

Decision title

LFB Quarterly Performance Report – Quarter 1 2020/21

Recommendation by

Assistant Director, Strategy and Risk

Decision Number

LFC-0397-D

Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Published in full

Summary

Report LFC-0397 presents the Brigade's performance against the London Safety Plan as at the end of quarter one 2020/21 (data to the end of 30 June 2020). The report covers performance against budgets, key indicators, risks and projects

Decision

That the London Fire Commissioner approves report LFC-0937 and Appendix 1 (LFB Quarterly Performance report).



Andy Roe

London Fire Commissioner

This decision was remotely signed
Date on Wednesday 03 February

Access to Information – Contact Officer	
Name	Steven Adams
Telephone	020 8555 1200
Email	governance@london-fire.gov.uk



LONDON FIRE BRIGADE

Report title

LFB Quarterly Performance Report – Quarter 1 2020/21

Report to

Commissioner's Board

Date

29 July 2020

Report by

Assistant Director, Strategy and Risk

Report number

LFC-0397

Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Published in full

Summary

This paper presents the Brigade's performance against the London Safety Plan as at the end of quarter one 2020/21 (data to the end of 30 June 2020). This report covers performance against budgets, key indicators, risks and projects.

Recommendations

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

Background

1. This is the quarter one 2020/21 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 mid-August 2020.

Transformation Delivery Plan actions – key highlights

3. The London Fire Commissioner's Transformation Delivery Plan (TDP) sets out our priorities in response to the Grenfell Tower Phase One Inquiry Report, Her Majesty's Inspectorate for Constabulary and Fire and Rescue Service's (HMICFRS) assessment of LFB, and other areas for transformation. Progress on actions in the TDP has now been incorporated into the performance report.
4. Work is progressing across the entirety of the Transformation Delivery Plan. Of the original 65 actions in the plan, 22 have now been completed.
5. The original plan has been impacted by the effects of the COVID-19 pandemic. This has been reflected in the amended completion dates in the current version of the TDP.
6. Other actions that have been delayed and are off-track include:
 - a. Revalidation of driver training. Due to training being halted due to COVID-19 it is anticipated that there may be a three month delay in completing emergency response driving revalidation (appliance) training.
 - b. The introduction of online home fire safety visit tools – virtual 360 hazard house 'tour'. Filming needs to take place in a London location to ensure authenticity in the video, this has been postponed due to the COVID-19 restrictions. As soon as these are lifted filming will commence. As an interim measure, the Dorset and Wiltshire film will be launched by next week and shared with partners. The updated delivery date for this action should be November 2020.
 - c. Deliver on community outreach programmes – London-wide cadet programme. The COVID-19 restrictions in place will have an impact on the current delivery date, which is likely to be pushed back to January 2021. By January 2021 we are hoping to be opening fire stations for Cadet units. The delay in delivery does impact upon the agreed Mayoral funding from 2019, to set up 15 Cadet units in 2020. There have been discussions with Finance regarding this and the hope is to roll over some underspends to support in 2021/22.
7. One action - Integrate and adopt National Operational Guidance as the foundation of LFB policy and Procedure – may be delayed due to COVID-19. Testing of the new ICT system (Service Integration Tool) has been delayed due to COVID-19. A new start date for testing is yet to be provided by the Central Programme Office. The project team is closely monitoring this and will make a decision in August/September as to whether the project requires re-baselining.

Performance Indicators – key highlights

8. Performance as at the end of quarter one 2020/21 shows that a majority of the indicators were on target (19 out of 33). The full set of indicators and commentary can be found in Appendix 1

on pages 24 – 29 (Aim 1), pages 33 – 34 (Aim 2), and pages 38 – 44 (Aim 3). The positive performance highlights are:

- d. **All fire deaths (10 year average)** have fallen by two over the last two quarters and is reporting as on target (48). There were 32 fire deaths in the 12 months ending June, a reduction of seven compared with the same period last year (39).
- e. **Accidental fire deaths in the home (10 year average)** have also fallen over the last quarter (36), although the indicator continues to report as amber (against a target of 35).
- f. The number of **injuries from fires (five year average)** (875) continues to reduce over the longer term, having fallen by 15 per cent over the last five years.
- g. The number of **fires in the home** (5,250) continues to fall, having fallen by 5 per cent over the last year, and by 5.1 per cent over the last five years.
- h. The number of fires in **care homes/specialist housing for older people** (294) continues to fall, having fallen by 15.5 per cent over the last year, and by 23.5 per cent over the last five years.
- i. The **speed of attendance to incidents** by both first and second fire pumping appliances has continued to improve steadily. Performance in quarter one is likely to have been further improved as a result of reduced traffic on London's roads due to the Coronavirus pandemic. With first appliance average arrival times at 5 minutes 6 seconds, and second appliance average arrival times at 6 minutes and 22 seconds. This represents an improvement of 7.3 per cent and 6.8 per cent respectively over the last 5 years.
- j. The **trainee firefighter intake - % women** is now reporting as on target (22%) for the first time since the indicator was introduced in 2017.
- k. The number **RIDDORS** (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) continue to report as on target (50) and have fallen by over 42.5 per cent over the last five years.

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

- a. The number of **HFSVs** (59,269) have fallen precipitously over the last quarter due to the Coronavirus pandemic and is now off target for the first time since November 2009.
- b. The **time spent by station staff on community safety** (9.51%) has fallen over the last quarter due to the Coronavirus pandemic and is now off target for the first time since the indicator was introduced in 2017.
- c. The Brigade is exceeding its **sickness** targets for all staff groups, with sickness above target levels for Operational staff (5.37 per cent), Fire and Rescue staff (3.95 per cent), and Control staff (6.82 per cent). However performance for Control has shown marked improvement over the last year.
- d. Although the percentage of **BAME FRS staff top earners** is has increased marginally over the last year it remains off target (11.4%).

LSP (2017) Commitments – key highlights

- 10. Current performance reporting on the TDP has been revised to align with that of the LSP commitments and monitoring of the single plan. Many of the commitments are aligned with actions in the TDP and we now report against them in the regular TDP action updates. Other

commitments have progressed to a stage where they have become business as usual. The remainder will remain open and progress will now be monitored and reported through the Directorate Plans.

11. For the commitments that remain live, the majority now have a revised end date of 31/03/2021 and may be extended beyond this. Most of these commitments are long term actions that would be reviewed alongside development work on the next London Safety Plan. In light of the coronavirus, officers are currently discussing how to progress the development of the next plan with City Hall. For the time being, these commitments have been extended in their current state to the end of this financial year.
12. One of the commitments was completed during quarter one and one closed as it is now business as usual within the department:
 - a. LSP23 - We will review our Immediate Emergency Care provision to ensure it is appropriately resourced and can support co-responding and other collaboration initiatives. This action has been completed.
 - b. LSP26 – We will work with our partners, including the Royal National Lifeboat Institution (RNLI), Metropolitan Police Service (MPS), Port of London Authority (PLA), and Transport for London (TfL), to look at collaboration opportunities for improving safety on the river. This action has been closed as it is business as usual.
13. One commitments is currently marked as off target (amber):
 - a. LSP24 - As part of our collaboration work, we will look to work with the staff representative bodies to further improve the co-responding process for crews; expand the Emergency Medical Response (Co-responding) pilot as well as consider what other calls firefighters could be mobilised to, to improve safety in London.

The re-introduction of co-responding is still subject to national pay negotiations A revised target date is requested for this activity to December 2021.

Risk Management changes

14. As at the end of Q1 2020/21, the Brigade's Risk Register contains 21 strategic risks.
15. There are now six 'red' risks on the register, the highest two of which relate to the public confidence in the Brigade following the Grenfell Tower Fire Inquiry, and the potential impact of the CoVID-19 pandemic on the Brigade's finances and ultimately operational capacity.

Finance comments

16. Financial commentary is contained within Appendix 1.

Workforce comments

17. Workforce data is contained within Appendix 1.

Legal comments

18. 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.

19. 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.
20. The report presents the London Fire Brigade's (LFB) Quarterly Performance Report (Q1 of 2020/2021) which sets out in more detail how LFB delivers its services against the commitments made in the LFB's London Safety Plan.

Sustainability implications

21. 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

22. The London Fire Commissioner and decision takers are required to have due regard to the Public Sector Equality Duty (s149 of the Equality Act 2010) when taking decisions. This in broad terms involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.
23. It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.
24. The protected characteristics are: Age, Disability, Gender reassignment, Pregnancy and maternity, Marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), Race (ethnic or national origins, colour or nationality), Religion or belief (including lack of belief), Sex, Sexual orientation.
25. The Public Sector Equality Duty requires us, in the exercise of all our functions (i.e. everything we do), to have due regard to the need to:
 - (a) Eliminate discrimination, harassment and victimisation and other prohibited conduct.
 - (b) Advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
 - (c) Foster good relations between people who share a relevant protected characteristic and persons who do not share it.
26. Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
 - (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic;
 - (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

27. The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
28. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—
- (a) tackle prejudice, and
 - (b) promote understanding.
29. An Equality Impact Assessment (EIA) has not been undertaken specifically for this report. An EIA was not required because as the performance being reported on arose from the London Safety Plan 2017 which had an Equality Impact Assessment undertaken as an integral part of its development.

List of Appendices to this report:

- a) LFB Quarterly Performance Report – Quarter 1 2020/21 – appendix 1

Consultation

Name/role	Method consulted
Heads of Service, CMB and advisers, selected support staff	Draft performance information for Q1–06/06/2020 by email



LFB Quarterly Performance report

Quarter 1 2020/21

Contents

Contents page	1	Youth work	22
Key to abbreviations and symbols used	2	Performance indicators	24
Performance at a glance	3	Response and Resilience – providing a high quality, effective response	30
Introduction	4	Key points	30
Our Transformation Delivery Plan	5	London Resilience	30
Background	6	Performance indicators	33
Progress	6	Operation in numbers	35
Summary of LSP performance	9	People and Resources – delivering a positive and healthy culture	36
Performance at a glance	9	Key points	36
Publicity and campaign news	9	Inclusion	36
Useful links	10	Employee Engagement and Recognition	36
Coronavirus	11	Sustainable Development Strategy	37
London Fire Commissioner's Decisions	12	Internal Audit plan	37
Financial Performance	15	Performance indicators	38
Performance	15	Key people and resources information – workforce composition	45
Financial Trends	17	Delivering on the London Safety Plan Commitments	46
Capital, Borrowing and Reserves	18	Background	46
Prevention and Protection – where fires are happening and who we're targeting	19	LSP (2017) Commitments update (as at end of June 2020)	46
Key points	19	Our Risk Perspective	47
Fire Safety	19	Risk management	47
Fire Safety prosecutions	20	Securing business continuity	48
Notice of deficiencies	20	Delivering on change – Corporate Portfolio	49
Grenfell Tower fire update	21		

Key to abbreviations and symbols used

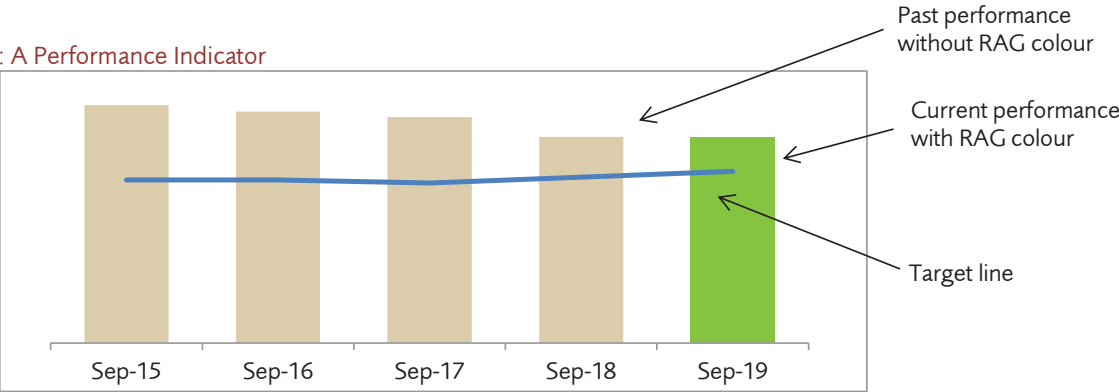
RAG Status

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

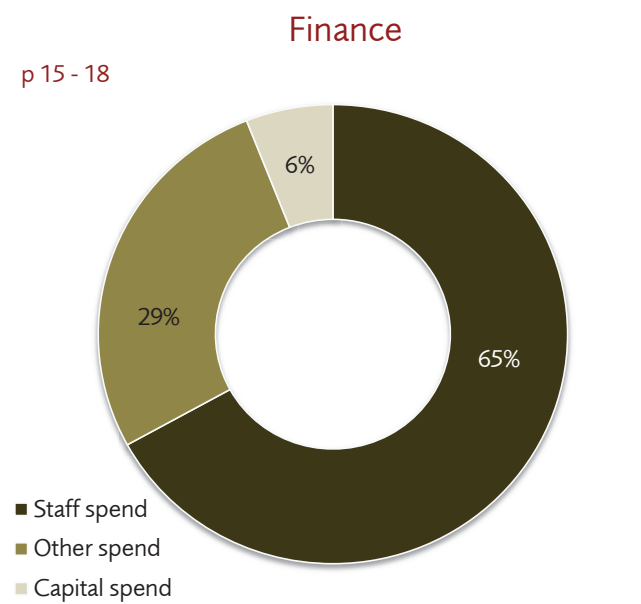
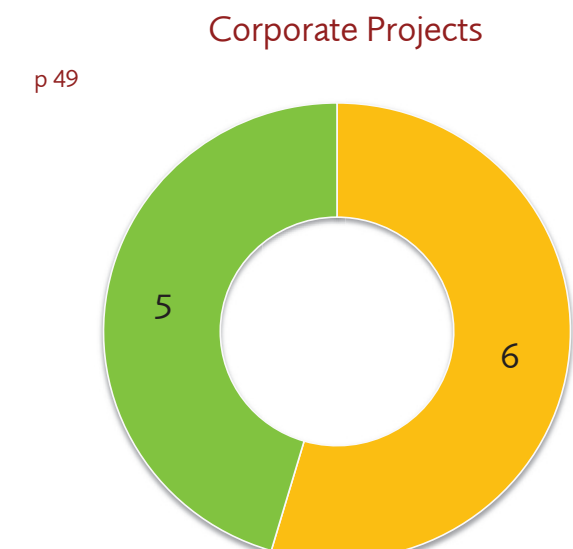
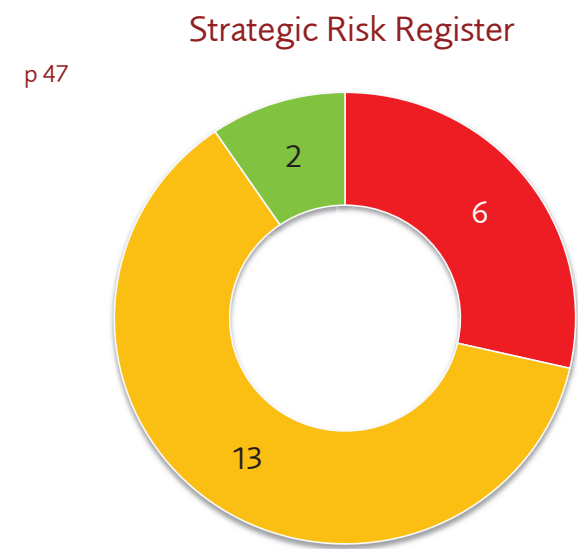
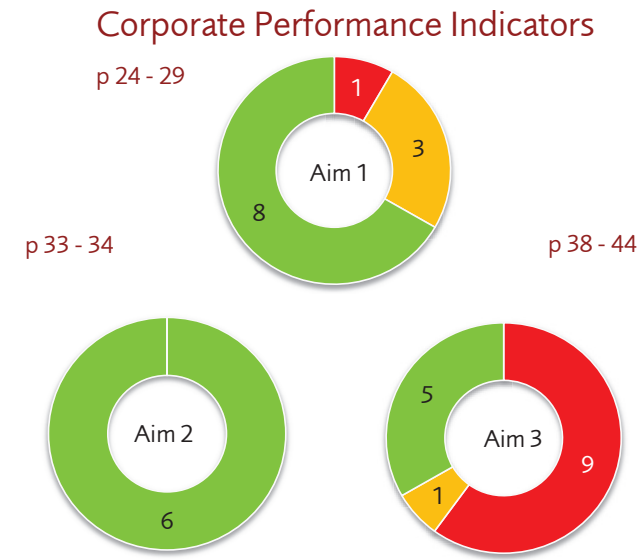
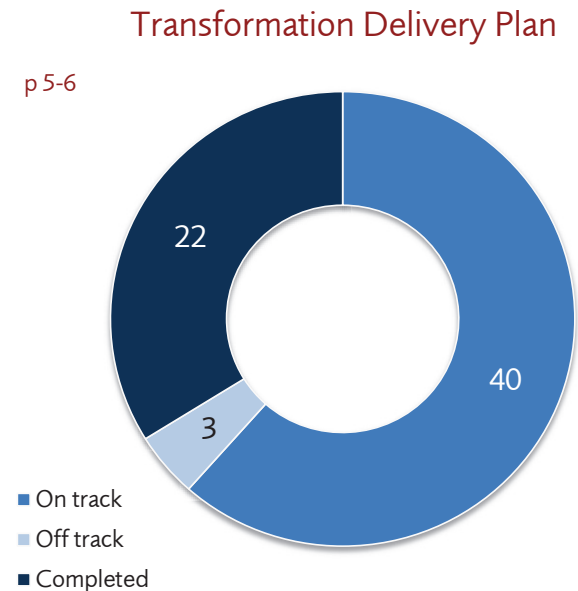
Performance indicator data

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

HX : A Performance Indicator



Performance at a glance



Introduction

Welcome to the London Fire Brigade's performance report for quarter one 2020/21 (the information contained in this report covers the 12 months up to the end of 30 June 2020). Performance in this report relates to the Brigade's two main strategic plans; the Transformation Delivery Plan (TDP) and the London Safety Plan (LSP) 2017 which is our Integrated Risk Management Plan (IRMP).

Transformation Delivery Plan

The TDP sets out our priorities for transformation incorporating our response to the Grenfell Tower Phase One Inquiry Report and Her Majesty's Inspectorate for Constabulary and Fire and Rescue Service's (HMICFRS) assessment of LFB. This report begins with an overview of progress against the TDP.

London Safety Plan

The report then provides an overview of Brigade activities against the LSP, across prevention and protection, response and resilience, people and resources (Aims 1, 2 and 3), as well as updates on related key performance areas including, indicators, plans, risks and projects. This report also contains a high level financial summary and information on topical issues such as publicity and campaigns and the Grenfell Tower fire.

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

<https://data.london.gov.uk/dataset/lfb-financial-and-performance-reporting-2020-21>

Coronavirus

The Brigade, like everyone else, has been impacted by the coronavirus pandemic during the last two quarters. Information about the Brigade's response to the pandemic can found in a dedicated section on beginning on 11.



<https://www.london-fire.gov.uk/media/2189/london-safety-plan-2017.pdf>



<https://www.london-fire.gov.uk/media/4352/london-fire-brigade-transformation-delivery-plan-2020.pdf>

Our Transformation Delivery Plan

Trusted to serve and protect London

Our four pillars

The best people and the best place to work

LFB people are the London Fire Brigade. We need to have the best possible people working in the best possible organisation if we are going to deliver real transformation. To achieve that, we need to drive change around: how we lead our people; the culture and behaviours we value at LFB; how we create a diverse and inclusive workforce; and how we manage training, talent and performance with the organisation.

Seizing the future

Real change will only come if we are prepared to continually evolve as an organisation. To achieve this, we will need to: become a true learning organisation; be prepared to challenge the status quo; and learn how to drive continuous improvement and innovation in what we do and how we do it.

