



LONDON FIRE BRIGADE

Decision title

LFB Quarterly Performance Report – Quarter 2, 2019/20

Recommendation by
Assistant Director, Strategy and Risk

Decision Number
LFC-0262x-D

Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Published in full

Summary

Report LFC-0262x presents the Brigade's performance against the London Safety Plan as at the end of Quarter 2, 2019/20 (data to the end of 30 September 2019). This report covers performance against budgets, key indicators, risks and projects.

Decision

That the London Fire Commissioner notes the report.

Andy Roe
London Fire Commissioner

Date 24th FEB 2020

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LONDON FIRE BRIGADE

Report title

LFB Quarterly Performance Report – Quarter 2 2019/20

Report to

Commissioner's Board

Date

6 November 2019

Report by

Assistant Director, Strategy and Risk

Report number

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Summary

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

Recommendations

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

Background

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

Performance Indicators – key highlights

3. Performance as at the year ending quarter two 2019/20 shows that a majority of the indicators are meeting their target (19 out of 33). The full set of indicators and commentary can be found in Appendix 1 on pages 17 – 22 (Aim 1), pages 25 – 26 (Aim 2), and pages 30 – 36 (Aim 3). The positive performance highlights are:
 - a. **All fire deaths (10 year average)** is now reporting as on target (50), there were 36 fire deaths in the 12 months ending September, a reduction of seven compared with the same period last year (43).
 - b. The number of **Boroughs below the national average rate for primary fires** has shown a marked improvement over the last year, with 30 of the 33 London Boroughs now being below the national average.
 - c. The number of **fires in the home (dwelling fires)** continues to reduce over the longer term, having fallen by 12.6 per cent over the last five years.
 - d. The number of fires in **care homes/specialist housing for older people** show a slight improvement over the last year, and is significantly lower than five years ago, having fallen by 30.1 per cent.
 - e. The number of **injuries from fires (five year average)** continues to reduce over the longer term, having fallen by 15.9 per cent over the last five years.
 - f. **Home fire safety visits** (HFSV) remain on target, total of 81,186 have been conducted in the 12 months ending September 2019. The majority of HFSVs (77.6 per cent) are targeted at 'of high risk people and places' (classified as 'P1'), and includes hot strikes, targeted visits to care homes and sheltered housing, and the structured programme to target high rise buildings post-Grenfell.
 - g. The percentage of **calls answered within 7 seconds** has remained on target over the last two quarters for the first time since the introduction of the Vision mobilising system in October 2015.
 - h. The **speed of attendance to incidents** by both first and second fire pumping appliances has continued to improve steadily. With first appliance average arrival times at 5 minutes 33 seconds and second appliance average arrival times at 6 minutes and 31 seconds.

However there are areas for improvement:

- i. The number of **False alarms due to AFA non-domestic buildings** is above target (20,000) and now reporting as red, with 22,088 incidents in the 12 months ending September 2019.

- j. The Brigade is exceeding its **sickness** targets for all staff groups, with sickness above target levels for Operational staff (5.64 per cent), Fire and Rescue staff (3.51 per cent), and Control staff (8.22 per cent). However performance for all groups has improved over the last year (down from 3.98 per cent).
- k. The Brigade isn't meeting its targets for both **BAME** and **women trainee firefighter intake**

LSP (2017) Commitments – key highlights

- 4. Good progress is being made on the majority of the ongoing commitments and 35 are currently on target (92 per cent).

Three commitments are marked as off target (amber):

- a. LSP20 Improving our Command Unit functionality.
- b. LSP24 Improving the co-responding process for crews
- c. LSP42 We will support the implementation of the Emergency Services Network project to realise the benefits of the new capability for the London Fire Brigade.

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

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

- 6. One commitment was completed in quarter one 2019/20:

- a. LSP19 - Review of the aerial fleet. The review was completed earlier in 2018/19 and has now been approved by the LFC and the decision published.

Risk Management changes

- 7. The Brigade's Risk Register now contains 22 agreed strategic risks.
- 8. There are five 'red' risks, the highest of which relates to the Grenfell Tower Fire Inquiry and public confidence. There have been no significant changes to the register since the last report, however officers are mindful of ongoing developments with regards to the Brexit risk with particular focus on control measures to ensure the maintenance of key services and supply chains.

