provided an opportunity to test our reporting and SitRep systems which are a key part of our Strategic Response Arrangements (SRA).

We continue to work with partners to strengthen our resilience and to review our planning assumptions to ensure we are able to carry out our responsibilities as a Cat 1 responder.

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 June 2019, there were 13 '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	Q4	Q1	Budget (£m)	Estimated Spend (£m)	Stage	Original End Date	Forecast End Date
Active Projects/Programmes								
A 2	Mobile Data Terminal (MDT) Replacement	A	G	£2.1m	£2.1m	Deliver	31/01/2016	06/09/2019
A 2	Emergency Services Network (ESN)	A	A	£3.3m	£3.3m	Plan	30/03/2019	31/12/2022
A 1	Command Unit Replacement (CURP)	A	A	£3.24m	£3.24m	Plan	31/03/2019	31/10/2021
A 2	Integration of National Operational Guidance into LFB	A	A	£0.9m	£0.9m	Plan	31/12/2018	31/01/2020
A 1	HMICFRS Inspection	G	G	£150k	£120k	Plan	30/04/2019	20/12/2019
A 2	Respiratory Protective Equipment (RPE)	G	G	£10.1m	£10.1m	Define	31/12/2021	31/12/2021
A 3	Zero Emission Pumping Appliance 1 (ZEPA1)	G	G	£2.1m	£600k	Plan	31/08/2022	31/08/2022
A 3	Apprenticeships	N/A	G	Nil	Nil	Deliver	29/11/2019	29/11/2019
A 3	Operations Support Centre (OSC)	A	G	£7.5m	£4.3m	Plan	31/07/2017	28/02/2020
A 3	Business Intelligence Solution	G	G	£1.8m	£1.8m	Deliver	31/03/2020	31/03/2020
A 3	LFB Training Centre Croydon	A	G	£15.5m	£15.5m	Plan	28/02/2019	11/06/2021
A 3	Role to Rank (R2R)	G	G	£500k	£470k	Deliver	31/03/2019	31/03/2020
A 3	DaMOP Review	G	G	Nil	Nil	Plan	31/05/2020	30/06/2020

Ten of the projects are currently reporting as green, these are, Mobile Data Terminal (MDT) Replacement, Her Majesty's inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), Respiratory Protective Equipment (RPE), Zero

Emission Pumping Appliance 1 (ZEPA 1), Apprenticeships, Operations Support Centre (OSC), Business Intelligence Solution (BIS), LFB Training Centre Croydon, Role to Rank and DaMOP (Development and Maintenance of Operational Professionalism) Review.

Three projects are currently reporting as amber.

Command Unit Replacement (CUR) - Following the Command Unit replacement project board on the 19 June 2019, the board decided that Fleet (Technical Support Services) will start the process of vehicle procurement with the support of Babcock Critical Services (BCS) and LFB will procure the Incident Command Operating Software. These procurements will run in parallel. LFB will start the procurement of the software in July 2019 and award the contract in May 2020. BCS will start the procurement of the vehicle in August 2019 with orders being placed with suppliers in April 2020.

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 later this year (2019) and 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 are 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.

Integration of National Operational Guidance (NOG) - Work on the Standard Operating Procedures within the new framework is progressing well in parallel to the work on Risk Assessments. The Service Integration Tool is estimated to be in test by the end of September 2019.

LFB is one of three trial services so will be one of the first to be using the system which could commence in September and would run for three months. It is likely that the cost of the new tool will mean that contributions from FRSs will be expected, although it is still not possible to know the potential annual cost to the LFB until procurement of the support contract is completed.

It is very likely that LFB will need to customise the tool to meet its needs, now that the way in which NOG will be implemented has been determined. Sight of the current tool will help determine what those changes might be, and a specification for the changes can be prepared. This project is reporting amber due to the delay in formalising the new NFCC Central Programme Office arrangements (run by LFB) that have impacted on the target end date for the ICT work package.