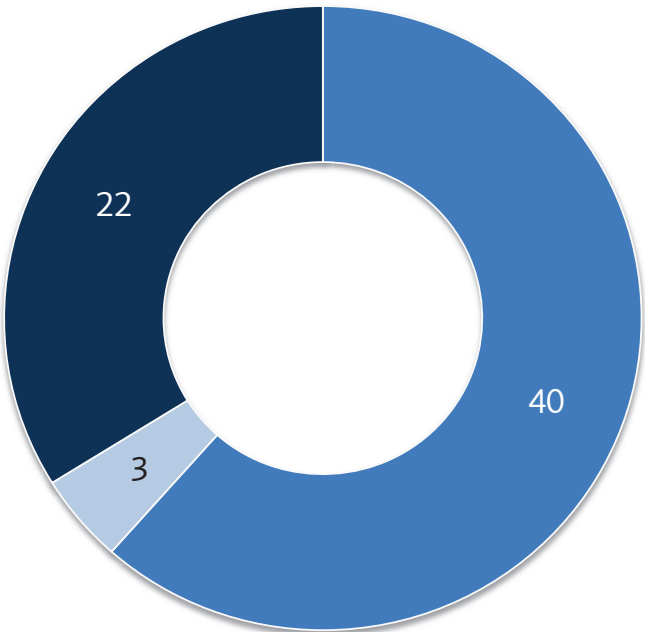
Delivering excellence

Operational delivery is at the heart of LFB, but to achieve a transformation, we need to be: constantly improving the effectiveness of our service; understanding and communicating risk information to better deliver our services; and improving execution in every part of the organisation

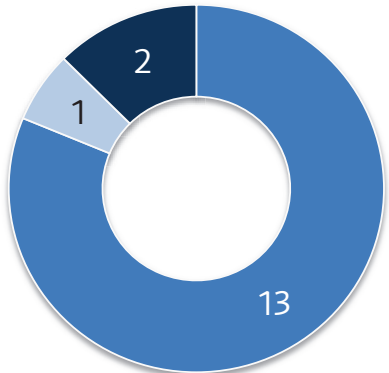
Outward facing

High performing organisations always look outward rather than just inward. They connect effectively with all stakeholders. To achieve transformation in this sense, LFB needs to: become much more central to the communities we serve; increase the levels of trust and confidence we can build with all of our stakeholder groups; and take a lead in generating excellence in the national fire service.

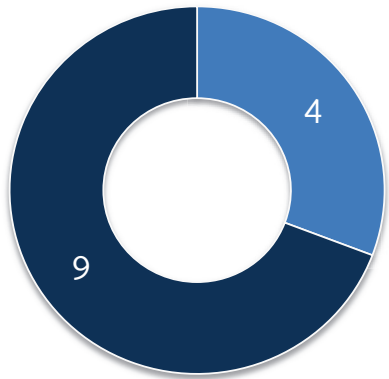
Overall performance against the TDP



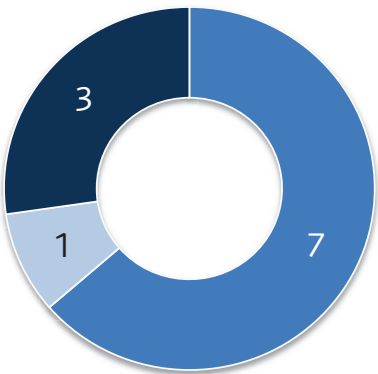
The best people and the best place to work



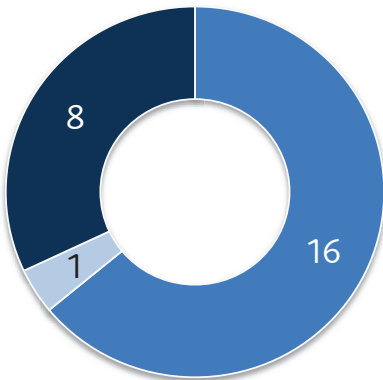
Seizing the future



Outward facing



Delivering excellence



Our Transformation Delivery Plan

Background

Last year, the Commissioner and Directors agreed to articulate a more focussed strategic direction for the Brigade. This was partly a response to diagnostic work in leadership, development and talent processes commissioned by the Assistant Director of People Services, which recognised that further progress and integration of that work was heavily dependent on clarity of strategic vision and direction of travel. It was also in response to the London Fire Commissioner's (LFC) independent review report following the Grenfell Tower fire, in which the LFC identified various areas requiring change and improvement.

However, the work was given further significance in the light of concerns identified by Phase One of the Grenfell Tower Inquiry and also the findings of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), both of which reported towards the end of 2019.

In January a strategy and delivery plan, referred to as the Transformation Delivery Plan (TDP) setting out the Commissioner's direction of travel and priorities for the London Fire Brigade was developed and agreed by the Commissioner's Board.

Progress

Work is progressing across the entirety of the Transformation Delivery Plan. Of the original 65 actions in the plan, 22 have now been completed:

- Define requirements of leadership at all levels in LFB
- Conduct a culture audit to assess and identify desired culture to deliver LFC's purpose, strategy and vision
- Re-set the monthly Heads of Service meetings as a crucial element of organisational learning and change
- Task Strategy and Risk function to gather internal and external learning points as a standing agenda item for discussion and action at monthly Heads of Service Meetings
- Put in place a formal Senior Team 6-monthly review of strategy, progress and priorities
- Appoint Transformation Director
- Review governance structures and processes at every level
- Embed continuous improvement processes at Heads of Service level
- Review decision making protocols
- Consolidate delivery of Grenfell Improvement Plan and HMICFRS Action Plan into one function, under the Director of Safety and Assurance
- Implement a Consolidated Wellbeing Strategy for LFB
- Alignment of existing ICT Strategy with TDP
- Define and incorporate risk management responsibilities at all levels into the new LFB performance management process
- Review of Strategic Risk Register process to ensure it accurately supports and reflects the strategic planning process.
- Implement improvements to Fire safety (Protection) delivery by producing a revised Enforcement Policy which outlines how we will deliver our regulatory role.
- Review and change Commissioner's and Director's board structures to include prioritisation of activity and corporate portfolio management as agenda items alongside robust performance management
- Appointment of a support office for the LFB Commissioner
- Provide long-term commitment to provide expert advice and support to the Government's building safety programme, including informing standards of work, revisions of relevant regulations and development of the regulatory environment as part of the Hackitt recommendations.
- Establish a team to contribute LFB position to the proposed Building Safety Bill and Fire Safety Bill

Our Transformation Delivery Plan

- Review structure of LFB organisation
- Create a single plan of prioritised activity across LFB, all of which are clearly linked to the organisation strategy
- Smarter mobile working for fire engine crews (to be reviewed annually)

The original plan has been impacted by the effects of the COVID-19 pandemic. This has been reflected in the amended completion dates in the current version of the TDP.

Other actions that have been delayed and are off-track include:

- Revalidation of driver training. Due to training being halted due to COVID-19 it is anticipated that there may be a three month delay in completing emergency response driving revalidation (appliance) training.
- The introduction of online home fire safety visit tools – virtual 360 hazard house 'tour'. Filming needs to take place in a London location to ensure authenticity in the video, this has been postponed due to the COVID-19 restrictions. As soon as these are lifted filming will commence.
- Deliver on community outreach programmes – London-wide cadet programme. The COVID-19 restrictions in place will have an impact on the current delivery date, which is likely to be pushed back to January 2021. By January 2021 we are hoping to be opening fire stations for Cadet units.

One action - Integrate and adopt National Operational Guidance as the foundation of LFB policy and Procedure – may be delayed due to COVID-19. Testing of the new ICT system (Service Integration Tool) has been delayed due to COVID-19. A new start date for testing is yet to be provided by the Central Programme Office. The project team is closely monitoring this and will make a decision in August/September as to whether the project requires re-baselining.

Summary of LSP performance

Performance at a glance

Now we move onto performance against our the London Safety Plan. In terms of performance across the three Corporate Aims, the summary position is on track. The Brigade is performing adequately in terms of delivering against Aim 1 – Prevention and Protection, with 8 out of 12 indicators reporting as green, including fire fatalities, and against Aim 2 – Response and Resilience, with all six indicators reporting as green. However, Aim 3 – People and Resources continues to be affected by long term sickness levels and the challenge to meet higher diversity targets. The Brigade's strategic risk register currently has six risks which are rated as red. Five key projects are progressing to schedule, however six 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 2020/21 shows that a majority of the indicators were meeting their target (19 out of 33). The impact of both the Coronavirus pandemic and the weather is being analysed. It is also likely that attendance times have benefitted from the reduced levels of traffic in London this quarter. The positive performance highlights are:

- **All fire deaths (10 year average)** have fallen by two over the last two quarters and is reporting as on target (48). There were 32 fire deaths in the 12 months ending June, a reduction of seven compared with the same period last year (39).
- **Accidental fire deaths in the home (10 year average)** have also fallen over the last quarter (36), although the indicator continues to report as amber (against a target of 35).
- The number of **injuries from fires (five year average)** (875) continues to reduce over the longer term, having fallen by 15 per cent over the last five years.
- The number of **fires in the home** (5,250) continues to fall, having fallen by 5 per cent over the last year, and by 5.1 per cent over the last five years.

- The number of fires in **care homes/specialist housing for older people** (294) continues to fall, having fallen by 15.5 per cent over the last year, and by 23.5 per cent over the last five years.
- The **speed of attendance to incidents** by both first and second fire pumping appliances has continued to improve steadily. Performance in quarter one is likely to have been further improved as a result of reduced traffic on London's roads due to the Coronavirus pandemic. With first appliance average arrival times at 5 minutes 6 seconds, and second appliance average arrival times at 6 minutes and 22 seconds. This represents an improvement of 7.3 per cent and 6.8 per cent respectively over the last 5 years.
- The **trainee firefighter intake - % women** is now reporting as on target (22%) for the first time since the indicator was introduced in 2017.
- The number **RIDDORS** (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) continue to report as on target (50) and have fallen by over 42.5 per cent over the last five years.

However there are areas where the Brigade was not performing against target, the details of which will be addressed later in the report:

- The number of **HFSVs** (59,269) have fallen precipitously over the last quarter due to the Coronavirus pandemic and is now off target for the first time since November 2009.
- The **time spent by station staff on community safety** (9.51%) has fallen over the last quarter due to the Coronavirus pandemic and is now off target for the first time since the indicator was introduced in 2017.
- The Brigade is exceeding its **sickness** targets for all staff groups, with sickness above target levels for Operational staff (5.37 per cent), Fire and Rescue staff (3.95 per cent), and Control staff (6.82 per cent). However performance for Control has shown marked improvement over the last year.
- Although the percentage of **BAME FRS staff top earners** is has increased marginally over the last year it remains off target (11.4%).

Summary of LSP performance

Publicity and campaign news

Coronavirus

The first quarter of the year was dominated by the Coronavirus. Following significant communications to support and amplify priority public safety messaging as lockdown measures came into full effect, the Brigade implemented a communications strategy to reassure all Londoners and stakeholders of how the fire and rescue service would continue to operate; increase fire safety awareness in the home, community and empty workplaces; explain to all Londoners and stakeholders the Brigade's role in the joint emergency service response to this pandemic and to use and promote Public Health England and NHS official information, guidance and public messaging.

An LFB 'Stay Home Stay Safe' campaign messaging ran throughout this quarter, aligned with partner and government messaging and complimenting Public Health England guidance. Public messaging ranged from 'safe lockdown cooking with the Brigade's nutritionist Firefighter Greg Lessons', which generated high levels of public engagement on digital channels, to widespread media coverage of the Brigade's advice to avoid cooking on balcony's during the extended period of warm weather in April and May. The latter leading up to Deputy Commissioner Richard Mills formally calling on retailers to withdraw the sale of unsafe barbeques, with positive outcomes publicised later in July.

The Brigade's response to COVID-19

On the 1 April the Commissioner joined Brigade volunteers at London Ambulance Service headquarters to be interviewed and publicise the joint emergency response between the two services. This was followed on the 6 April with a media facility organised, under social distancing conditions, at Brigade headquarters, which generated publicity and increased public understanding of the Brigade's role in Pandemic Multiagency Response Teams (PMART).

Later in April further publicity centred on the delivery of more than two million pieces of vital personal protective equipment (PPE) to frontline health and social care workers after the Brigade transformed the former Brigade Distribution Centre in South London into the Operation Seacole distribution hub delivering masks, gloves and eye protection to 33 local authority centres and London partners

including Police services and Transport for London. A further media release issued in June marked the Brigade's 10 millionth delivery of PPE in London.

Other publicity has included the promotion of individual stories of how staff have stepped up across the organisation to play their part in the Brigade's response to the pandemic, from firefighters delivering medicines, care packages and food to vulnerable Londoners being shielded from COVID-19 to London Ambulance Service paramedic Jack Binder and his London Fire Brigade brother, Leading Firefighter Tom Binder working together.

All of this public information activity involved close partnership working with other agencies and included extensive internal communications to both maintain or boost volunteer levels, and provide necessary guidance, aligned to agreements reached with representative bodies.

Grenfell Tower third year anniversary

This quarter also marked the third year anniversary of the Grenfell Tower fire, which the Brigade marked with the release of a media statement from the London Fire Commissioner, staff communications and participation in the two minute silence arranged on the evening of the 14 June.

The Brigade also reached out privately to the communities affected by the fire to advise of ongoing work to introduce changes, continuing during the pandemic lockdown, and to continue to offer ways in which the community could maintain contact with the Commissioner, recognising that social distancing guidance has reduced more recent opportunity for further physical meetings to take place.

Togetherness

Also in June the Brigade publicised International Women in Engineering Day 2020, and issued a media release celebrating Dr Anne Scoging, the Brigade's Head of Psychological Health, Lynsey Seal, the Brigade's Principal Fire Engineer, Sub Officer Kim Jerray-Silver and Kleria Baptista-Mendes who is an Assistant Commissioner Ambassador Fire Cadet, all of whom were recognised for their exceptional leadership, innovation and for delivering on the Brigade's commitment to diversity in the 2020 Women In The Fire Service (WFS) awards.

Summary of LSP performance

Useful links

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

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

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

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

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

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

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

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

Coronavirus

Background

A new coronavirus disease (COVID-19) causing respiratory symptoms was first identified in December 2019 in China. The World Health Organization declared the outbreak of COVID-19 a pandemic on the 11 March 2020, as a result of COVID-19 spreading worldwide.

The Brigade's strategic objectives in response to the coronavirus pandemic were set out in the year end report for 2019/20. Since that report, the focus has moved from response to recovery.

Response and Recovery

Throughout the disruption the Brigade has managed to operate at a steady state with all critical activities are being managed as per our business continuity arrangements. Our capacity to respond to incidents and maintain our response time has been mostly unaffected and degradation strategies have been put in place to manage the impact on our staffing numbers.

In-line with our Strategic Response Arrangements (SRA) the Commissioner's Continuity Group (CCG) is being convened on a regular basis to provide strategic management of the incident and ensure that the LFB remains prepared for any potential impacts of COVID-19 spread in London. We are also liaising with the National Fire Chiefs' Council to ensure sharing of best practice and information across the country and that we are aligned with the national position as relevant.

Since the limiting of non-essential activities in-line with the Government's social distancing strategy, we have altered our focus from response to recovery in a COVID-19 Secure environment and planning for a possible second wave.

We are currently in the process of updating our strategic objectives to ensure the recovery and future planning process remain in step with wider partnership, NFCC and government alert levels/roadmap. We are also looking at the lessons learnt from the first wave to better inform actions that may be taken in the recovery and second wave planning.

The Brigade also continues to look to the future and use the lesson learnt during the pandemic to better inform the way we work, plan and respond in "the new normal" or post COVID-19 world.

Partnership working

As well as ensure our own critical activities are managed we have been able to assist our partner agencies through the Local Resilience Forum by providing staff and resources to support the pan London response.

- Staff trained/deployed assisting the London Ambulance Service deliver its front line service. This work is ongoing.
- Pandemic Multi Agency Response Teams (PMART) - Staff deployed over 6 hubs. This work has now closed.
- Assisting with urgent logistical support to NHS including the Brigade Distribution Centre (BDC) being tasked with delivery of urgently needed PPE into London (86 pallets).
- Coordinating / constructing masks and visors for the NHS by fire stations / LFB staff.

We are currently at the stage where we are working with partner agencies and the London Resilience Group to explore the future of these new activities.

Financial implications of coronavirus on the Brigade

It is likely that the impact of the coronavirus will have a long term effect on the Brigade's finances. It is hard to be certain about the financial impact, and the funding available to address this, but the overall budget position will be considered further, including as part of the budget process 2021/22. The current forecast is that total spend as a result of the coronavirus will reach £5,485k by the end of the 2020/21 financial year, however these costs are under regular review and any requirement for pre-arranged overtime (PAO) is not yet reflected in the cost estimates.

London Fire Commissioner's Decisions

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

The following decisions have been taken by the London Fire Commissioner (LFC) between 1 April and 30 June 2020.

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

London Fire Commissioner – Facilities Management Soft Services

Provision– This report seeks approval to progress the procurement of a single bundled contract of soft facilities services in accordance with the London Fire Commissioner (LFC) facilities management (FM) strategy paper. This will require first aligning the existing contracts for security and grounds maintenance to the expiry date for the cleaning contract in October 2020.

London Fire Commissioner – Draft Outturn Report for 2019/20 – This report presents the London Fire Commissioner's (LFC) draft financial outturn for the 2019/20 financial year, sets out the position on the financial reserves and also provides an update to the approved capital programme.

London Fire Commissioner – Authority to settle a personal injury claim

This report seeks authority to settle a personal injury claim brought on behalf of the estate of an ex-firefighter, in which the range of reasonable settlement exceeds General Counsel's delegation to settle claims, as permitted by the London Fire Commissioner's Scheme of Governance.

London Fire Commissioner – Modern Slavery Statement – Whilst the London Fire Commissioner (LFC) is not legally required to publish a Modern Slavery Statement, it is recognised as best practice to do so and furthers the London Fire Brigade's (LFB) work to implement the Greater London Authority (GLA) group Responsible Procurement Policy.

London Fire Commissioner – Improving Stakeholder and Community Engagement

This report sets out that improving stakeholder and community

engagement is fundamental to the London Fire Brigade's strategic direction, which includes transformational change and how the organisation responds to both the Grenfell Tower Inquiry Phase One report published on 30 October 2019 and Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection recommendations published on 17 December 2019.

London Fire Commissioner – Appointment of Director of Transformation for the London Fire Commissioner

– Following the appointment of Andrew Roe as the London Fire Commissioner (LFC) a new purpose, vision and strategy for the Brigade was published which was supported by a Transformation Delivery Plan. A key action within this plan was for the appointment of a Director for Transformation who would oversee delivery of the Transformation Delivery Plan as well as leading the development and implementation of the LFC's longer term transformation programme.

London Fire Commissioner – Management Structure Changes and Senior Appointments

– This report recommends a change of structure for the London Fire Commissioner (LFC) within the Top Management Group.

London Fire Commissioner – Governance Review – In response to challenging reports in November and December 2019 by the Grenfell Tower Inquiry and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services ('HMICFRS') inspection of the Brigade, the new London Fire Commissioner introduced a Transformation Delivery Plan ('Beginning our transformation') in January 2020 to drive improvements across the organisation. This report sets out the proposed changes to the decision-making structure and recommends changes to the Scheme of Governance, Boards and their Terms of Reference.

London Fire Commissioner – Additional PPE Requirements in Response to COVID-19 Pandemic – Addendum Report – This report informs on the London Fire Commissioner (LFC) seeking to enhance the resilience of the LFC to respond to the constantly evolving need for PPE and aims to put in place PPE stocks in anticipation of changes to PPE guidance or changes to the operational demands on the LFC, such as further supporting the LAS.

London Fire Commissioner – Electricity and Gas Contracts – The London Fire Commissioner's (LFC) framework agreement with Crown Commercial Services

London Fire Commissioner's Decisions

(CCS) for the provision (Electricity and gas) expired on 1 April 2020, following notification that they will be unable to meet the increased service provision of certified green energy as part of the wider London Energy Project (LEP) requirements and that of carbon reduction through the LFC's Carbon strategy and the Mayor's London Environment Strategy (LES).

London Fire Commissioner – Local Pay Policy – This report sets out a formal pay policy statement for 2020/21 to be adopted by the London Fire Commissioner (LFC) in accordance with the requirements of the Localism Act 2011, section 38.

London Fire Commissioner – Delivering our Strategy: Wellbeing – This report sets out the LFB's purpose as 'Trusted to Serve and Protect London'. Its vision is to be a dynamic, forward looking organisation of fully engaged people at the centre of the communities served, adapting to the changing needs of London.

London Fire Commissioner – External Audit Plan 2019/20 Report – This report presents the draft external audit plan 2019/20. The plan summarises the external auditor's assessment of the key risks and outlines their planned audit strategy in response to those risks. The report also sets out the fees for the audit programme of works, to meet the requirements of the Local Audit and Accountability Act 2014 and other auditing standards and professional requirements.

London Fire Commissioner – Internal Audit – Draft Annual Plan for 2020/21 – The London Fire Commissioner's Financial Regulation at paragraph 13(m) (Internal Audit) requires the draft annual audit plan to be approved by the Commissioner. This report contains the draft Internal Audit annual plan for 2020/21 and is submitted in compliance the aforementioned internal regulation.

London Fire Commissioner – Treasury Management Strategy 2020/21 and Future Years – Under Authority Financial Regulations, the Director of Corporate Services, being the statutory finance officer for the London Fire Commissioner (LFC), is required to report to the LFC on the Treasury Management Strategy Statement and Annual Investment Strategy it is proposed to adopt in the coming financial year.