9. Finance comments

- 10. Financial commentary is contained within the performance report.

Workforce comments

11. Workforce data is contained within the performance report.

Legal comments

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

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

14. The report presents the London Fire Brigade's (LFB) Quarterly Performance Report (Q2 of 2019/2020) which sets out in more detail how LFB delivers its services against the commitments made in the LFB's London Safety Plan.

Sustainability implications

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

Equalities implications

16. A key aspect of the London Safety Plan and the supporting suite of performance indicators and service measures is the integration of equality objectives into mainstream activity. The commitments demonstrate the range of projects and programmes being progressed that meet the requirement of the public sector equality duty. There is a strong correlation between those communities most at risk and those with some protected characteristics.

17. Equality and diversity form part of the assurance gathering processes which support the production of the statement.

18. The Public Sector Equality Duty applies to the London Fire Brigade when it makes decisions. The duty requires us to have regard to the need to:

- a. Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Equality Act 2010. In summary, the Act makes discrimination etc. on the grounds of a protected characteristic unlawful.
- b. Advance equality of opportunity between people who share a protected characteristic and those who do not.
- c. Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

19. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex, and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).

List of Appendices to this report:

- a) LFB Quarterly Performance Report – Quarter 2 2019/20



LFB Quarterly Performance report





Quarter 2 2019/20

Contents

Contents page	1	Key points	23
Key to abbreviations and symbols used	2	London Resilience	24
Performance at a glance	3	Performance indicators	25
Introduction	4	Operation in numbers	27
Summary of performance	4	People and Resources – delivering a positive and healthy culture	28
Publicity and campaign news	5	Key points	28
Useful links	5	Staff Survey	28
London Fire Commissioner's Decisions	7	Inclusion Strategy	28
Financial Performance	10	Sustainable Development Strategy	29
Performance	10	Internal Audit plan	29
Financial Trends	11	Performance indicators	30
Capital, Borrowing and Reserves	12	Key people and resources information – workforce composition	37
Prevention and Protection – where fires are happening and who we're targeting	13	Delivering the London Safety Plan	38
Key points	13	Our Risk Perspective	39
Fire Safety	13	Risk management	39
Fire Safety prosecutions	14	Securing business continuity	40
Notice of deficiencies	14	Delivering on change – Corporate Portfolio	42
Grenfell Tower fire update	15		
Youth work	15		
Performance indicators	17		
Response and Resilience – providing a high quality, effective response	23		