London Fire Commissioner – 2020/21 Budget – This report presents the London Fire Commissioner's final draft revenue and capital budget for 2020/21 for approval.

London Fire Commissioner – Top Management Group Salary Progression – 1 April 2020 – This report recommends that salary progression for all eligible Top Management Group (TMG) members from 1 April 2020 is 2.5 per cent, or to the maximum of the band if less. Non-consolidated payments for eligible TMG staff at the maximum of their band to also be 2.5 per cent. This was agreed with Prospect, the trade union which represents TMG staff, and replaced a collective agreement which allowed for payments of up to 3.5 per cent for individual performance-based salary progression.

London Fire Commissioner – LFB Quarterly Performance Report – Quarter 3 2019/20 – This report presents the Brigade's performance against the London Safety Plan as at the end of quarter three 2019/20 (data to the end of 31 December 2019). The report covers performance against budgets, key indicators, risks and projects.

London Fire Commissioner – LFB Museum Project – This report provides an overview of: activity at the London Fire Brigade Pop-up Museum since November 2016; the plans in place for the delivery for the new Museum as part of the 8 Albert Embankment Project; the successful National Lottery Heritage Fund bid for the £200k development phase of a total £1.9m grant application for London Fire Brigade Museum; the competitive procurement process for the Museum Design Team and Project Manager and the creation of the London Fire Brigade Museum project board.

London Fire Commissioner – Wide Area and Metropolitan Area networks, and Internet service provision – tender acceptance – This report seeks approval to award a contract for the provision of Wide Area Network (WAN), Metropolitan Area Network (MAN) and Internet Services to the Brigade, following a re-procurement exercise.

London Fire Commissioner – 8 Albert Embankment – RRT and Lambeth decant works – This report seeks approval to complete enabling works at

London Fire Commissioner's Decisions

Clapham and Chelsea fire stations in preparation for the build of the new Lambeth fire station.

London Fire Commissioner – Training update report – Q3 2019/20 – This report sets out the quarterly training update report, which is produced for the Commissioner's Board to provide an update on the workings of the Training and Professional Development Department. These activities demonstrate our commitment to deliver the London Fire Brigade (LFB) Transformation Delivery Plan, to respond to the findings of phase one of the Grenfell Tower Inquiry and the LFB's HMICFRS inspection report.

London Fire Commissioner – Additional PPE requirements in response to COVID-19 pandemic – This report has been brought together in response to an urgent requirement to assess the immediate, medium and longer term Personal Protective Equipment (PPE) requirements of the London Fire Commissioner (LFC) in response to the current COVID-19 pandemic.

London Fire Commissioner – Strategy for Facility Management Services Provision – It was agreed in February 2019 and subsequently in June 2019 that the existing KBR FM integrator contracts for the LFB estate would be terminated and a new Target Operating Model (TOM) for the delivery of Property and FM services across LFB is needed. The LFB Head of Property has considered several options to deliver this model which are outlined in this report.

Financial Performance

LFC Revenue (£000s)	Budget	Forecast Outturn	Forecast Variance
Operational staff	278,384	283,440	5,056
Other staff	60,724	61,187	463
Employee related	23,959	24,282	324
Pensions	21,321	21,321	0
Premises	40,196	43,193	2,997
Transport	17,018	17,304	286
Supplies	27,870	32,864	4,994
Third party	1,386	1,503	116
Capital financing	8,050	8,552	502
Contingency	70	74	3
Income	(39,606)	(42,487)	(2,881)
Net revenue expenditure	439,371	451,232	11,861
Use of reserves	(4,535)	(4,550)	(15)
Financing Requirement	434,836	446,682	11,846
Financed by:			
Specific grants	(33,336)	(35,079)	(1,743)
GLA funding	(401,500)	(401,500)	0
Net Financial Position	(0)	10,103	10,103
LFC Capital (£m)	20/21 as at Outturn 19/20	Q1 Forecast	Movement
ICT Projects	2,488	1,793	695
Property Projects	14,153	11,901	2,252
Communications	110	110	0
Fleet and Equipment Projects	16,230	19,233	(3,003)
Operational Policy	3,200	0	3,200
Total capital expenditure	36,181	33,037	3,144
Financed by:			
Capital Receipts	36,181	653	35,528
Grants	0	0	0
Third party contributions	0	1,867	(1,867)
Borrowing	0	30,517	(30,517)
Total	36,181	33,037	3,144

Revenue Position

The forecast outturn position at the end of June 2020 on the revenue budget is for an overspend of £10,103k, which is 2.3% of the net revenue budget. The variance is mainly due to:

- Forecast costs of the response to Covid-19 pandemic (£6,795k) offset by expected £1,760k grant from the GLA. This includes £2,217k for station cleaning which also reflects the impact of the additional £1,196k proposed in the report on the Extension of Cleaning Provision across the London Fire Brigade Estate, also on today's agenda,
- Insurance related budgets following the increase in renewal premiums, but with the cost increase reduced significantly following an accelerated tender process (£922k),
- Operational staff overspend due to overtime (£4,029k),
- Professional Services (£2,164k) due to the Grenfell Tower Investigation legal costs offset by income from the insurers,
- Hardware and Software (£866k). This includes additional ICT Equipment for Covid-19, Grenfell Tower Investigation legal costs related spend for software purchase (£318k) which is offset by income from the insurers, and £121k relating to library software charges that are shared with GLA. This is also offset by income.
- Building maintenance (£807k) due to a forecast by KBR on the integrator contracts for reactive Building Fabric and Mechanical, Electrical and Plumbing (MEP) services, based on current workload and average monthly spend during previous 12 months,

The above overspends are offset by:

- Income from insurers (£2,693k) for Grenfell Tower Investigation legal costs.
- Other income (£520k) including £239k from Training for National Interagency Liaison Officers (NILO) and Smoke Filled Environment (SFE) courses for 2020/21, £121k for the software system shared with the GLA that offsets

Financial Performance

expenditure above, and £160k on secondment income offsetting staff salary costs.

- £150k on other property services due to funding specifically approved for the provision of expert property advice on the 8 Albert Embankment project where no spend is now forecast during 2020/21.
- £333k on running costs due to BP free fuel for emergency services and reduced home visits due to the Covid-19 pandemic.

The Mayor of London published his Budget Guidance for 2021/22 on 26 June 2020 and the Mayor's Budget Guidance report (LFC-0382) set out the main points from the Guidance along with the implications for the LFB. The Guidance reduces funding in 2021/22 by up to £15m, and also requires the LFB to make in year savings of up to £10m in 2020/21.

The £10m of in year savings would put the LFB in a £20.1m overspend position when considered alongside the existing forecast overspend of £10.1m. This is expected to be met in part by the use of GLA reserves at £5m, with a target to address £3m through spending reductions and the remaining (balancing) £2m to be met from the Budget Flexibility Reserve (BFR).

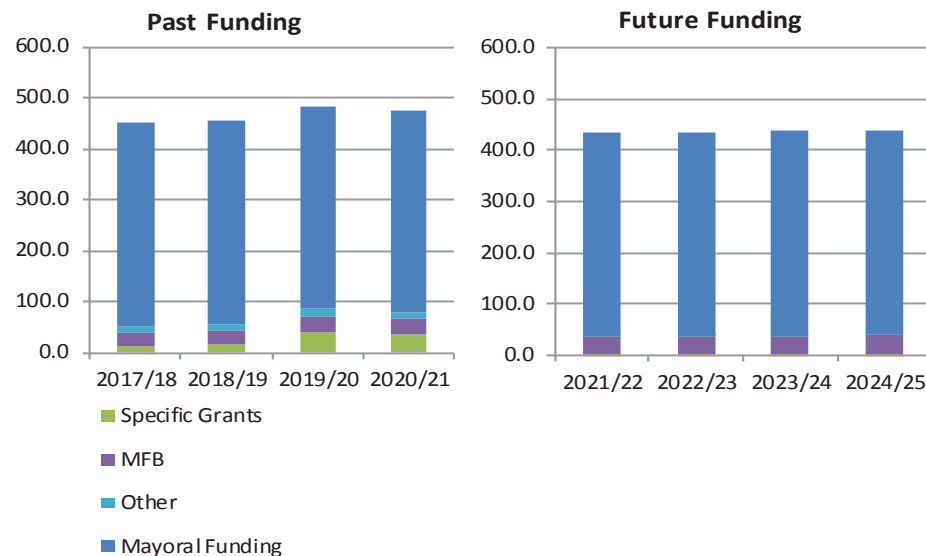
Capital Position

The original budget for the 2020/21 capital programme was £35,690k, as per the Capital Strategy (LFC-0134) report. The budget was increased to £36,181k following on from the capital outturn position report for 2019/20 financial year (LFC-0355-D), which saw £491k brought into 2020/21 from 2019/20. The forecasted capital outturn for 2020/21 as at Quarter 1 is £33,037k which is £3,144k less than the revised budget position at outturn 2019/20. This is mainly due to a budget slippage to future years of £8,452k offset by budget re-profiling from 2021/22 of £5,285k. £23k was also added to the Capital Programme in 2020/21 as contingency which was agreed in the Fleet Specialist Vehicle report LFC-0284.

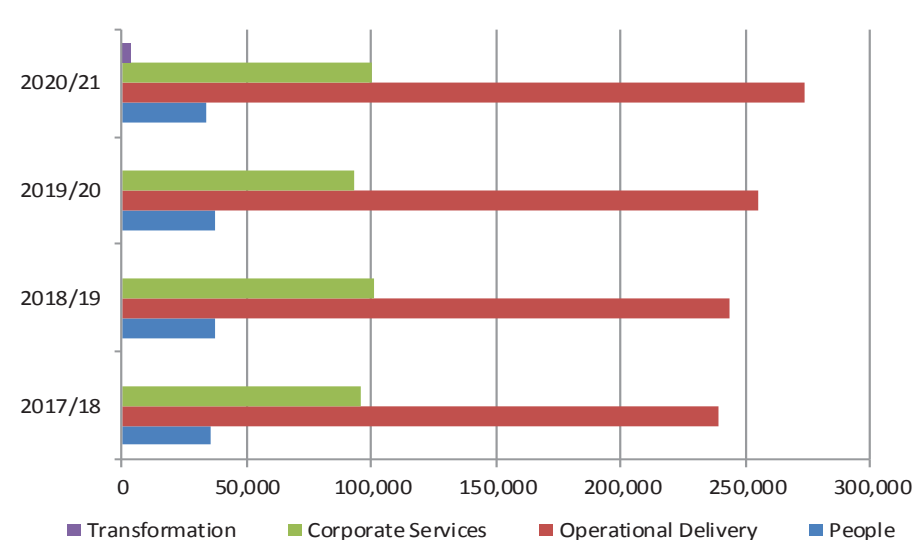
Financial Performance

Financial trends

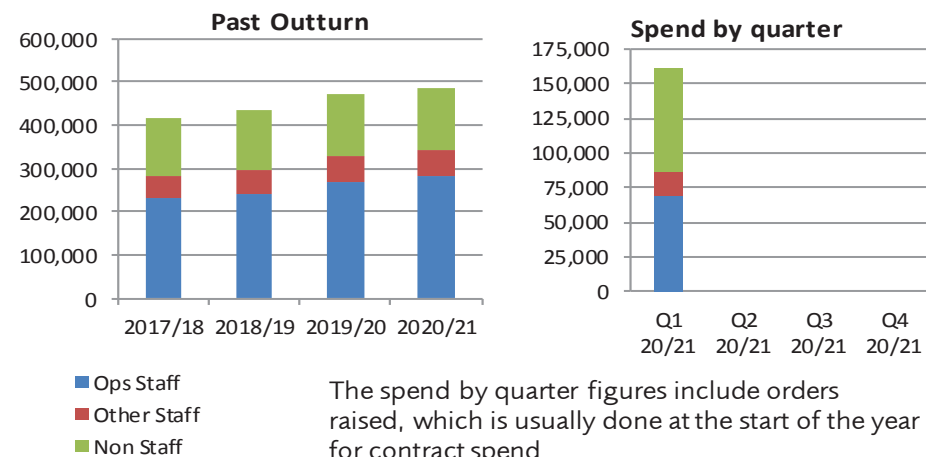
Total Funding for LFC (£m)



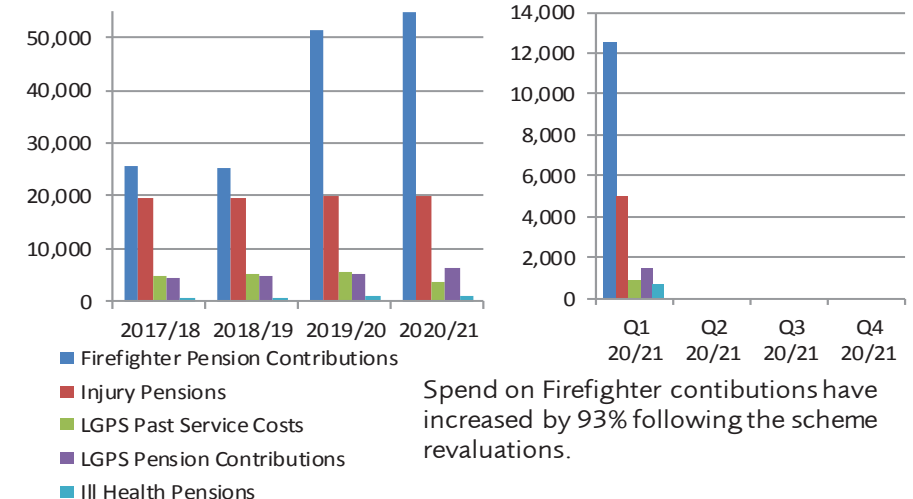
Directorate Spend by Year (£k)



Total Costs (£k)



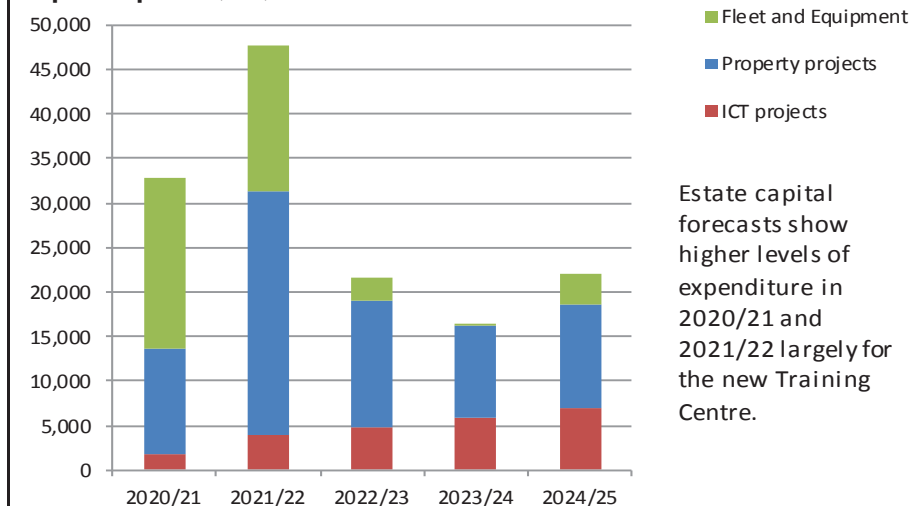
Spend on Pensions (£k)



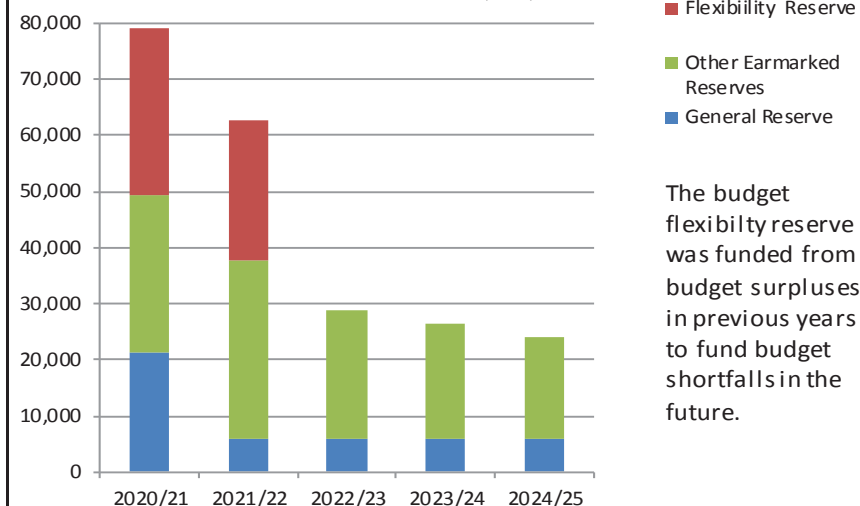
Financial Performance

Capital, borrowing and reserves

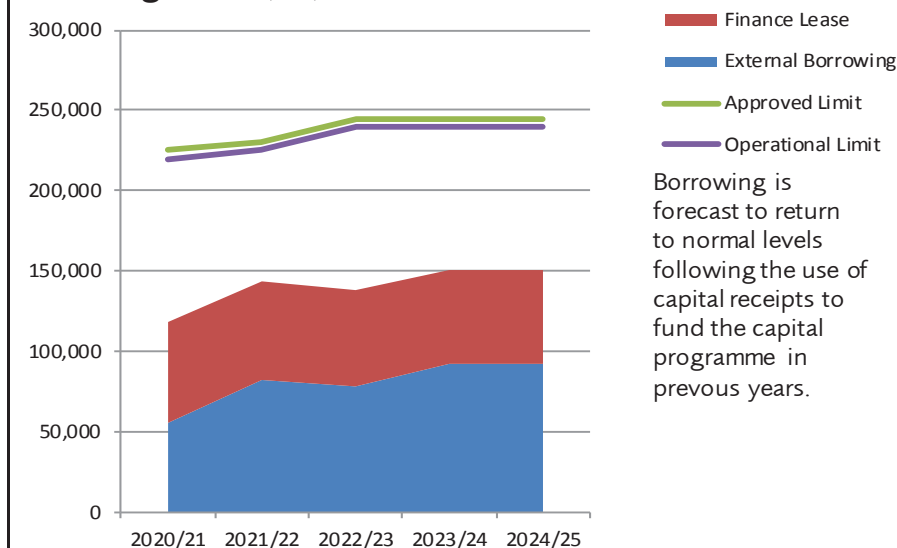
Capital Spend (£k)



Reserve Balance in Future Years (£k)



Borrowing Levels (£k)



Reserves

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

Earmarked Reserves (£k)	20/21	21/22	22/23	23/24	24/25
Additional Resilience Reserve	568	524	524	524	524
Capital Expenditure Reserve	11,745	11,745	11,745	11,745	11,745
Central Programme Office	645	645	0	0	0
Compensation	677	562	525	525	525
ESMCP	2,172	2,108	1,523	74	74
Fire Safety and Youth	1,008	333	140	57	0
Transformation Delivery Plan	0	5,500	0	0	0
Hydrants	462	462	342	215	215
ICT Development Reserve	1,953	1,953	1,412	862	862
LFC Control Reserve	729	729	729	729	0
London Resilience	771	771	771	771	771
London Safety Plan Initiatives	3,163	2,724	1,774	1,774	1,774
Organisational Reviews	327	239	150	150	150
Vehicle & Equipment Reserve	2,696	2,637	2,416	2,235	730
Other Earmarked Reserves	980	942	872	872	872
Total	27,896	31,874	22,923	20,533	18,242

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

Key points

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

We'll deliver this aim by:

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

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

Annual indicators

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

H1 : Boroughs below the national average rate for primary fires

Fire Safety

MHCLG, working with the NFCC and the recently formed Protection Board have released the next phase of their assurance exercise, known as the Building Risk review (BRR) which aims to give assurance that FRSs have a knowledge of all High Rise Residential Buildings within their area by the end of 2021. For London, this figure is in the region of 8000 buildings, for which individual returns to NFCC will be completed.

An initial scoping project is underway to ascertain the most effective way of collecting data on these buildings, with the possibility that recent Operational Risk database visits can be utilised to answer some of the assurance questions. Additionally, the current exercise of inspections on buildings with a risk score of 5 or more* should also enable completion of the assurance questions. Analysis of this data is currently underway. A budget grant has been allocated to LFB both to support this exercise and for an uplift of the Protection department. **As at 16th June, 374 buildings have been inspected, with 122 of those having a risk score of 5 or above. We are looking at identifying a change in risk score from pre/post audit and the cause of the change in respect of any remediation processes being undertaken by Responsible Persons.*

External enquiries continue to be received by the Brigade in relation to the Government's consolidated advice note, which was published in January 2020. This increased level of engagement has enabled guidance to be provided by the Brigade in relation to the advice and provides clarity for Responsible Persons (RPs) and building owners. This is particularly important for noting the introduction or existence of interim measures within a property, such as simultaneous evacuation and a Waking Watch.