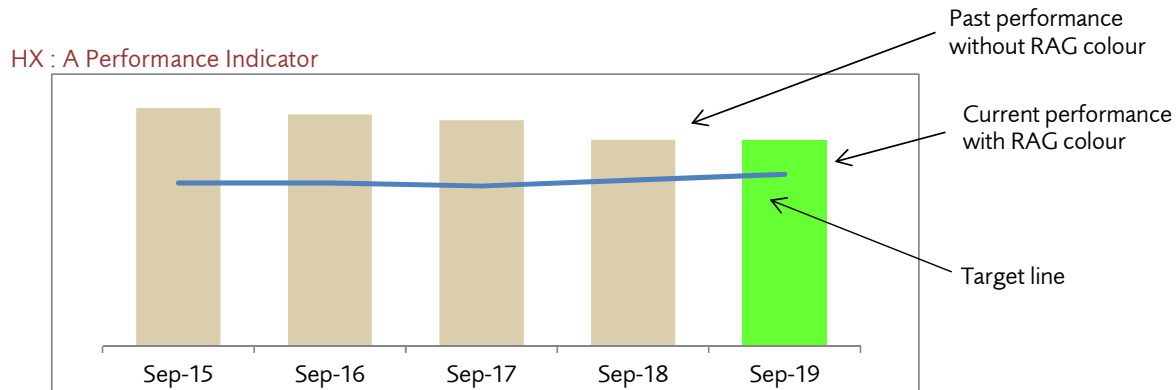
Key to abbreviations and symbols used

RAG Status

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

Performance indicator data

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



Performance at a glance

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

Corporate Aims

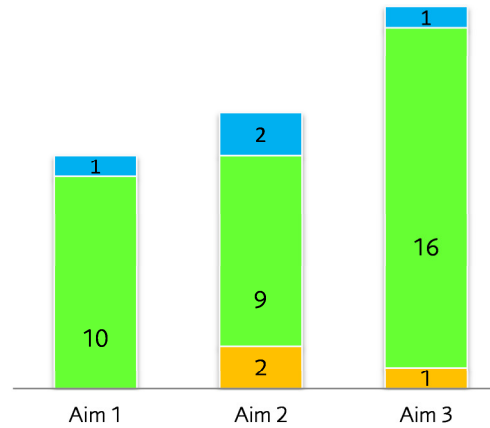
Aim 1 – PREVENTION and PROTECTION : Engaging with London’s communities to inform and educate people in how to reduce the risk of fires and other emergencies. Influencing and regulating the built environment to protect people, property and the environment from harm.

Aim 2 – RESPONSE and RESILIENCE : Planning and preparing for emergencies that may happen and making a high quality, effective and resilient response to them. To use our resources in a flexible and efficient way arriving at incidents as quickly as we can.

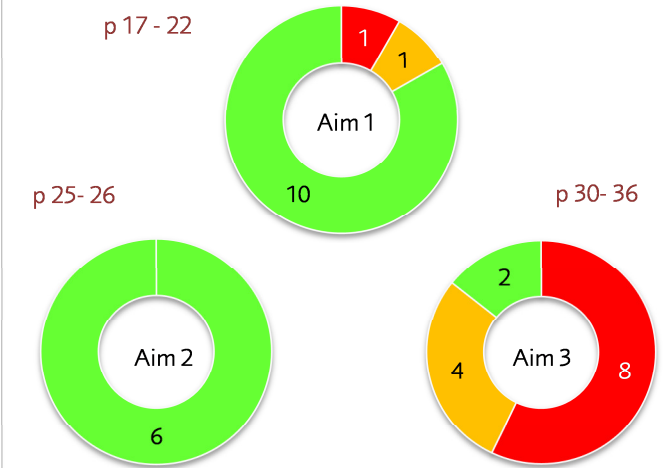
Aim 3 – PEOPLE and RESOURCES : Developing and training our staff to their full potential, at the same time transforming the Brigade so that it is a place where people want to work, and have the opportunity to influence how we work maximising how we spend our money, ensuring that the Brigade is supported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

London Safety Plan

Number of commitments
p 38



Corporate Performance Indicators



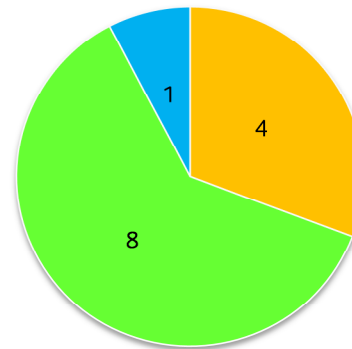
Strategic Risk Register

p 39

LIKELIHOOD	IMPACT			
	Minor 1	Significant 2	Major 3	Catastrophic 4
Very likely 4	0	3	1	0
Likely 3	1	9	4	0
Unlikely 2	0	1	2	0
Very unlikely 1	0	1	0	0

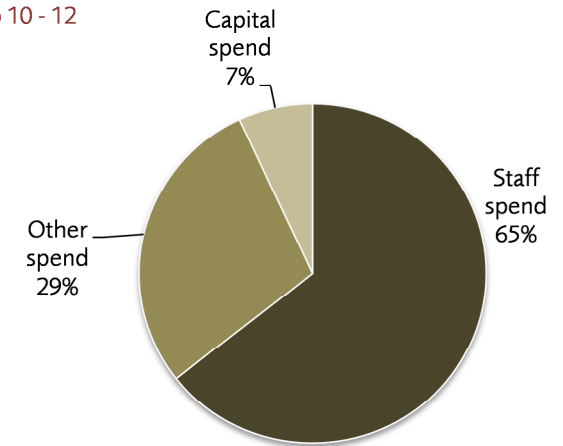
Corporate Projects

p 42



Finance

p 10 - 12



Introduction

Summary of performance

Welcome to the London Fire Brigade's performance report for quarter two 2019/20 (the information contained in this report covers the 12 months up to the end of 30 September 2019). This report provides an overview of Brigade activities across prevention and protection, response and resilience, people and resources (Aims 1, 2 and 3), as well as updates on related key performance areas including, indicators, plans, risks and projects. This report also contains a high level financial summary and information on topical issues such as publicity and campaigns and the Grenfell Tower fire.