The High Risk Premises Team receive both external and internal queries in relation to interim measures and ensure that the current evacuation strategy is reflected in our databases. Advice and guidance in relation to Waking Watches is provided, especially during the recent phase of COVID-19, where close working with the National Fire Chiefs Council has enabled interim guidance to be published to inform building owners and responsible persons of practices to adopt and continue during this COVID-19 period.

Further guidance around the removal of a Waking Watch is also being developed, to ensure that regular, appropriate checks remain in place on properties which may have removed their waking watch due to an upgrade in their fire alarm system. Current practice ensures that fire crews continue to remain familiar with the buildings and liaise with the RPs whilst ensuring the function of the fire alarm panel remains adequate and effective.

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

At present we have 349 buildings where a temporary change to simultaneous evacuation is in place as a result of Aluminium Composite Material (ACM) cladding and/or general fire precaution issues.

The revision of the Fire Safety Order (FSO) is progressing, which will enable the Grenfell Tower Phase 1 recommendations to become law under the FSO, through clarification of the definition of "used in common" to include external walls and front doors of flats,

Our Fire Engineering Group engages with various technical committees and steering groups as well as providing support on a national level to NFCC. They have been engaged with work relating to the Building Regulations consultation process between building control bodies and the fire service. There has also been a trial electronic system introduced for receiving consultations which is being reviewed with the aim of extending this for more complex and larger consultations. In this quarter the Group produced a thematic paper highlighting areas where culture change and improved competency within the industry is needed. The paper also covered data that was collected through a series of audits of buildings containing fire engineered solutions.

Work with the London Housing Directors' Fire Safety Group and Fire Safety Steering Group has reduced during the Pandemic lock-down period. However, the first virtual meeting has now taken place so that information sharing and discussions around areas of mutual interest such as combustible cladding issues and revisions to the Fire Safety Order can take place.

The Government have published their response to the BEIS Select Committee report on Product Safety. LFB Officers gave evidence to the Select Committee and have provided further evidence to raise concerns that link to the Total Recalls campaign. The Government's response specifically acknowledges the contribution of LFB and list actions including data sharing and an MoU with the LFB in order to improve data to reduce risk. Data sharing would also give LFB access to the non-public side of the new safety database created by the OPSS, which involves intelligence sharing between agencies such as the HSE, Trading Standards etc. It is anticipated that the MoU with the Office of Product Safety & Standards will be signed in the next quarter.

Fire Safety Regulation continues to develop organisational learning, notably about the built environment and is sharing this learning both internally and with appropriate external stakeholders.

Fire Safety prosecutions

There have been no prosecution hearings during quarter one as the courts have been closed, due to Coronavirus. We have a total of 42 current cases with our Enforcement Team, there are a further 14 cases currently with the Legal Dept. In the quarter we have had eight new cases initiated

Notice of deficiencies

The following data refers specifically to Enforcement Notices (EN) or Notification of Deficiencies (NOD) for quarter one 2019/21.

Quarter 1 2020/21	Total Audits	No. of NODs	% of NODs	No. of ENs	% of ENs
	1911	382	19.98%	70	3.66%

Despite the COVID-19 pandemic Inspecting Officers have continued to undertake audits ensuring appropriate social distancing measures are in place. Although there has been a drop in the number completed in comparison to Q4, the number completed remains consistent with previous quarters.

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

There has been less enforcement activity in the last quarter and we will review this information to determine if this is related to the pandemic or reflective of an improved approach to general fire safety overall.

Period	Total Audits	No. of NODs	% of NODs	No. of ENs	% of ENs
Q4 19/20	2876	574	19.9%	142	4.9%
Q3 19/20	1828	496	27%	115	5.2%
Q2 19/20	1987	465	24%	82	4.3%
Q1 19/20	2117	549	26.3%	128	6.1%

Grenfell Tower fire update

Phase 2 of the Grenfell Tower Inquiry resumed with limited attendance hearings on Monday 6 July 2020 after proceedings were suspended on 16 March due to the Coronavirus pandemic.

Before its suspension the Inquiry had been hearing evidence as part of Module 1, focusing on the refurbishment of Grenfell Tower, and this continued when the Inquiry resumed. Module 5, entitled 'Firefighting,' was scheduled to begin in the autumn of 2020, but this date, and the dates provisionally scheduled for other modules, will now be subject to change.

The final module, Module 8, originally scheduled to begin sometime after the middle of May 2021, will consider evidence about each of the deceased in order to establish facts necessary for the purpose of the Inquest function of the Inquiry. The Grenfell Tower Investigation and Review Team (GTIRT) has three full time members of staff analysing information to support the work of preparing for Module eight.

GTIRT continues to report to the Mayor and the Home Office on all improvement activity associated with the recommendations raised in the Inquiry's Phase 1 Report and by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services

(HMICFRS). The current monitoring and reporting activity undertaken by GTIRT is being considered as part of wider work examining the functions, capability and capacity of the Transformation Directorate.

The Grenfell Tower and HMICFRS improvement action plans have now been consolidated into a single plan, and updates against the Grenfell Tower Inquiry and HMICFRS recommendations are provided on a monthly basis to the Home Office, Mayor of London and Her Majesty's Inspectorate.

A detailed report will be provided to the Mayor and Home Office at the end of quarter two to inform their respective publications marking one year since the release of the Grenfell Tower Inquiry Phase 1 Report.

In the action plan provided on the 19 June 2020, 27 actions (15%) had been completed out of a total of 182. Currently, it is anticipated that a further 46 actions (25%) will be complete by the end of the Q2 20/21 financial period.

Up to the 19 June 2020, one recommendation (no. 34) from the Grenfell Tower Inquiry has been fully implemented. This relates to the provision of smoke hoods. However, a further recommendation (No.3) will be implemented in June 2020 by the publication of Policy Note 800 (Management of Operational Risk) and will be followed by the completion of a further recommendation (No.4) once the training has been completed.

The HMICFRS recommendation relating to extending the new maintenance of competence programme to all operational staff groups will be complete in July 2020.

COVID-19 has resulted in a number of delays of between three and six months, particularly those associated with the delivery of training. However, measures are being put in place to mitigate and manage these risks as much as possible.

Alongside the current monitoring and reporting work associated with the Phase 1 recommendations, GTIRT continues to carry out an operational response analysis (ORA) to look at events on the night that both met and did not meet Brigade policy. For every event that did not align with the expectations of Brigade policy this analysis will determine the immediate, underlying and root causes of those events to inform future practices. The analysis is currently in the investigation phase where underlying causes are being examined. In order to support this investigation GTIRT

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

are working alongside National Operational Learning (NOL) and using a recognised risk evaluation methodology called Bowtie.

The team are continuing to work on Volume 2 of the Operational Response Report (ORR). Like Volume 1 of the ORR, this is a factual narrative of actions taken by the Brigade at the scene of the Grenfell Tower fire. The timeline for Volume 2 covers the period from 08:11 14/6/2017 and focuses on recovery operations at the incident. The population and completion of this document is scheduled for the end of 2020. A review is also being carried out into the Strategic Response Arrangements implemented during the Grenfell Tower fire. This work is due for completion in autumn 2020.

GTIRT and General Counsel's Department (GCD) continue to support the work of the Inquiry, police investigation and the Brigade's own learning and safety investigation into the fire, with the Inquiry continuing to request information and statements from staff. GTIRT and GCD are co-ordinating this work and providing information, support and guidance.

At the time of writing face-face interviews conducted by the Metropolitan Police (MPS) with Brigade staff are on hold due to restrictions around the on-going coronavirus pandemic and government advice on non-essential travel. In the meantime 'virtual interviews' have been undertaken where considered appropriate, via on-line meeting technology.

Work is currently on going between GTIRT and MPS with a view to restarting physical interviews in September 2020. This process will be carried out subject to any Government guidelines in relation to safe working and will factor in efficient social distancing measures.

Youth work

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

programmes delivered by the Brigade are attended by a wide range of participants and 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 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. We estimate that overall we engage with a minimum of over 220,000 children and young people annually.

These services have been disrupted during the Coronavirus pandemic. JFIS interventions and Cadet schemes have continued as far as possible, with appropriate risk reduction measures. LIFE, schools visits and Crossfire have all been temporarily suspended. Displaced staff have supported other teams in the organisation including undertaking phone calls to vulnerable residents who have previously had a Fire Safe and Well visit and helping run the BCC, which co-ordinated the day to day response to COVID-19.

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 23 referrals and are currently working with 71 young people across London. 77 phone/virtual sessions were completed by caseworkers with the families and 34 cases were closed during this quarter. At the end of June 2020, JFIS had 39 young people on the waiting list these cases have been allocated out to caseworkers for monitoring alongside their existing cases. 4 HFSVs were completed as high priority upon referral to the scheme.

Under the current guidelines and to keep families and JFIS Caseworkers as safe and well as possible during the COVID-19 pandemic risk reduction measures are being

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

taken. The caseworker will contact the parents/carers to discuss fire safety and risk reduction measures, along with how best to support the family and professionals involved.

JFIS continues to work offering our service users fire safety intervention through virtual/phone sessions, sign posting to on line resources and sending out postal packs of resources. The intervention continues to be tailored to the needs of the child/young person and the delivery method is guided by the carer, technology available and learning needs of the child.

Caseworkers liaise with partner agencies both virtually and by phone as part of the team around the child / young person to safeguard the wellbeing of the child/young person.

Local Intervention Fire Education (LIFE)

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

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.

Fire Cadets

Despite being in lockdown quarter one has seen another successful period with over 216 virtual cadet evenings being delivered across 18 established units. we have also carried out 132 Volunteer interviews and completed 16 virtual volunteer training sessions. Also virtual engagement and challenges via social media i.e. cooking and fitness challenges.

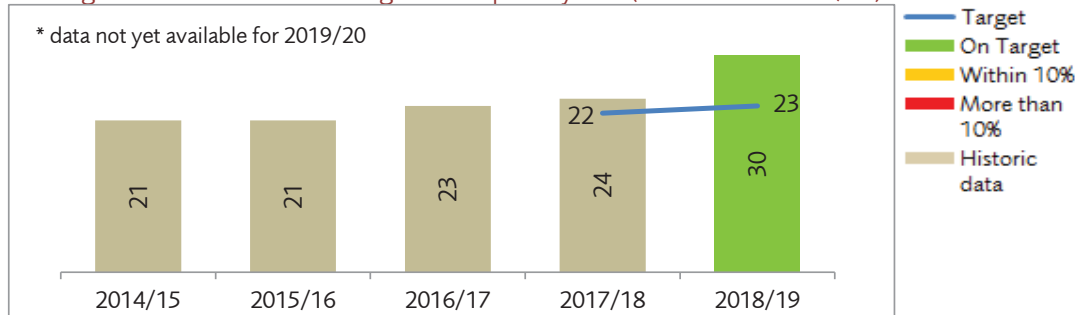
Currently over 2019/20 academic year there are 330 cadets of which 56% are female and 48% are BAME, and 200 adult volunteers supporting Fire Cadets units across London. Currently there are over 150 more volunteers in system between checks & training

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.

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

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

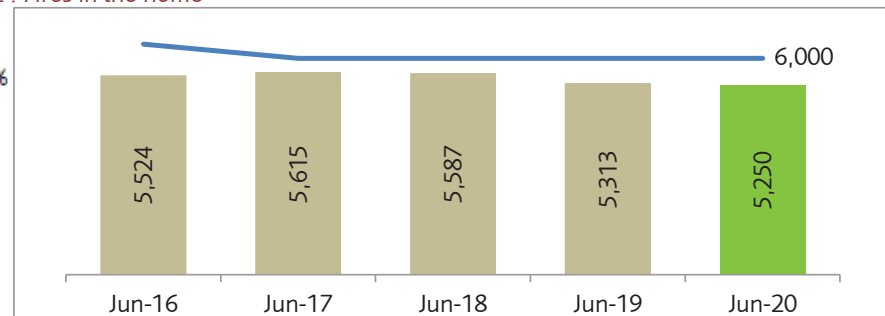


H1 Boroughs below the national average rate for primary fires

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

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

H2 : Fires in the home

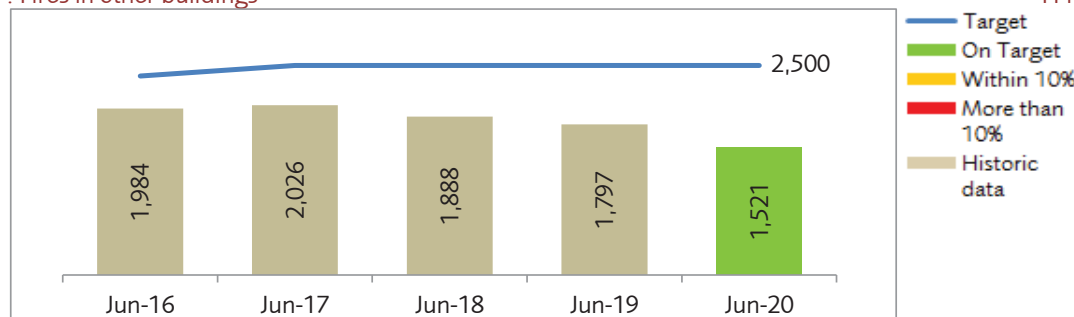


H2– Fires in the home

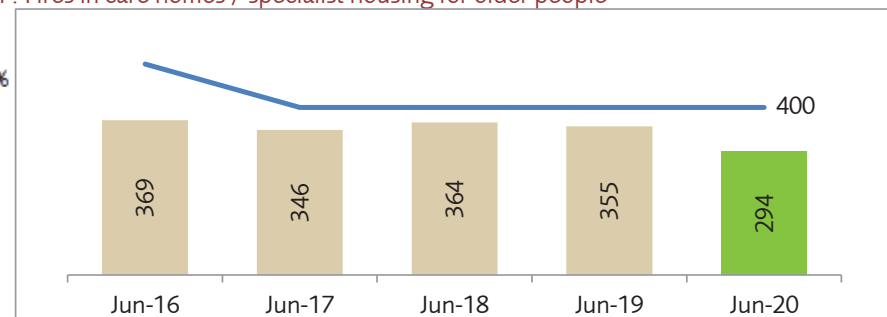
Dwelling fires continue to show steady improvement. They have fallen by 5 per cent over the last five years and are over 600 below target (6,000). The Brigade continues to work with partners to reduce dwelling fires, an example of this can be seen in Camden which has seen a reduction of 39 incidents of fires in the home compared to the same time last year. Locally Camden has established a high level fire safety monthly forum that examines all dwelling fires to see what actions and support can be taken to prevent any further incidents. This has been very successful in ensuring that both the council and the Brigade are working as closely as possible. In addition, we now have representatives from Camden Council's private housing team who join the meeting to discuss incidents that are directly outside council remit. This close partnership has resulted in proactive work by both the council (for example carrying out remedial work at short notice in similar accommodation) and the Brigade (for example carrying out fire safety audits at targeted properties. Because of the level of officers who attend this meeting (Borough Commander, Council Director, Head of Housing) strategic decisions can be made very quickly.

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

H3 : Fires in other buildings



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



H3 – Fires in non-domestic buildings,

Fire in non-domestic buildings continue to show steady improvement, having fallen by 15.6 per cent over the last year and by 25 per cent since the peak in June 2017.

H4 – Fires in care homes and specialist housing

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

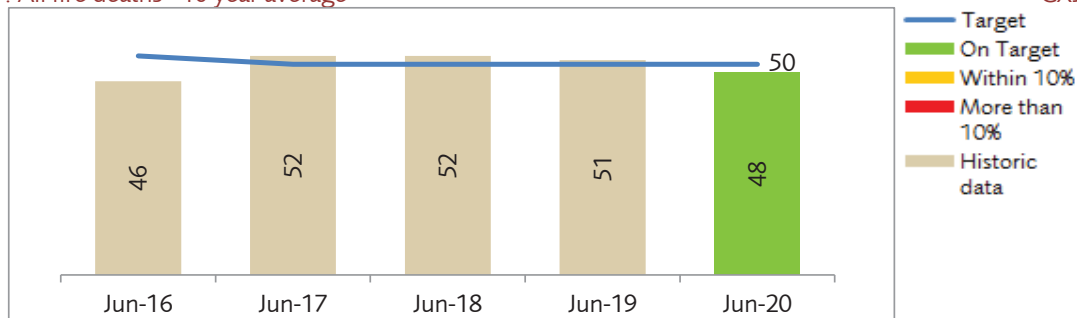
As well as these being a focus for our programmed inspection activity, Fire Safety Regulation has worked in collaboration with CQC and approximately 17 London Boroughs to deliver training workshops to 470 local Care Home Operators. This initiative will raise the standards of fire safety management in care homes and specialised housing properties, reducing the risk of fire still further and supporting care staff to evacuate vulnerable residents safely if a fire does occur. This project will continue into 2020/21 when COVID-19 restrictions allow to reach the other London Boroughs and care home/specialised housing operators. During the COVID-19 restrictions Fire Safety staff have provided online material and proactively contacted operators and Boroughs to take part in their virtual seminars and briefings.

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

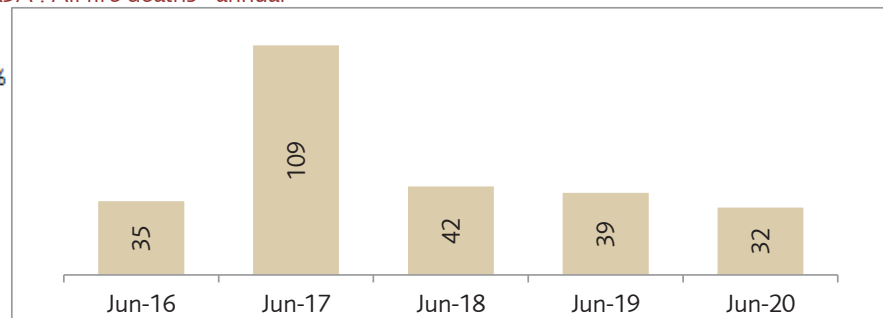
Proposals have also been agreed to combine and supplement resources to enable these companies to increase their collaboration, engagement and influence over both the Care and Housing Sectors to reduce risk. A bid is also being made for grant from the Protection Funding to support this activity.

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

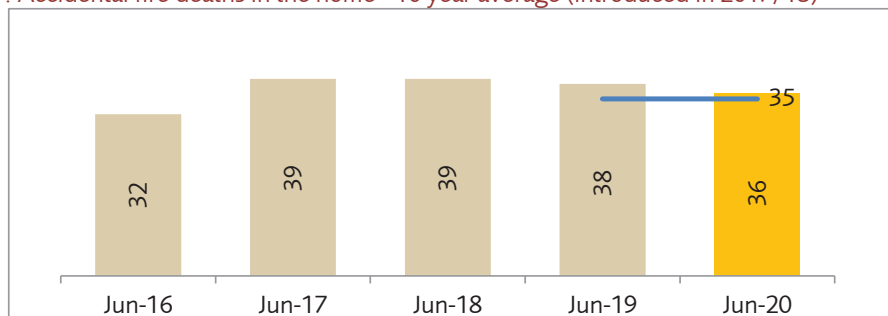
H5 : All fire deaths - 10 year average



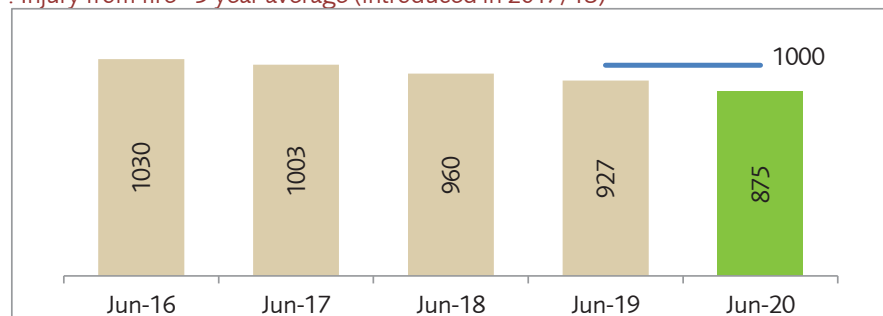
CX3A : All fire deaths - annual



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



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



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

All fire deaths (10 year average) is now reporting as on target. It is worth noting however that the Grenfell tragedy is included in these figures.

There were 32 fire fatalities in the rolling 12 months at the end of quarter one

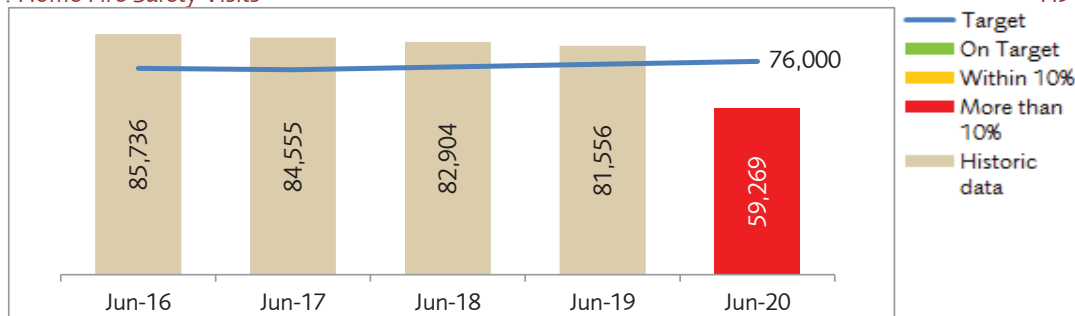
The Brigade introduced the accidental fire deaths target as the Brigade believes it can do more here to drive numbers down. The positive message is of course that accidental fire deaths in the home have continued to fall over the last three years.

Although there were concerns that COVID-19 may have an impact on the numbers of fire deaths in the home due to the restrictions of HFSV activity and of our inspecting officers, there were six fire deaths recorded in Q1 2020. There were no recorded fire deaths in the month of May 2020.

Injuries from fire (5 year average) continues to report as green and has shown good improvement over the last five years, having fallen by 15 per cent. The Brigade continues to actively look at ways it can target the most vulnerable for HFSVs and Borough Commanders are enacting individual borough plans and working with local authorities to drive down risk in their areas.

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

H8 : Home Fire Safety Visits



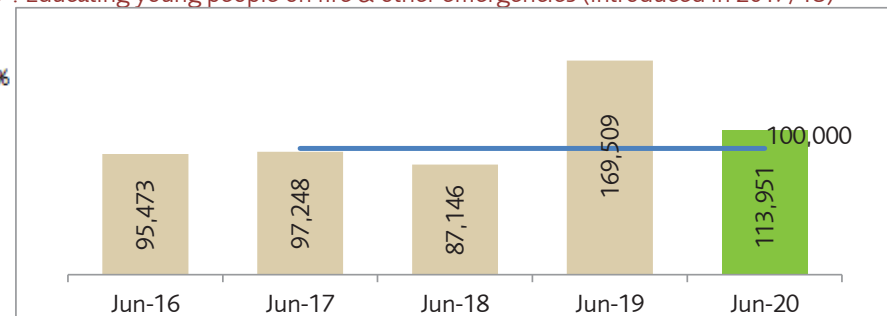
H8 – Home Fire Safety Visits

Since March when the Commissioner confirmed that Home Fire Safety Visits will temporarily cease with the exception of where a significant risk was identified, Operational crews have carried out over 4,000 HFSVs to London's most high-risk individuals following the implementation of additional pre screening. This led to over 300 safeguarding or welfare concerns being raised as a result. With the current uncertainty that surrounds the Covid pandemic and the threat of a second spike, currently a guarantee cannot be made to complete 76,000 HFSV by the end of the financial year, although efforts will be made to fulfil the target. The reintroduction of all HFSV's following a pre screening questionnaire and the wearing of PPE from 1st August will ensure fire station staff can resume regular visits. Previous performance indicates that a minimum of 54,000 HFSVs should be delivered between 1 August and 31 March. 4,000 HFSVs have been carried out in the year to date, so we therefore anticipate carrying out a minimum of 58,000 by the end of 2020/21 and will aim to increase the rate of delivery to address the gap.

H9 – Educating young people on fire and other emergencies

This indicator captures the number of young people reached by the Brigade's youth activity work focussed on behaviour change. The target was to drive work to reach more young people over the four-year life of the LSP capturing. As originally reported for 2017/18 and 2018/19, the data counted four activities: young people reached by Schools visits, Local Intervention Fire Education (LiFE), Junior Firesetters Intervention Scheme (JFIS) and Fire Cadets. From 2019/20, the numbers of young people reached by three further activities (Crossfire, Safe Drive Stay Alive, and

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



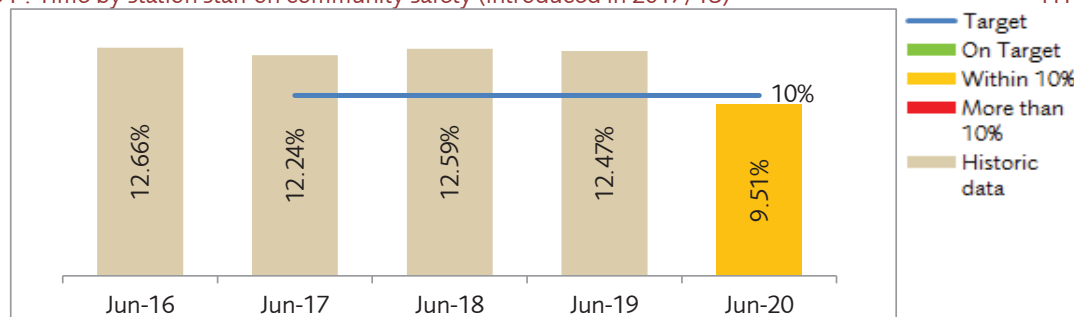
Junior Citizens) is now included to better show the totality of young people reached by the Brigade. Reliable data for all seven activities is only available from 2019/20, and showing the data from 2019/20 promotes transparency to underline the change. This table shows the breakdown of the different youth schemes, with annual figures for 2017/18 and 2019/20 for information. The data will continue to be reported quarterly. Junior Citizens continues to be a popular borough youth engagement programme for primary school pupils in partnership with other public agencies such as the Metropolitan Police and LAS and Crossfire has again engaged with secondary school pupils through Impact factor and other projects. Crossfire, SDSA and Junior Citizens were all unable to deliver in quarter one due to COVID-19.

	June 2018	June 2019	June 2020
LIFE	642	579	382
Fire Cadets	252	320	349
JFIS	167	119	154
Schools visits	86,085	71,251	46,095
Sub total	87,146	72,269	46,980
Crossfire		17,120	17,992
Safe Drive, Stay Alive		20,613	20,000*
Junior Citizens		59,507	28,979
Total		169,509	113,951

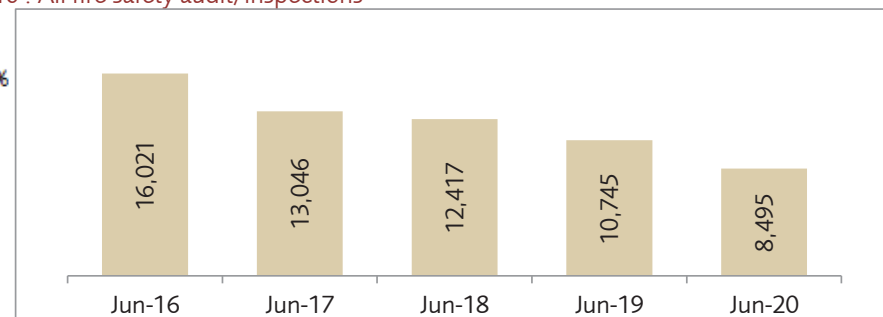
* The number of young people reached by the Safe Drive, Stay Alive initiative has been estimated for Q3 and Q4 2019/20 as the data is not yet available from TfL. Data will be corrected/confirmed in the next report

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

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



H10 : All fire safety audit/inspections



CO1 – Time spent by station staff on community safety

This indicator measures the percentage of available time utilised on community safety activity by fire station staff. For the first time since the indicator was introduced performance has fallen just below target. It had remained at 11.5 per cent until the end of March when the Government's COVID-19 lockdown was implemented, restricting all movements within our communities. Since then all boroughs have offered support to existing local partnerships whilst also engaging in new initiatives and assisting in community support programmes. As an example, Redbridge borough has maintained an average of 11.98 % to date, achieving this by preloading station diaries with group risk visits to target the most vulnerable residents. They have also worked in partnership with the Local Authority and other agencies, assisting with Redbridge's first response service and carrying out food and medicine deliveries across the borough. The reintroduction of HFSV following the new guidelines, alongside the additional community activities crews have been involved in during lockdown will ensure that the time spent of community fire safety will increase inline with the 10% target

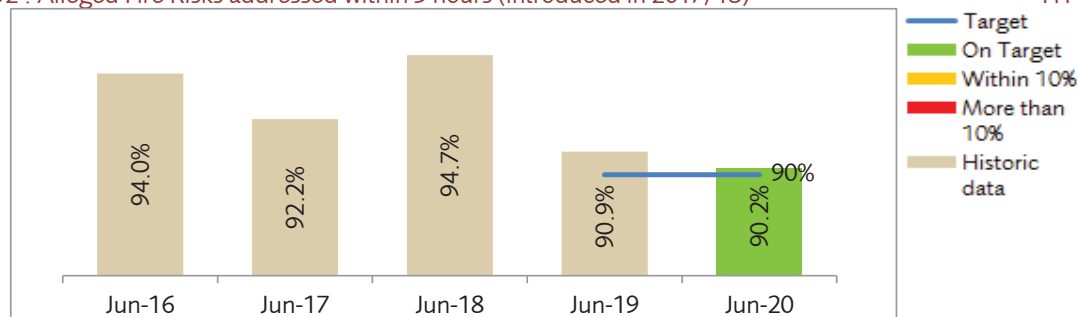
H10 : All fire safety audits / inspections

There are a number of factors that have contributed toward the downward trend over the last five years, including recruitment and establishment; the introduction of longer more intrusive audits and in more recent months, our inspection numbers have also been impacted in part by Covid 19. In terms of Inspecting Officer numbers and our approach to recruitment and retention, we have reported in the past on the higher market value of a qualified Inspecting Officer in both the public and private

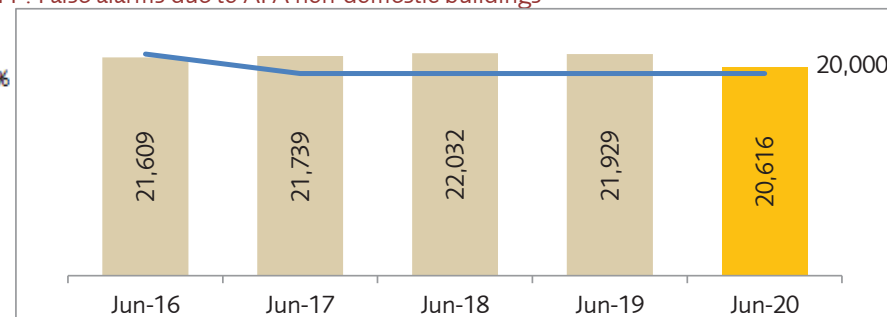
sectors post Grenfell with staff leaving to take up posts in local authority paying 30-40% more than we can offer in LFB. We have introduced a number of initiatives to address this, the creation of career pathways (Fire Safety Advisors at FRS C grade) to ensure that we are developing our own staff, addressing the abatement issue in the short term with specialist officers returning on fixed term contracts and seeking support from People Services for a market rate value to be aligned to these in demand roles. We have run numerous recruitment rounds however currently our establishment remains at 77%, following a peak in 2017 of 93%. The recent creation of our Centre of Learning & Excellence and two successful Fire Safety Advisor rounds are aligned to tip the balance for our establishment to be met by year end. Post Grenfell we also introduced a more intrusive element to the fire safety audit, (lifting ceiling tiles etc.) which has increased the average time for a audit however we continue to feel that this is the right approach and by learning more about the building we are in a better place to ensure that risks are being addressed. The increase in the number of notification of deficiencies and Enforcement notices issued particularly in the last two years demonstrates this approach has resulted in further ongoing work post audit. With regards to the reference to Covid 19, our inspecting officers whilst they have continued to audit premises throughout the pandemic have had to ensure they are doing so under government social distancing guidance and if these measures cannot be met have had to step away from the audit until they are in place, this coupled with a small number of officers themselves self isolating etc saw a drop in the number of physical audits carried out, we did however reintroduce the desktop audit process in order to address this and ensure that we were using this time to learn more about the high risk properties in London.

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

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



H11 : False alarms due to AFA non-domestic buildings



CO2 – Alleged Fire Risks

An Alleged Fire Risk (AFR) is a notification from an individual to the Brigade reporting their concerns about the fire safety arrangements at a particular premise. 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.

We are currently on target with this indicator and will continue to apply the same priority to this indicator to continue to meet the 3 hours.

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. A new team of four people has recently been established to support UWFS reduction. The team strategy will focus on the following key elements:

- The most frequent producers of UWFS are being directly targeted by the UWFS Reduction Team.
- Reintroduction of the AFA cost recovery policy has been delayed as Government has announced a consultation on adjustments to the parent legislation.
- Borough Commanders and Operational Crew will be asked to adopt more robust reduction advice and practices at the scene of AFAs, with the support of the new UWFS Reduction Team.
- Filtering of AFA calls by Control Operators was extended in November 2019 and some early reductions have been evident. Ongoing support to Control Operators by the UWFS Reduction Team aim to increase the levels of filtering through building the confidence of Control Officers in applying the filtering process.
- Fire Safety Inspecting Officers continue to address false alarms as part of their audit process.
- Attendance at AFAs fell by over 10% during Q1, most likely as a result of temporary business closures arising from the Coronavirus pandemic.

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.

Incident numbers appear to have been impacted by the Coronavirus pandemic during Q1, but we are not seeing consistent trends across all indicators at this time and we continue to monitor and analyse performance.

London Resilience

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

Typically a response will be to an incident that:

- Declared Major Incidents.
- Incidents that significantly impact one or more of London's Local Authorities.
- Incidents that impact the Partnership or generate interest from media or stakeholders.

- Incidents where a need for centralised coordination or information sharing is identified

On average LRG responds to over 1 incident each week (5.9 incidents per month over the previous 12 months). The graph below shows that in 20/21 Q1 LRG responded to 8 incidents, an average of 3.6 per month. Incident responses can vary from a week long response supporting partnership teleconferences and providing communications to the partnership and key stakeholders to a couple of hours long response to determine that no further action is required and to assure key stakeholders that an adequate response is already in place. Since July 2019 the average response duration per month is 31 hours.

It should be noted that during this period there is no time recorded in support of the COVID-19 response which was the main focus of the team in March - June and continues to be a large commitment. In total the team has provided the direct support to 132 SCG/TCG meetings since March 2020 and has provided dedicated staff to a number of the COVID-19 response sub groups alongside our usual function to directly support Local Authorities.

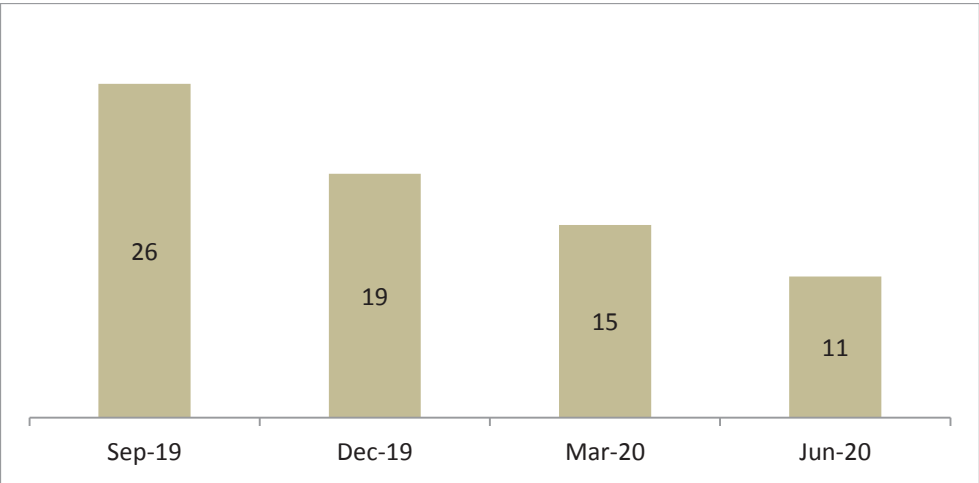
A London Transition Board is being established to provide oversight to the London Coordinating Group comprising of key sectors of London including the community, commercial and civic sectors. The Board will overview the next phase of the response to COVID 19 and remain in place until the end of 2020 and will be co-chaired between the Mayor of London and the Secretary of State for Housing, Communities and Local Government. The London Resilience Forum will continue with its statutory purpose to prepare for other risks and emergencies in London and will as required support the Transition Management Board but is unlikely to have a formal role with the Board. Elements of the Strategic Coordination Group (SCG) will remain as the operational arm to the Transition Board. To reflect this change and its new role the operational group will be called the Transition Management Group. The Transition Management Group will report directly to the Transition Board.

The incident type responded to over the past 12 months varies and demonstrates the variety of incidents dealt with. The high proportion of fires responded to is in part due to the complexity and potential for media impact of that type of incident and also due to the good working relationship between LFB and LRG providing

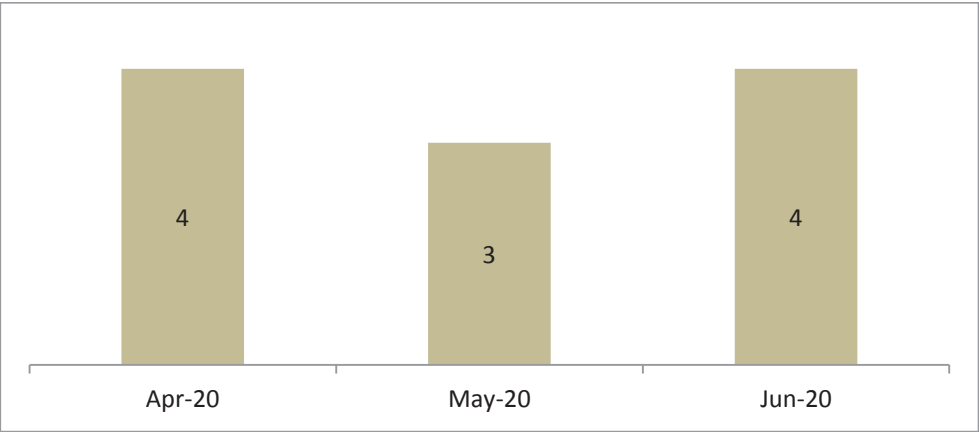
Response and Resilience – providing a high quality, effective response

early notification of incidents. The high proportion of Protests responded to can be attributed to the various partnership meetings in particular the Black Lives Matter protests most recently.

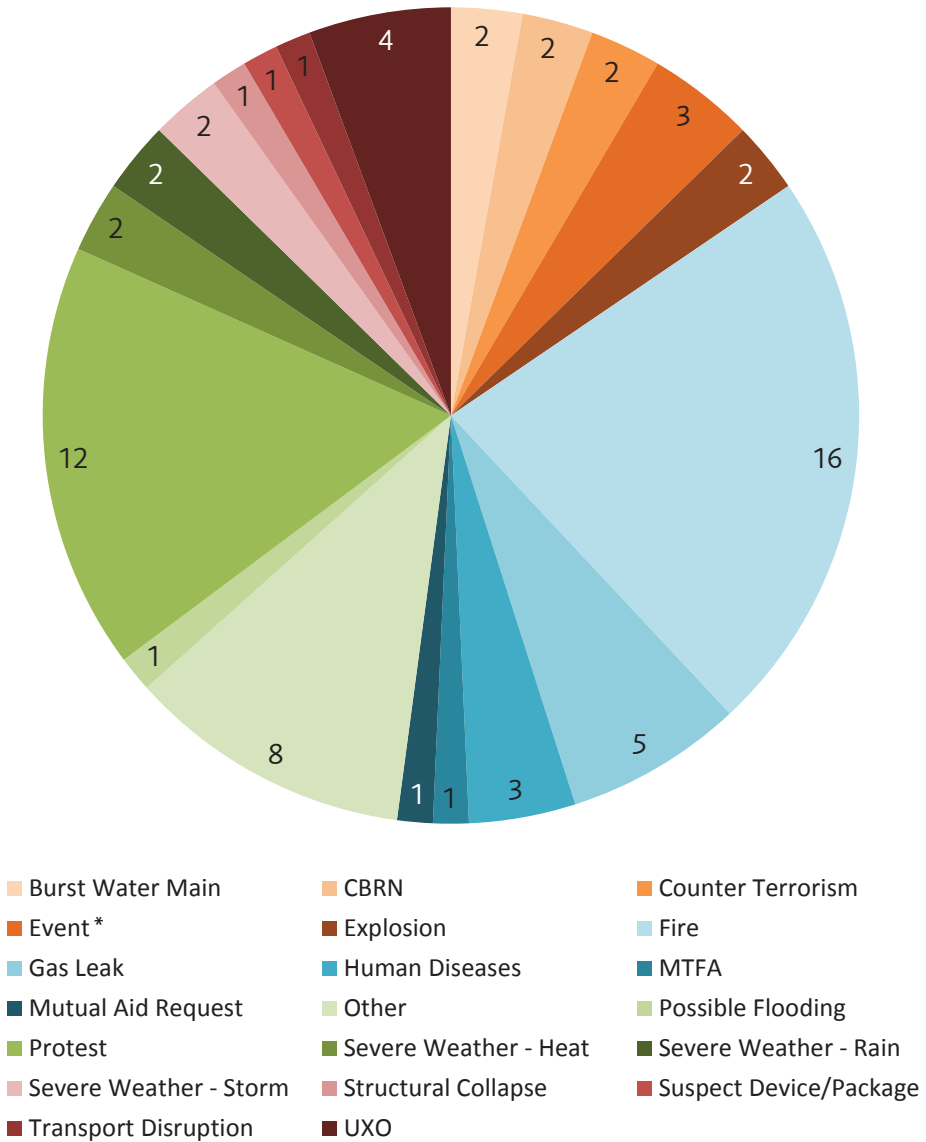
Number of incidents responded to in each reporting quarter for last 12 months.