This report is supported by a corporate performance data digest showing headline and corporate indicator performance against agreed targets in the London Safety Plan, as well as the Brigade's improve and context measures.

Performance at a glance

The Brigade is delivering well against its performance portfolio. Commitments and actions arising from strategic plans such as the London Safety Plan are progressing. In terms of performance across the aims, the summary position is good and is improving. The Brigade is doing well in terms of delivering against Aim 1 – Prevention and Protection, with 10 out of 12 indicators reporting as green, including fire fatalities, And against Aim 2 – Response and Resilience, with all six indicators now reporting as green. However, Aim 3 – People and Resources continues to be affected by long term sickness levels and the challenge to meet higher diversity targets.

The Brigade's corporate risk register was updated for 2018/19 in conjunction with a new risk management strategy. There are currently five risks which reflect priority areas to manage. Eight key projects are progressing to schedule, however four 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 two 2019/20 shows that a majority of the indicators are meeting their target (19 out of 33). The positive performance highlights are:

- **All fire deaths (10 year average)** is now reporting as on target (50), there were 36 fire deaths in the 12 months ending September, a reduction of seven compared with the same period last year (43).
- The number of **Boroughs below the national average rate for primary fires** has shown a marked improvement over the last year, with 30 of the 33 London Boroughs now being below the national average.
- The number of **fires in the home (dwelling fires)** continues to reduce over the longer term, having fallen by 12.6 per cent over the last five years.
- The number of fires in **care homes/specialist housing for older people** show a slight improvement over the last year, and is significantly lower than five years ago, having fallen by 30.1 per cent.
- The number of **injuries from fires (five year average)** continues to reduce over the longer term, having fallen by 15.9 per cent over the last five years.
- **Home fire safety visits** (HFSV) remain on target, total of 81,186 have been conducted in the 12 months ending September 2019. The majority of HFSVs (77.6 per cent) are targeted at 'of high risk people and places' (classified as 'P1'), and includes hot strikes, targeted visits to care homes and sheltered housing, and the structured programme to target high rise buildings post-Grenfell.
- The percentage of **calls answered within 7 seconds** has remained on target over the last two quarters for the first time since the introduction of the Vision mobilising system in October 2015.
- The **speed of attendance to incidents** by both first and second fire pumping appliances has continued to improve steadily. With first appliance average

arrival times at 5 minutes 33 seconds and second appliance average arrival times at 6 minutes and 31 seconds.

However there are areas for improvement:

- The number of **False alarms due to AFA non-domestic buildings** is above target (20,000) and now reporting as red, with 22,088 incidents in the 12 months ending September 2019.
- The Brigade is exceeding its **sickness** targets for all staff groups, with sickness above target levels for Operational staff (5.64 per cent), Fire and Rescue staff (3.51 per cent), and Control staff (8.22 per cent). However performance for all groups has improved over the last year, with Control showing the largest fall.
- The Brigade isn't meeting its targets for both **BAME** and **women trainee firefighter intake**

Corporate Digest

The full suite of indicators can be found in the Corporate Digest, this includes improve and context indicators (which are not included in this report). A copy of the latest version of the Corporate Digest can be found here when published:

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

Publicity and campaign news

Lobbying for fire safety

A number of opportunities during this period have been taken to generate greater public understanding and conversation about the Brigade's call for urgent changes to fire safety, in particular the improvements needed to building regulations.

This work has included a media release and public affairs activity following a letter sent to Government, jointly by the Commissioner and Chair of the NFCC, which listed the issues actions Government need to take. The letter and media release also expressed concern that interim measures introduced in buildings identified as having a fire risk, are being seen as permanent solutions.

Communications activity also included the Brigade welcoming news that the Government has listened to its concerns and intends to consult on the inclusion of

sprinklers in new residential high rise buildings at 18 metres and above. The consultation follows a ten year sprinkler campaign the Brigade has been running.