Number of incidents responded to in 19/20 Q4 by month



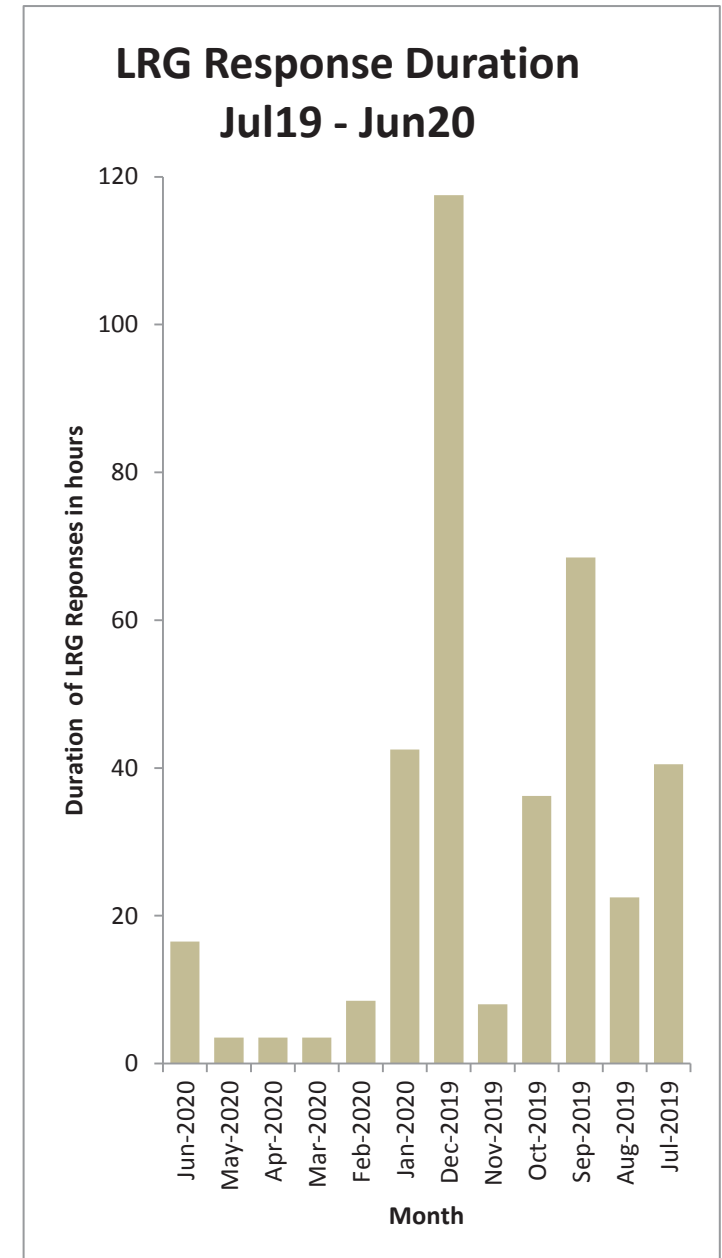
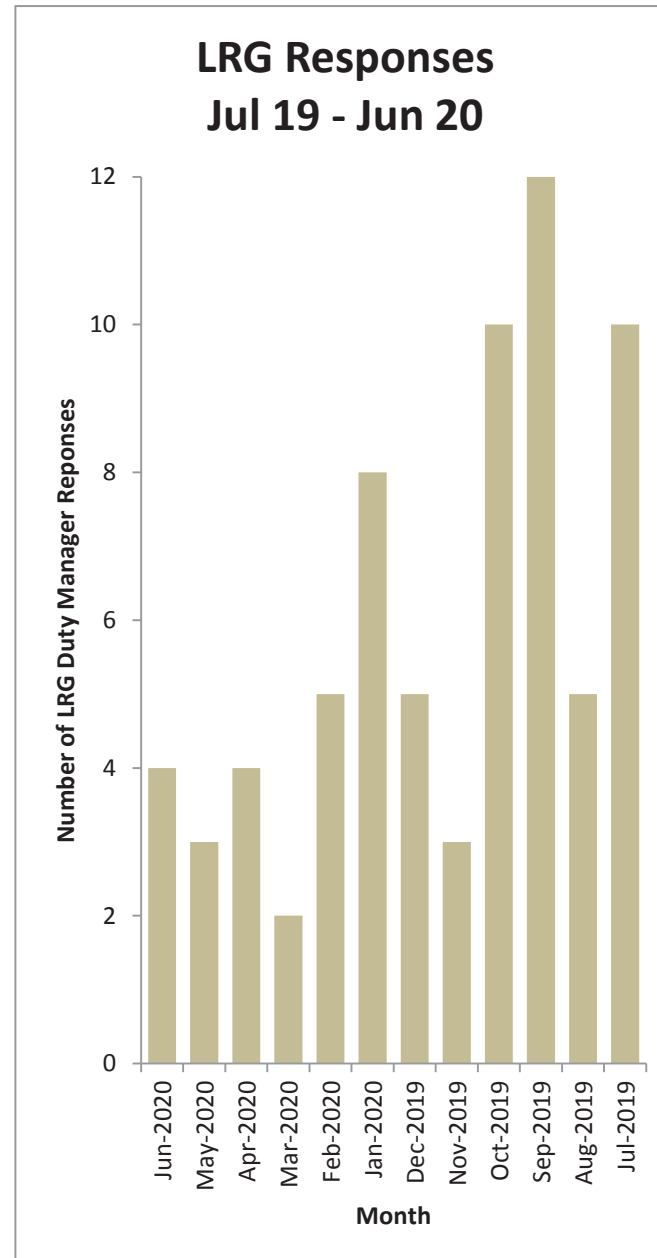
Incident by type 12 months ending June 2020



*High Profile Event (e.g. Conference)

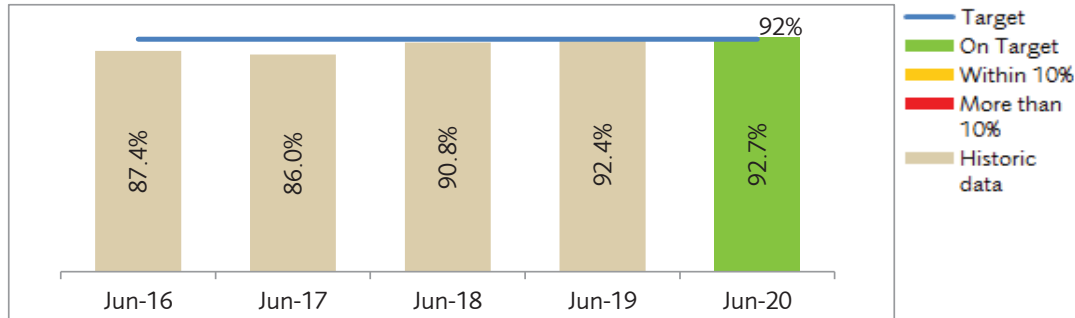
Response and Resilience – providing a high quality, effective response

Incident Type	Total 12 months ending June 2020
Bridge Collapse	0
Burst Water Main	2
CBRN	2
Counter Terrorism	2
Event	3
Explosion	2
Fire	16
Flood Warning	0
Flooding	0
Gas Leak	5
Human Diseases	3
MTFA	1
Mutual Aid Request	1
Oil Spill	0
Other	8
Possible Flooding	1
Protest	12
Severe Weather - Heat	2
Severe Weather - Rain	2
Severe Weather - Storm	2
State Visit	0
Structural Collapse	1
Suspect Device/Package	1
Transport Disruption	1
UXO	4
Total	71

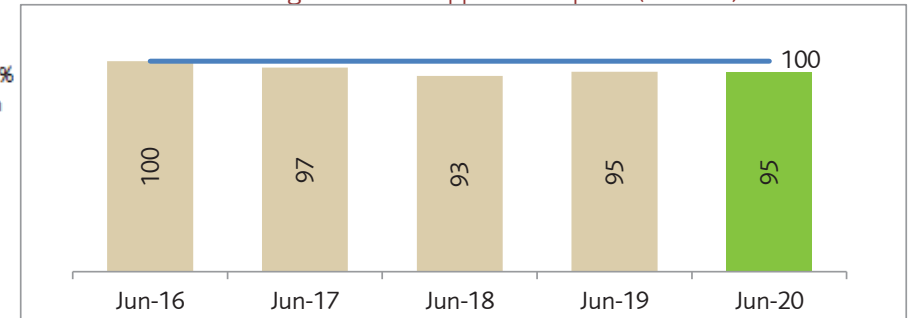


Response and Resilience – providing a high quality, effective response

CO3 : 999 calls answered within 7 seconds



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

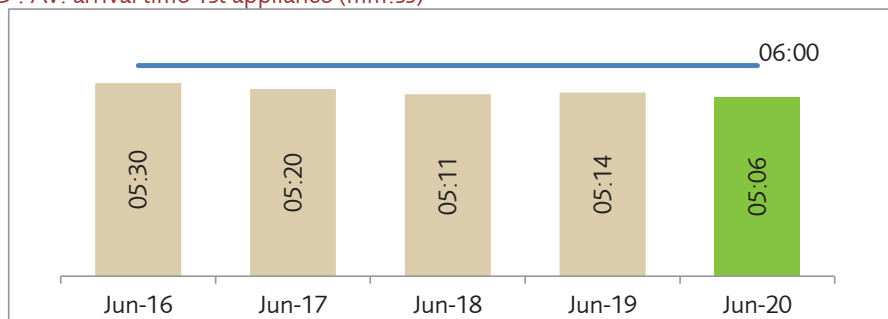


CO3 and H12 – Call handling

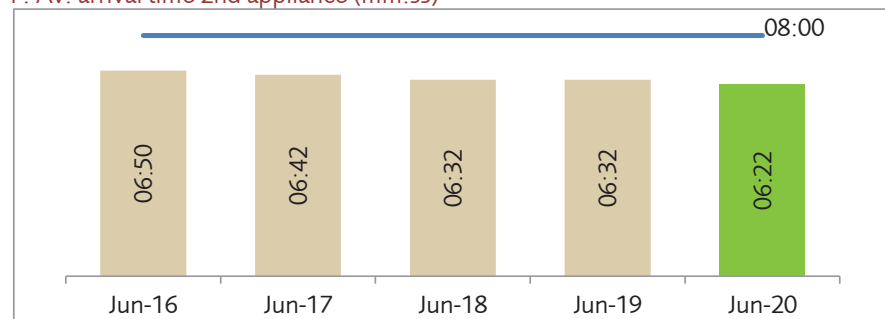
The steady improvement and consistency for Control's call handling targets has continued into Q1 from last year. The hard work and dedication of Control officers, supported by the Brigade's IT engineers and Capita is helping to deliver a better and more resilient service to the people of London. Despite the encouraging performance, Control will be using these targets as a baseline for further improvement over the medium and longer term. It also further informs the key drivers behind the Control Improvement Plan (CIP) and the Transformation Delivery Plan (TDP) around continuous improvement and excellence in service delivery.

Response and Resilience – providing a high quality, effective response

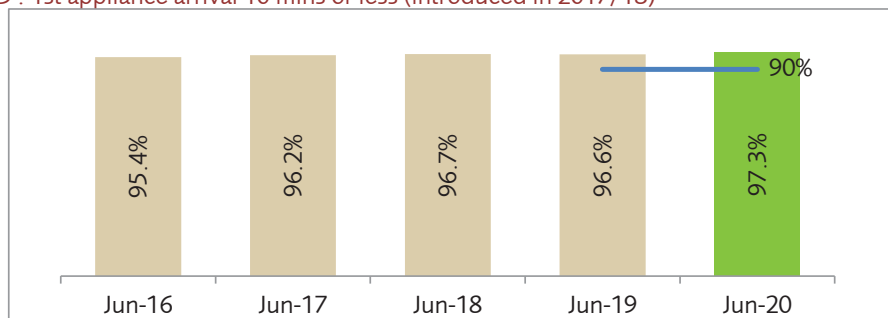
H13 : Av. arrival time 1st appliance (mm:ss)



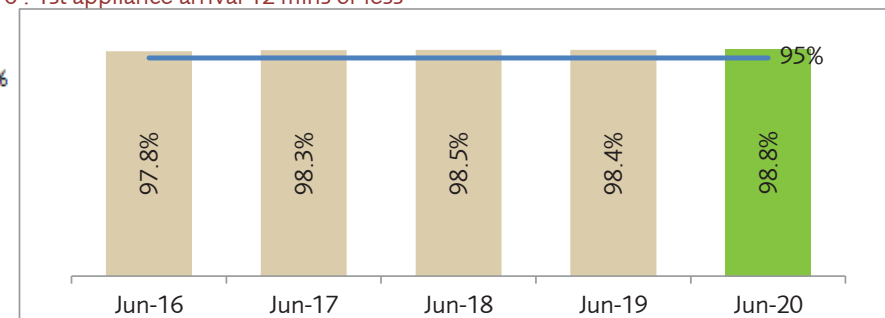
H14 : Av. arrival time 2nd appliance (mm:ss)



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



H16 : 1st appliance arrival 12 mins or less



Legend:
— Target
■ On Target
■ Within 10%
■ More than 10%
■ Historic data

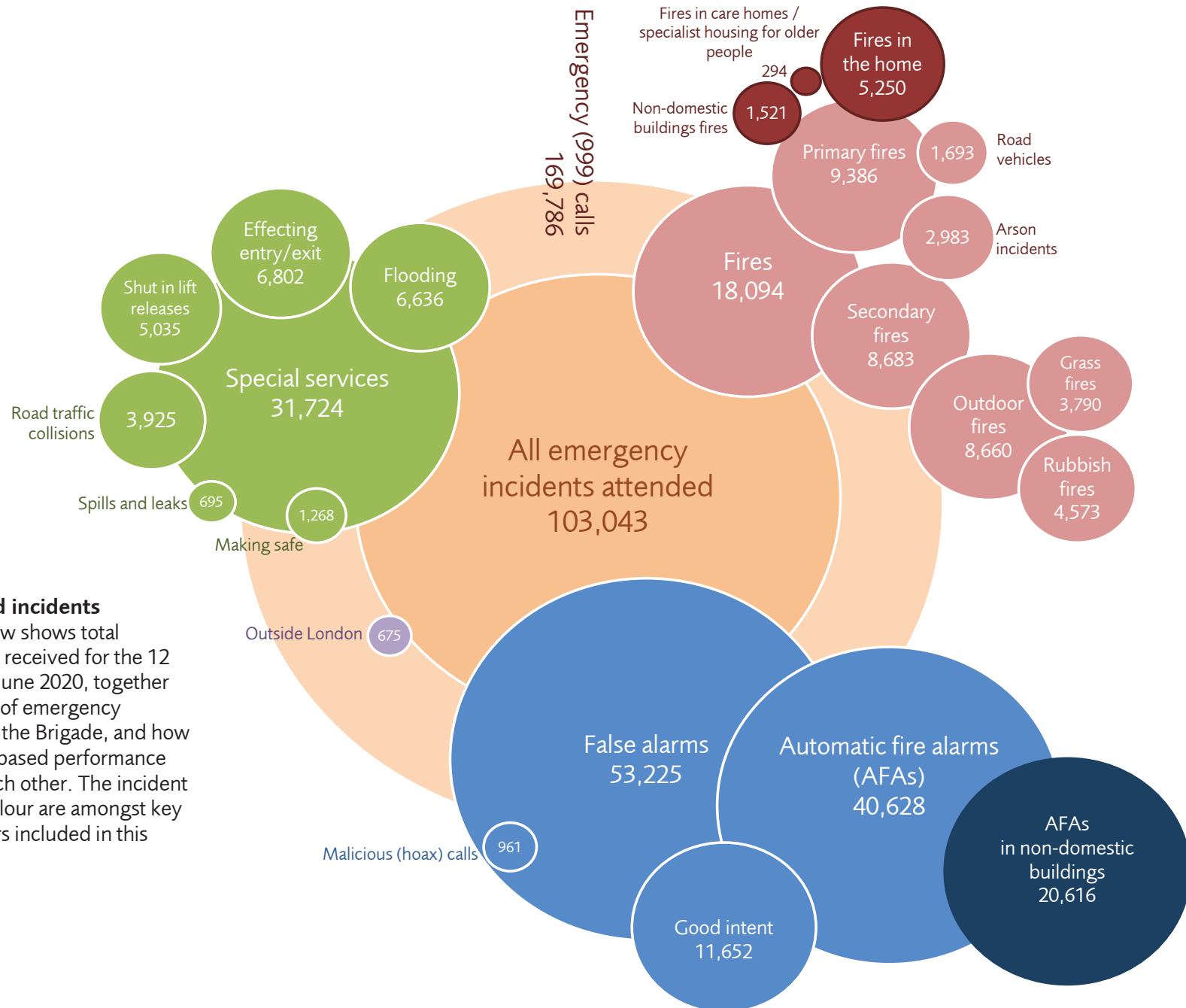
H13 and H14 – Attendance times 1st and 2nd appliance

These indicators measure the Brigade's London-wide performance for the time it takes for the first fire appliance to arrive at an incident, within an average of six minutes, and the 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 24 seconds since June 2016 and second appliance average arrival times have improved by 28 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). It is also likely that reduced traffic levels during the Coronavirus pandemic have had a positive impact. 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.

H15 and H16 – Attendance arrival times 10 and 12 minutes

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 have shown steady improvement over the last five years.

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 June 2020, together with the total number of emergency incidents attended by the Brigade, and how the different incident based performance indicators relate to each other. The incident types with a darker colour are amongst key performance indicators included in this report.

People and Resources – delivering a positive and healthy culture

Key points

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

We'll deliver this aim by:

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

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

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

Annual indicators

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

CO10A : Pay ratio between highest & median salary

CO10B : Gender pay gap - all staff (median)

CO14 : Spend with SMEs

CO15 : CO₂ reduction from 1990 levels (%)

Inclusion

Following an extensive period of engagement with people across the organisation, our inclusion strategy – which we're repositioning as our Togetherness Strategy – launched with a cross-organisational communications campaign on 1st July 2020. By re-framing the discussion to being about 'togetherness', we are ensuring we build on the work around protected characteristics and broaden out the discussion and to make inclusion about everyone. The Inclusion Team have engaged with key stakeholders who will be involved in the delivery of the new strategy and have set up a new governance board, the Togetherness Board, to monitor implementation. Taking into account necessary changes due to COVID-19, the Board will meet for its inaugural meeting in August 2020.

The Togetherness Strategy is an enabling strategy which underpins our Transformational Delivery Plan and as a result, it follows that format – being split into four pillars:

- Building a culture of Belonging – we want everyone, regardless of how they are different to feel like they belong at London Fire Brigade.
- Being Inspired by Difference – is about making inclusion relevant to everyone, how we provide learning and development in this area and how we celebrate and support difference.
- Being at the Centre of London and our Communities – is about making sure fire stations have the tools they need to connect with their local communities.
- Delivering Excellence Through Inclusion – is about operational excellence and ensuring inclusion shapes every area of the organisation from incident management to procurement.

Employee Engagement and Recognition

Following a review of our approach to employee engagement and recognition, regular, shorter and quarterly staff surveys will be in place by October 2020. A group of Culture Champions are being developed across the LFB to promote positive change, help develop new ways of working and acting as a sounding board

People and Resources – delivering a positive and healthy culture

with staff for ideas and suggestions. Listening and engagement events also are being planned (such as Town Halls) to focus on culture, the organisation's Transformation Delivery Plan, and a focus on the staff survey

Sustainable Development Strategy

The Brigade's Sustainable Development Strategy covering 2016/21 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 2021 such as the implementation of the Ultra-Low Emission Zone.