Sharing important news relating to the Grenfell Tower fire

In September the Brigade shared an important update about its assistance in the Metropolitan Police Service investigation into the Grenfell Tower fire. Staff and stakeholder communications, alongside a media release were issued, stating publicly and transparently that the Brigade has given an interview under caution in relation to sections 2 and 3 of the Health and Safety at Work Act. This information was widely shared and reported accurately, including full use of a quote provided by the Commissioner in a large number of national media articles.

Preparing for HMICFRS

Over the last three months a range of staff communications were launched to ensure everyone working at the Brigade was aware of its first inspection by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services. This included promoting a survey for all staff to complete and producing information leading up to and during the period of onsite inspection.

Celebrating a million Home Fire Safety Visits

In August the Brigade's millionth Home Fire Safety Visit, which included the Commissioner attending a visit to a south London resident, was used to generate publicity about the Brigades community safety activity since Home Fire Safety Visits were first introduced, assisting firefighters in reaching over two million Londoners to provide essential fire safety intervention and advice.

Proud to support Pride

For the first year ever senior officers at London Fire Brigade wore special LGBT+ rainbow epaulettes, alongside Fire and Rescue Service staff wearing lanyards leading up to Pride 2019. This was to demonstrate the Brigade's commitment to supporting the LGBT+ community, both as an employer of choice and public service. The Brigade also held a Pride open day for the public in Soho and took part in the annual parade.

Useful links

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

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

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

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

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

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

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

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

London Fire Commissioner's Decisions

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

The following decisions have been taken by the London Fire Commissioner (LFC) between 1 July and 30 September 2019.

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

London Fire Commissioner – Local Pension Board – Terms of Reference and Membership– Following a review and recent resignations from the Local Pension Board (LPB) this report sets out the proposed revised membership of the LPB within an amended Terms of Reference.

London Fire Commissioner – Collaboration with the Greater London Authority Group – The Mayor of London has established a Collaborative Procurement Board as an important feature of his collaboration agenda for the Greater London Authority Group, delivering high-quality and cost-effective services for London. The Board's membership are strategic decision-makers from across the GLA Group, with each required to have the appropriate delegations to facilitate the Board's mission. Further, each member of the GLA Group must establish the appropriate authorities for the Collaborative Procurement Team to act on their behalf.

London Fire Commissioner – Training Update – Quarter 1, 2019/20 – This report is the quarterly training update report, which is produced for the London Fire Commissioner to provide an update on the workings of the Training and Professional Development department. These activities demonstrate our commitment to deliver the training and development activities laid out in the London Safety Plan (2017).

London Fire Commissioner – Key Projects for 2019/20 – Quarter 1 – This report updates the London Fire Commissioner on key projects being undertaken

within the London Fire Brigade as at the end of June 2019. Detailed status reports which show the position of each 'A' governance project are included within the report.

London Fire Commissioner – Internal Audit – Review of 2018/19 – This report provides the London Fire Commissioner with the Head of Internal Audit's annual opinion on the effectiveness of the London Fire Brigade's internal control framework and details of progress on work undertaken during the year 2018/19.

London Fire Commissioner – Internal Audit – Draft Audit Plan 2019/20 and Audit Charter– Financial Regulation 13(m) (Internal Audit) requires the draft annual plan to be approved by the Commissioner. This report contains the draft Internal Audit annual plan for 2019/20 and is submitted in compliance with the Financial Regulation 13(m) for approval.

London Fire Commissioner – Aerial Appliance Review 2018 – As part of the London Safety Plan, the Brigade made a commitment to undertake a review of aerial appliances. This included looking at the optimum location for aerial appliances, and whether or not aerials should be included within the Brigade's initial response (i.e. that an attendance standard should be set for these vehicles). This report provides the outcome of that review.

London Fire Commissioner – Security for London Fire Brigade Premises – A new version of Policy Note PN011 has been written, this note is a combination of the previous version PN011 Security measures at Stations and now encompasses PN599 Security arrangement at Brigade Headquarters, This delivers a single policy regarding security at all LFB premises.

London Fire Commissioner – Quarterly monitoring of Commitments in the London Safety Plan for 2019/20 – Quarter 1 (end June 2019) – The current London Safety Plan (2017) was approved by the London Fire and Emergency Planning Authority on 30 March 2017 (FEP2723). The Plan details how the Brigade will help make London the safest global city and is supported by a set of commitments to realise that ambition. Progress against the commitments, as at the end of June 2019, is provided within this report.