The SD strategy has 47 actions, including one carry over from the previous strategy. Progress on the remaining three actions during quarter one was as follows:

- The provision of an environment induction to new recruits and non-operational staff, is complete for non-operational staff with the provision of Environment Matters on Big Learning and the Desktop. Details of amendments required to the existing Health Safety and Environment package have been provided to Training and Professional Development so that the Environment Matters induction can be scheduled as pre-course learning in place of the environment module of the HSE training for new fire fighter recruits.
- The action to improve environmental awareness through our youth engagement programmes has delivered a number of initiatives including an environment focussed LIFE course and Cadets participating in Braidwood forest maintenance annually. The final initiative planned for this actions it to establish a Green cadets unit in Kingston, which is currently delayed due to COVID-19 restrictions.
- A specification has been provided to Enterprise application delivery to progress the action to incorporate Responsible Procurement into our Contracts Management Database. This project is not currently a priority, due to COVID-19 and a timeframe for completion is not known at this time. A full review with the category managers responsible for the contract register is being carried out as to all the future updates and reporting requirement. This work will be scheduled it with all these updates and has been flagged as a priority. The aim

for the next update will be to have a planned completion date following prioritising with Enterprise application delivery

Proposals for sustainable development strategy activity from April 2020 have been put forward in the Sustainable Development Annual Report for 2019-21, which will be reported to the Commissioners Board in July.

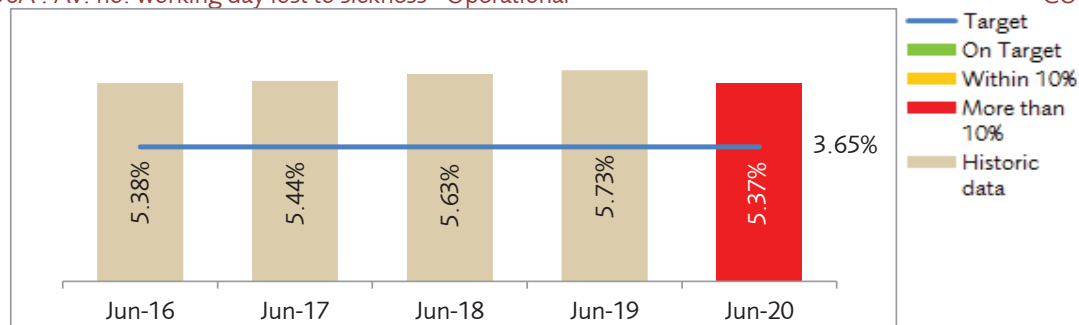
Internal audit plan

The Mayor's Office for Policing and Crime (MOPAC) provide the Internal Audit service to the Brigade under a shared service arrangement. At the time of reporting the following progress had been achieved:

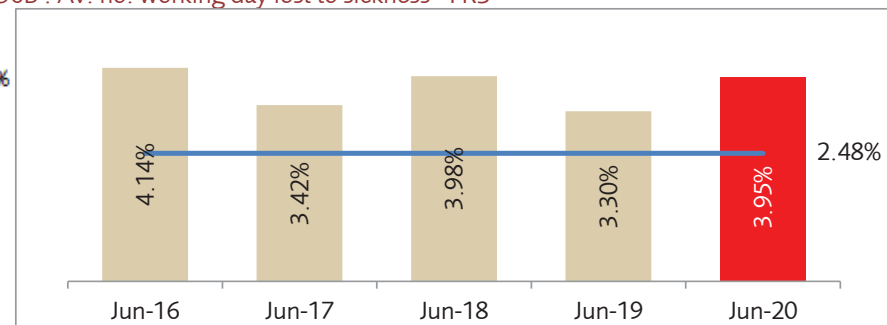
- Against the 2019/20 annual audit plan, 29 final reports have been issued; 12 risk assurance reviews, two advisory and 15 follow-ups. Two further risk and assurance reviews are at the draft report stage and we are in the process of discussing the findings with management. One additional review is currently at fieldwork stage and will be finalised at the earliest opportunity completing the audit plan.
- Against the 2020/21 annual audit plan, terms of references for two risk and assurance reviews have been agreed and a further 3 reviews are being scoped.

People and Resources – delivering a positive and healthy culture

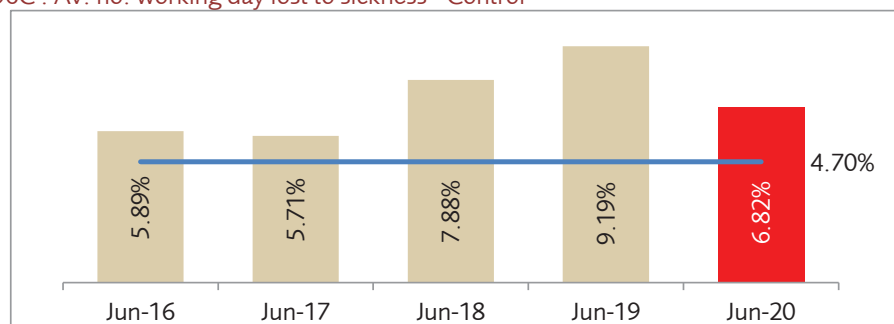
CO6A : Av. no. working day lost to sickness - Operational



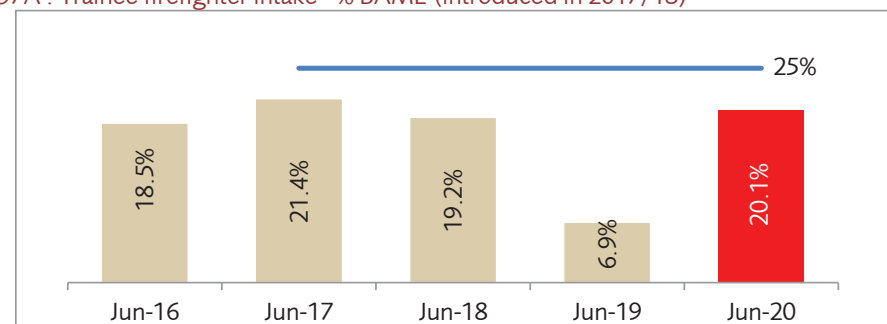
CO6B : Av. no. working day lost to sickness - FRS



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

The Brigade has a long standing issue with meeting its sickness targets. Sickness for operational employees has decreased from 5.73 to 5.37 per cent and for Control staff from 9.19 to 6.82 per cent during the twelve months ending June 2020. FRS staff sickness has increased from 3.30 to 3.95 per cent over the same period. However, all staff groups remain above target.

Particular attention has been paid to reducing the number of sickness absence cases of more than six months duration. The number has been on a reducing trend and this has continued, from 31 as at end June 2019 to 24 at the end of June 2020.

Following approval of the new Managing Attendance Policy discussions are currently taking place with the developer of the Staff Attendance Recording System (StARS) application, so that it can be updated to reflect the new policy. Due to competing demands, the developer will not be able to deliver a revised iteration of

the application before September 2020. This means that launch of the new policy will be delayed until the revised version of StARS can be launched which is likely to be November.

Whilst COVID-19 has disrupted the management of sickness absence and light duties cases, as it has not been possible to conduct formal sickness capability meetings in a 'COVID-19 safe' way, a new format has now been devised and these meetings are scheduled to resume at the end of July.

Stress, anxiety and depression (SAD) remains the main reason for sickness amongst operational employees in the 12 months ending June 2020.

CO7A, CO7B – Improve diversity of firefighter intake

There has been an increase in the percentage of BAME and women in the Q1 figures for trainee firefighter intake. The percentage of trainee firefighter intake

People and Resources – delivering a positive and healthy culture

who are BAME increased to 20.1 per cent (up from 13.5 per cent in Q4) and percentage of women also increased from 16.7 per cent to 22.0 per cent.

Overall, from the April 2019 campaign, 158 successful candidates have now commenced training, 49 of which are female (31 per cent) and 49 are BAME (31 per cent). We expect the percentage of BAME and women in TFF intake to continue with candidates still in progress.

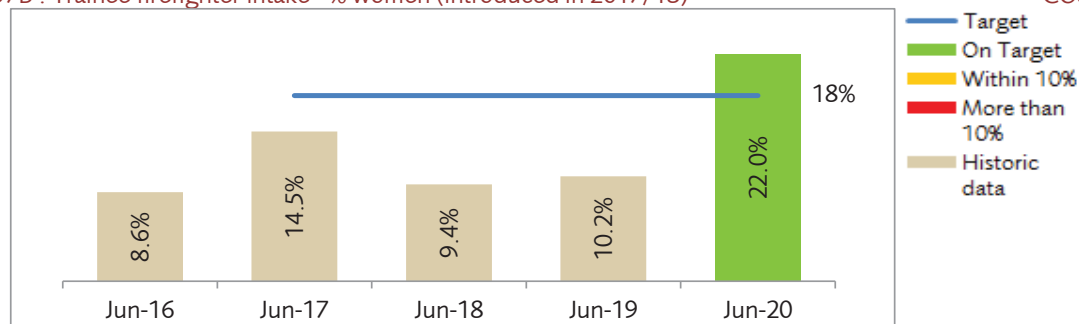
From the 2019 campaign, 42 people have received provisional offers to start training from July 2020 onwards, of which, 13 are female (31 per cent) and 20 are BAME (47.6 per cent)

The 2020 campaign continues and to date 109 people have been successful at assessment centre, of which, 22 are female (20.2%) and 45 are BAME (41.3 %). It is anticipated that these individuals will be allocated provisional offers in the near future once they have completed all assessment steps.

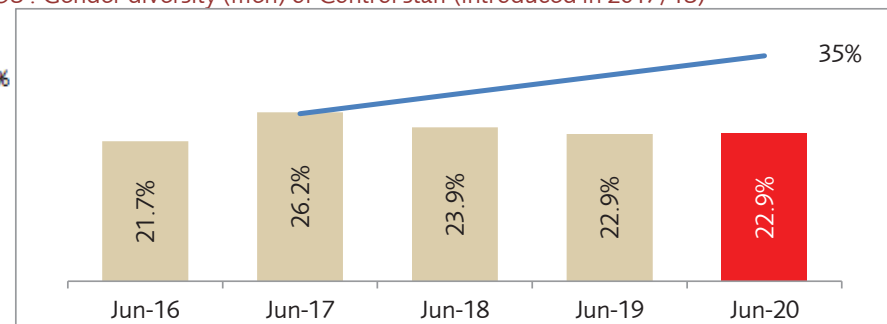
Assessor and bias interview training is now being delivered across the LFB, and has been rolled out to all assessors that interview firefighter candidates. This ensures that candidates receive a fair and equal recruitment experience. Panel diversity and having underrepresented groups present at this stage is essential for a fair process.

People and Resources – delivering a positive and healthy culture

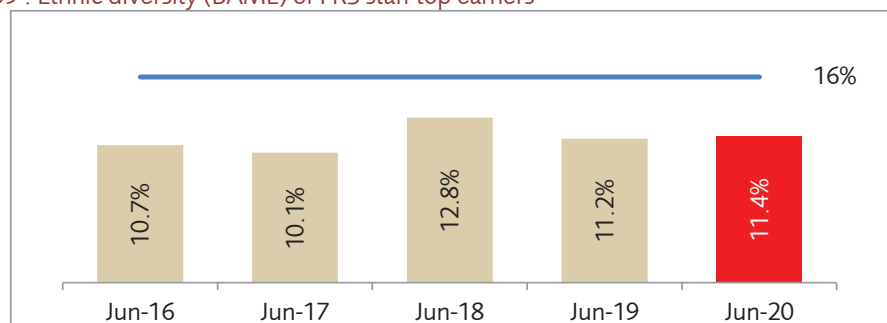
CO7B : Trainee firefighter intake - % women (introduced in 2017/18)



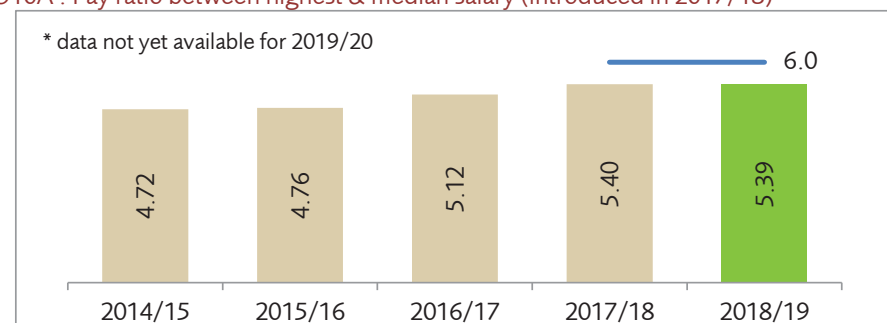
CO8 : Gender diversity (men) of Control staff (introduced in 2017/18)



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



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



CO8, CO9 – Gender and ethnic diversity

Progress in these areas (gender diversity in Control, and diversity (BAME) of FRS staff top earners) is affected significantly by individual joiners and leavers, given the low numbers involved, and the low turnover rates of staff at senior levels in the FRS staff group. There has been no change from Q4 2019/20 in the number of men in the Control staff group. There has been a very small increase (from 11.2% to 11.4%) in the number of BAME top earners in the FRS Group.

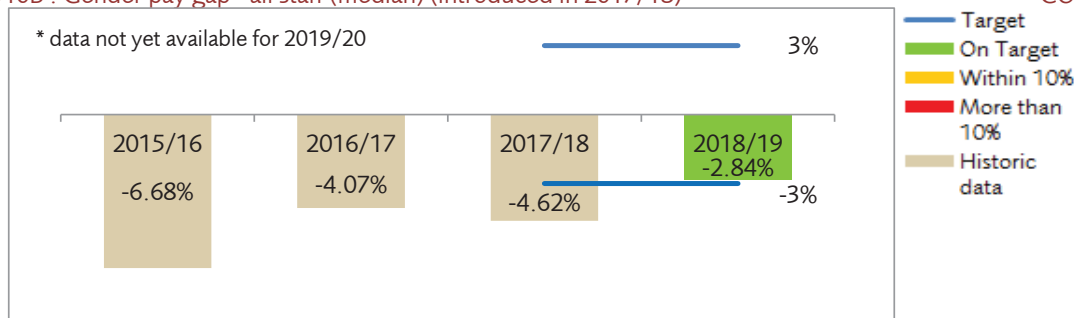
On 1 July 2020 LFB launched its new [Togetherness Strategy](#), which is the new Inclusion Strategy for the brigade. This includes specific actions to tackle recruitment, promotion and development of underrepresented groups, including BAME groups and women. Governance has been established and senior strategic leaders accountable for delivering the strategy.

CO10A – Pay ratio

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

People and Resources – delivering a positive and healthy culture

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

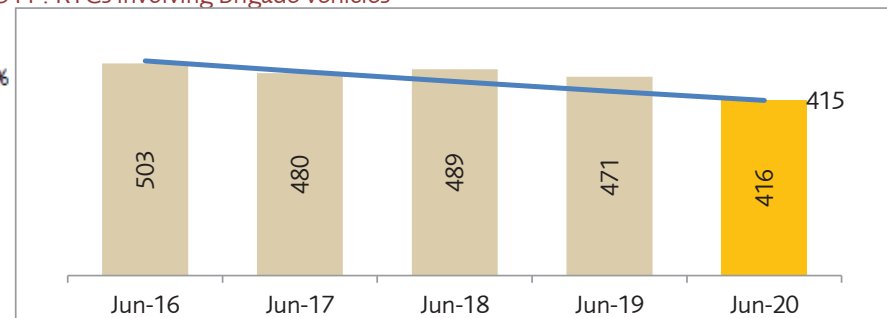


CO10B – Gender pay gap

Statutory reporting for gender pay gap was suspended by the government for 2020 to enable organisations to focus their response to COVID-19, and to recognise the impact of furloughing and decreasing staff across sectors. Despite this, LFB will report to the GLA on both gender and ethnicity pay gaps in August 2020.

LFB published its last ethnicity pay gap report in December 2019 which demonstrated a pay gap across full and part time roles in favour of white staff in the FRS group (despite a zero per cent gap overall), and specific work is being undertaken by the Inclusion Team to address this through the Togetherness Strategy and significant initiatives introduced by the Talent and Recruitment Team which include addressing the lack of assessor training for operational and FRS roles.

CO11 : RTCs involving Brigade vehicles

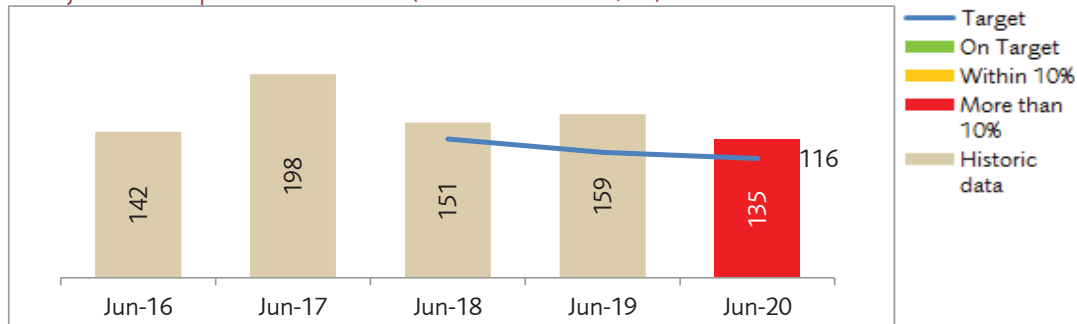


CO11 – RTCs involving Brigade vehicles

The target for Road Traffic Collisions (RTCs) involving Brigade vehicles is not being achieved and is reporting amber (416 versus a target of 415). Road traffic collisions have reduced by 12% when compared with the outturn for the same reporting period last year (471). The Emergency Response Driver refresher training programme has continued this year; almost 90% of appliance drivers have now completed the Emergency Response Driving Revalidation (Appliance) course. This training includes a reassessment of driver skills. Staff have also recently been provided with information and instruction in preventing accidental damage to the fire appliance when attending incidents. A pilot of the use of CCTV on fire appliances to better inform road traffic collision investigations has commenced in Q1 2020/21.

People and Resources – delivering a positive and healthy culture

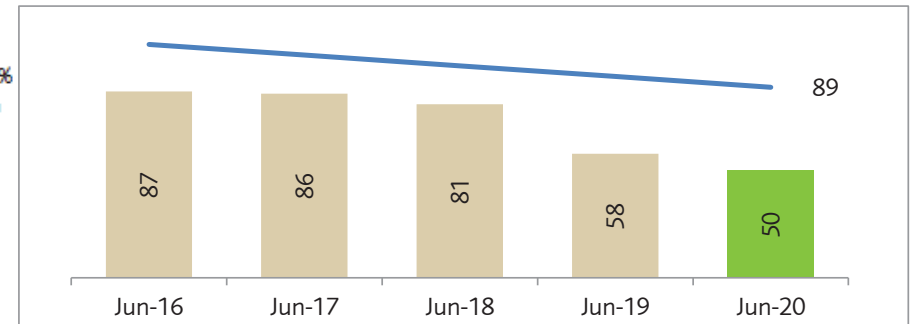
CO12 : Injuries from operational incidents (introduced in 2017/18)



CO12 – Injuries from operational incidents

The target for injuries from operational incidents is not being met (135 versus a target of 116). Injuries from operational incidents have reduced by 15% when compared to the outturn for the same reporting period last year (159). Officers are currently working on operational policy, including the introduction of operational risk assessment, to make general improvements to incident ground safety. Officers are also working to improve data analysis by integrating injury investigation data with incident monitoring data to better identify how we can further target reductions in operational injuries.

CO13 : RIDDOR

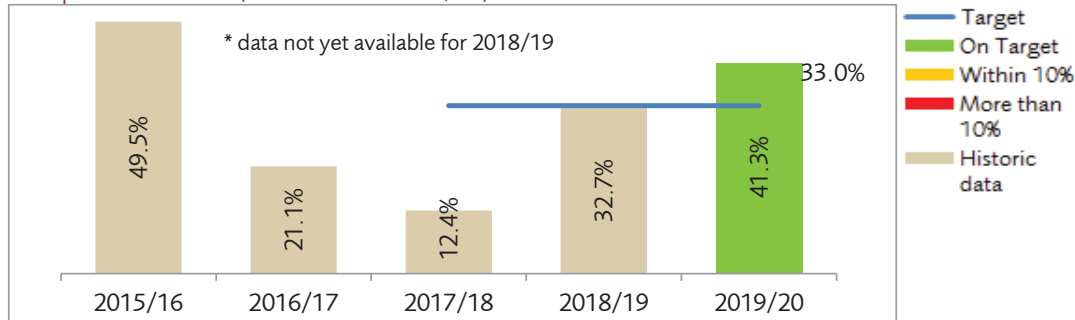


CO13 – RIDDOR

The target for injuries reportable to the Health and Safety Executive (HSE) under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) is being met (50 versus a target of 89); long term performance has seen significant improvements with a 43% reduction when compared with the same reporting period in the 2016/17 financial year (87).

People and Resources – delivering a positive and healthy culture

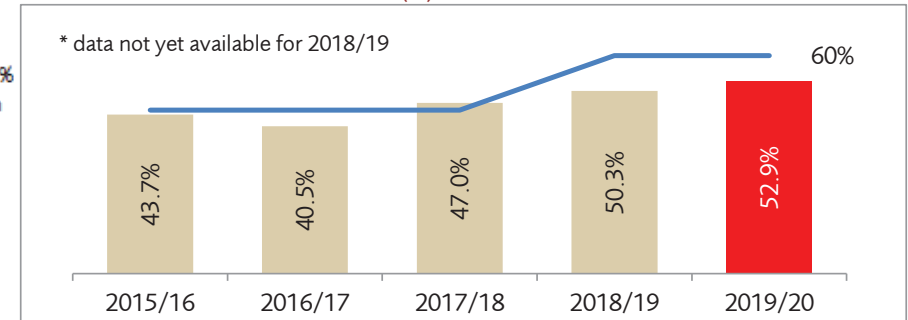
CO14 : Spend with SMEs (introduced in 2017/18)



CO14: Spend with SMEs

Tier 2 supplier SME spend has increased significantly by some £26m from the previous year, leading to a substantial increase in overall SME spend. This is primarily due to the inclusion of capital spend on fleet replacements, and to a more minor extent the provision of data from 2 Property Facilities Management suppliers, reporting for the first time.

CO15 : CO2 reduction from 1990 levels (%)

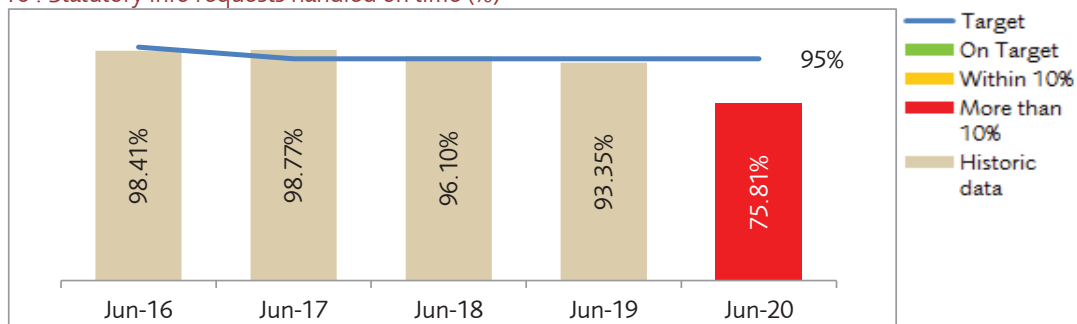


CO15: CO₂ reduction from 1990 levels

Performance is measured against the 60 per cent reduction target by 2025 as reinforced in the London Environment Strategy (LES). A further reduction of some 2.6 per cent was achieved on the previous year for CO₂ emissions, which are made up of the combined buildings, fleet and air travel emissions. The emissions remain below the annual carbon emissions budget set to achieve the first carbon budget (which ends in 2023). The carbon budgets provide the trajectory to achieve 60 per cent reduction as set by the LES.

People and Resources – delivering a positive and healthy culture

CO16 : Statutory info requests handled on time (%)

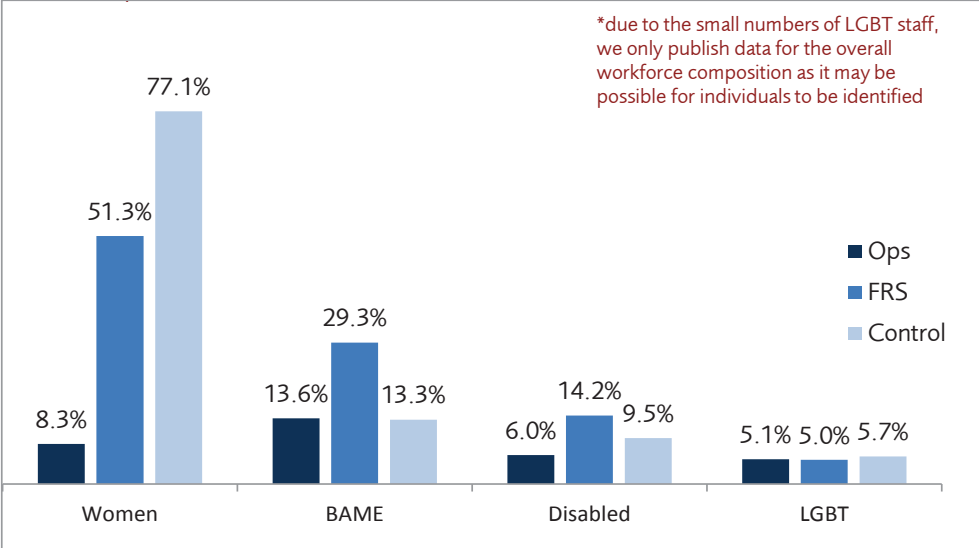


CO16: Statutory information requests handled on time

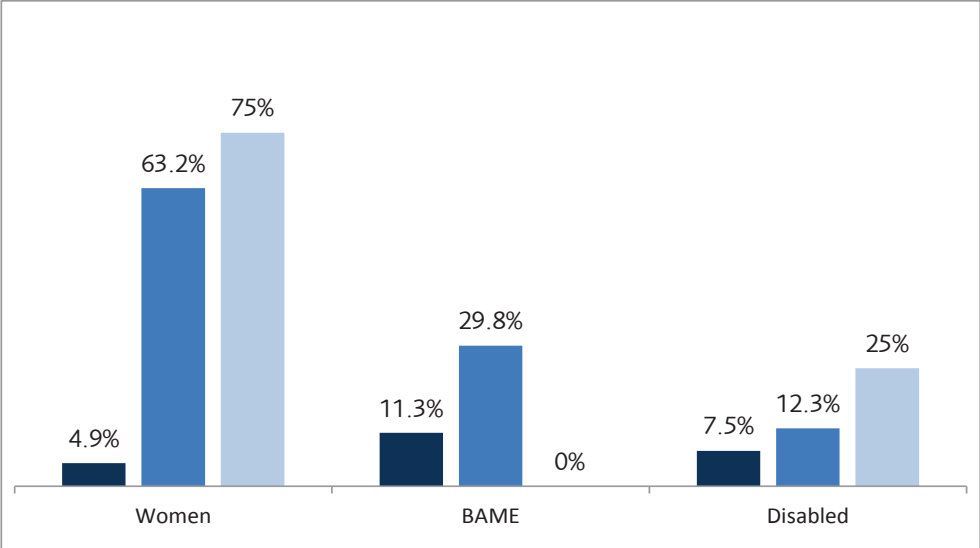
This indicator measures how well the Brigade is meeting the statutory deadlines for responding to information requests under the Freedom of Information Act (20 working days) and the GDPR/Data Protection Act (one calendar month). It is clear that subject access requests (under data protection law) have increased markedly since the GDPR was introduced in May 2018, and were 66 per cent higher in 2019/20 (236 requests) compared to the year before; freedom of information requests are broadly similar between the two years. Performance at the end of Q1 continues to be impacted by a number of extensive and time-consuming data protection cases involving large numbers of documents (linked to staff grievance, discipline, or employment tribunal cases). Additional impacts from GDPR related work (e.g. data protection impact assessments, producing contract schedules, and investigating/recording data breaches), is recognised as having an impact on the team, and an additional resource has been secured from mid-July to help deal with the workload. It's worth noting that the ICO has said that whilst they cannot extend statutory timescales during the COVID-19 period, they will be showing the flexibility that the law allows, and will not be penalising public authorities for prioritising other areas or adapting their usual approach during this extraordinary period.

Key People and Resources Information – workforce composition

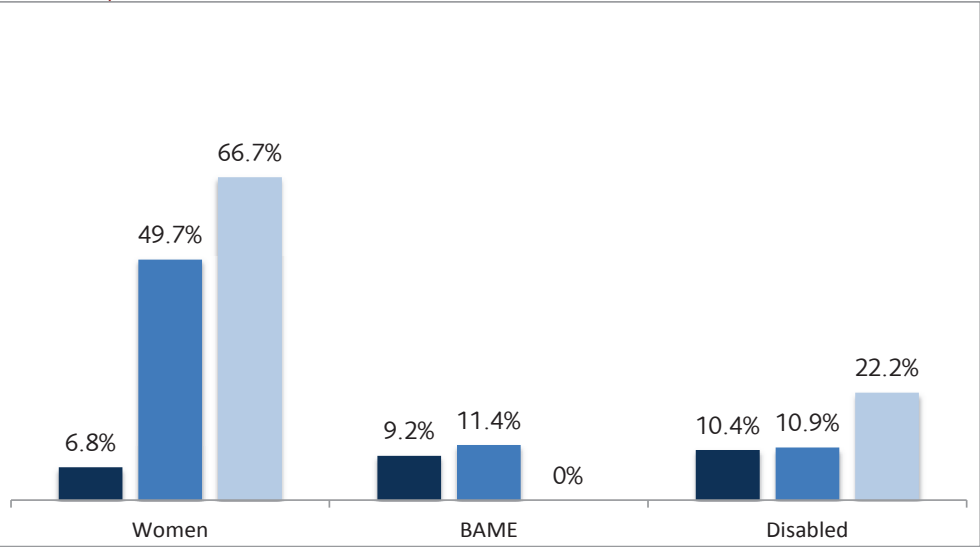
Workforce composition*



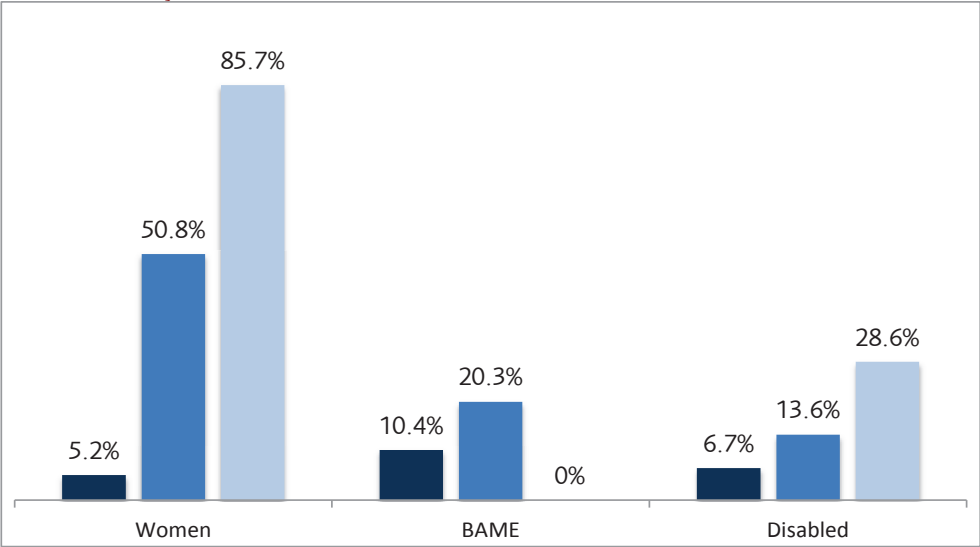
Workforce promotions



Workforce top earners



Workforce voluntary leavers



Delivering on the London Safety Plan Commitments

Background

Current LSP performance reporting against the commitment has been revised to align with the TDP. Many of the commitments are aligned with actions in the TDP and we now report against them in the regular TDP action updates. Other commitments have progressed to a stage where they have become business as usual. The remainder will remain open and progress will now be monitored and reported through the Directorate Plans.

For the commitments that remain live, the majority now have a revised end date of 31/03/2021 and may be extended beyond this. Most of these commitments are long term actions that would be reviewed alongside development work on the next London Safety Plan. In light of the coronavirus, officers are currently discussing how to progress the development of the next plan with City Hall. For the time being, these commitments have been extended in their current state to the end of this financial year.

LSP (2017) Commitments update (as at end of June 2020)

One commitment was completed during quarter one and one closed as it is now business as usual within the department:

- LSP23 - We will review our Immediate Emergency Care provision to ensure it is appropriately resourced and can support co-responding and other collaboration initiatives (Completed)
- LSP26 – We will work with our partners, including the Royal National Lifeboat Institution (RNLI), Metropolitan Police Service (MPS), Port of London Authority (PLA), and Transport for London (TfL), to look at collaboration opportunities for improving safety on the river (Closed – BAU).

One commitment is currently marked as off target (amber):

- LSP24 - As part of our collaboration work, we will look to work with the staff representative bodies to further improve the co-responding process for crews;

expand the Emergency Medical Response (Co-responding) pilot as well as consider what other calls firefighters could be mobilised to, to improve safety in London.

The re-introduction of co-responding is still subject to national pay negotiations. A revised target date of December 2021 has been set for this activity.

Our Risk Perspective

Risk management

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

The following (strategic) risks are those which officers have identified could have a serious impact on how the Brigade operates. There are six 'red' risks, the highest of which relates to the public confidence in the Brigade following the Grenfell Tower Fire Inquiry, and the CoVID-19 pandemic.

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

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	4
CRR18	The ongoing asymmetric terror 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

Our Risk Perspective

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	12
CRR27	The resilience of the Brigade is impacted by a series of large scale major incidents, potentially terror related.	6
CRR29	The Grenfell Tower Fire Public Inquiry results in conclusions about Brigade policies or actions which reduce staff/public confidence and / or public safety.	12
CRR30	High sickness levels result in a reduction in operational resilience	6
CRR32	Newly commissioned training requirements are not accurately planned, specified, or evaluated	6
CRR33	The training provider is unable to provide effective and efficient training to deliver the Brigade's needs	9
CRR34	Non contracted training provision does not effectively and efficiently secure maintenance of skills	9
CRR35	The United Kingdom leaves the European Union causing disruptions to communities, infrastructure or costs sufficient to challenge LFB service delivery through disruptions to services, suppliers, or by demand increases	3
CRR36	Brigade Control training and quality assurance processes are currently not subjected to external scrutiny or rigour, which leaves the Brigade open to challenges about the competency of its Control officers'	6

Securing business continuity

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

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

The focus for the Brigade over the last quarter has been our response to the coronavirus (COVID-19) pandemic, this is explained in detail on page 11.

Business continuity planning

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

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

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 2020, there were 11 '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	Emergency Services Network (ESN)	A	A	£3.3m	£1.1m	Plan	30/03/2019	31/12/2022
A	1	Command Unit Replacement (CURP)	A	A	£4.78m	Nil	Plan	31/03/2019	31/10/2021
A	2	Integration of National Operational Guidance into LFB	G	G	£0.9m	£0.1m	Plan	31/12/2018	31/12/2020
A	2	Respiratory Protective Equipment (RPE)	A	G	£10.1m	Nil	Define	31/12/2021	31/07/2022
A	3	Zero Emission Pumping Appliance 1 (ZEPA1)	G	G	£2.1m	£0.1m	Plan	31/12/2023	31/12/2023
A	2	Fire Survival Guidance Technology Solution	G	A	TBC	TBC	Deliver	31/12/2020	31/12/2020
A	3	Firefighter Apprenticeships	G	A	Nil	Nil	Deliver	29/11/2019	31/07/2020
A	3	Operations Support Centre (OSC)	A	A	£7.5m	£4.1m	Deliver	31/01/2020	04/09/2020
A	3	Business Intelligence Solution	G	G	£1.8m	£0.9m	Deliver	31/03/2020	31/03/2022
A	3	LFB Training Centre Croydon	A	A	£15.5m	£1.0m	Plan	28/02/2019	13/07/2022
A	3	DaMOP Review	G	G	Nil	Nil	Deliver	31/05/2020	19/07/2020

Five of the projects are currently reporting as green, these are, Integration of National Operational Guidance into LFB, Respiratory Protective Equipment (RPE) and Radio Replacement, Zero Emission Pumping Appliance 1 (ZEPA1), Business Intelligence Solutions and DaMOP Review. Six projects are currently reporting as amber.

Emergency Services Network (ESN)

The Home Office programme have paused working on a revised Full Business Case (FBC) during the current COVID-19 pandemic to allow their resources to be focussed on the response to this. Whilst this also affects the programmes delivery plan, an FRS plan which includes LFB transition has been produced and is awaiting Sector and Programme approval. Based on information supplied by the programme, LFB transition to ESN can commence no earlier than February 2022. The Airwave [Firelink] service has been extended to the end of 2022 with extensions possible beyond this.

LFB commenced testing ESN coverage this quarter and continues to supply requested information to the programme and participates in national ESMCP events organised by the programme, NFCC Business Change Lead and suppliers. Delays to this programme (including those caused by COVID-19) are outside the control of LFB and the RAG is Amber to reflect uncertainty and will be reviewed when the Home Office programme communicates its revised plan to deliver ESN.

Command Unit Replacement (CUR)

The project team and Babcock Critical Services completed evaluation of tenders from the vehicle suppliers on 20 July. The Incident command Operating System (ICOS) procurement is progressing with a revised deadline date for tender returns of 3 August, where the original deadline date had been 3 March. A full set of revised dates are awaited from Procurement in order to inform the project timeline.

Following the completion of the electrical load testing at CU locations, work is now progressing on site feasibility studies to confirm what is required to complete the charging infrastructure if an electronic CU is the agreed solution. This project is reporting amber due to awaiting the build timeline, delays with the ICOS procurement and uncertainty regarding how the revised ICOS procurement dates will impact the project delivery timeline. The project has previously been re-baselined from the original end date of April 2019 to October 2021.

Fire Survival Guidance Technology Solution

The wider group consultation for the application, business requirements and Capita requirements have been signed off. The final review of the interface specification is also complete.

Delivering on Change – Corporate Portfolio

The internal LFB infrastructure and design works are underway, and due to complete by the end of August. The training strategy has been documented and is due for review by the board, and the CBT proposal is due to be discussed at Strategic Training Oversight Board (STOB).

A testing strategy is in the process of being documented. Likelihood of contingency time being used continues to be greater given COVID-19, the new Capita interface and the loss of development resource. Overall there are a high number of likely, significant risks to the project which the board will be reviewing at the next meeting.

The project is off target due to awaiting confirmation of delivery dates from Capita and also because development resources for the main application are unavailable due to higher priorities related to DaMOP and Station Diary.

Firefighter Apprenticeships

Five End Point Assessments (EPAs) have been delivered to date as the delays and cancellations due to COVID-19 have now been resolved. EPAs have been rescheduled and the sessions have been evaluated with minor changes implemented regarding briefings and logistics.

The EPA contract between Babcock and Skills for Justice (SfJ) Awards has been agreed and signed by both parties.

The national apprenticeship standard review is expected to conclude in September. The Firefighter Apprenticeship Management Group will ensure that the apprenticeship standard and assessment plan meets LFB's needs and are aligned to the Firefighter Development (FFD) review.

The project sponsor has requested that the FF apprenticeship policy be progressed through the Joint Council for Firefighters (JCF). This will be submitted for consultation early July.

Project closure is delayed to end of August in order to complete and sign off the remaining project actions, which include finalising the Firefighter Apprenticeship Policy with the FBU.

This project is reporting amber as it will not achieve the current forecast end date of July 2020. The original project end date was November 2019.

Operations Support Centre (OSC)

Practical completion was agreed on 9 June. The move of Protective Equipment Group (PEG) to the new building has now commenced. BDC moved into the new building in April 2020

As part of the move to the new Operations Support Centre the lease for the current BDC will be terminated, however challenges in finalising this mean that the Brigade will not now vacate the BDC until 30 September 2020, which will result in additional costs in rent and security. This risk was highlighted in previous project status reports and Finance have factored this into the 20/21 project budgets.

Partial practical completion still means that there are outstanding issues to be resolved and snagging list needs to be addressed. For this reason this project is continuing to report as amber.

LFB Training Centre Croydon

The final technical drawings for the Real Fire Training Venue (RFTV) have been received and the Design and Property teams have worked together to finalise the latter stages of the project design. Full costings are yet to be finalised.

Following meetings with the planning department a revised scheme has been developed, which includes the retention of the drill tower and repositioning of the new Real Fire Training Venue (RFTV). The planning permission application is intended to be submitted in July 2020. This is now six months behind schedule. A key dependency of this project is the relocation of PEG from the Croydon site. Partial practical completion of the Operations Support Centre project was agreed on 9 June 2020. Consequently PEG's move to its new location has started and is due to be completed by 1 August 2020.

This project is reporting amber due to the delay in the project design being signed off, which has created uncertainty regarding time and cost. The proposed completed construction date is now July 2022 from the original estimate of September 2019.