London Fire Commissioner – Annual Report of Fatal Fires and Accidental Dwelling Fires 2017/18 – This report provides an overview and analysis of accidental dwellings fires in 2017 /18 (1 April 2017- 31 March 2018), including the fatalities and injuries that occurred. It brings together the outcomes of Fatal Fire Reviews and Accidental Dwelling Fire (ADF) Reviews with statistical data. It highlights focus areas for community safety work and initiatives whilst also acknowledging work underway. and is intended to support continued work at all levels to reduce fire risk to Londoners.

London Fire Commissioner – West Hampstead Cottages Refurbishment– This report presents the outcome of the tender process to identify a preferred contractor to complete the refurbishment works to West Hampstead Cottages.

London Fire Commissioner – Financial Position as at the end of June 2019– This report presents the London Fire Commissioner's financial position as at the end of June 2019 and provides information on financial performance against revenue and capital budgets.

London Fire Commissioner – Single Environment Plan – This report sets out the proposed Single Environment Plan for the London Fire Commissioner (LFC), providing one plan to cover all relevant areas of environmental risk, impact and targets. It also addresses the policy areas that the Greater London Authority (GLA) Group are expected to deliver on as set out in the Mayor's London Environment Strategy. It replaces all previous environmental plans, including the Travel Plan, Biodiversity Action Plan and Waste Management Plan.

London Fire Commissioner – Sustainable Development Report 2018-19– This report presents the Sustainable Development Annual Report for publication. It summarises the performance of the Brigade on sustainable development for 2018/19; outlines progress against year 3 of the Authority's Sustainable Development Strategy 2016- 2020; and proposes the timeframe for the next Sustainable Development (SD) strategy.

London Fire Commissioner – FRS on-call (standby) allowance and on-call (standby) roster groups policy– In 2018, the Brigade's auditors undertook a review of the FRS on-call roster system. Arising from this was a recommendation for the Brigade to develop a policy governing FRS on-call rosters. That policy is now proposed in this report.

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

London Fire Commissioner – Treasury Management Annual Report 2018-19 – This report is submitted under the London Fire Commissioner's Scheme of Governance (April 2018), Part 6 (Financial Regulations) paragraph 20(a), which delegates responsibility to the Director of Corporate Services to act in accordance with the Commissioner's Policy Statement on Treasury Management Practices and CIPFA's Standard of Professional Practice on Treasury Management, the latter of which recommends submitting regular reports on treasury management activity.

London Fire Commissioner – London Fire Brigade Values – Fairness, Integrity, Respect, Service and Trust (FIRST) – The existing London Fire Brigade (LFB) values of Fairness, Integrity, Respect, Service and Trust (FIRST) have not in recent years been as widely promoted as they once were and are arguably less visible to LFB staff. This report provides the board with further background and seeks agreement that the values remain appropriate for current use, including planned leadership work during 2019/20.

London Fire Commissioner – Statement of Accounts 2018/19 and Audit Results Report– This report presents the London Fire Commissioner's external auditors, Ernst and Young's (EY), draft Audit Results Report (Appendix A), the London Fire Commissioner Statement of Accounts including the Annual Governance Statement (Appendix B) and a draft Letter of Representation (Appendix C) for formal approval and adoption by the LFC.

London Fire Commissioner – Annual Monitoring of Health and Safety Performance 2018-19 – This report is the Health and Safety update and monitoring report for the year 2018/19, which also includes Q3 and Q4 specific commentary. The report covers performance against a number of key health and safety indicators and measures.

London Fire Commissioner – Award Report for the Contract to Supply, Deliver and Collect Depolluted Vehicles – This report seeks approval to award the contract for the Depolluted Vehicles and associated services to the Supplier named in Appendix 1 – Confidential Tender Evaluation.

London Fire Commissioner – Establishment of the Fire Central Programme Office– This report seeks authority to establish a Fire Central Programme Office (CPO) within London Fire Brigade that will deliver programmes of work on behalf of The Chief Fire Officers' Association (CFOA). The outputs of these programmes will include national standards, guidance, doctrine and tools for use by all fire and rescue services in the UK.

London Fire Commissioner – Key Projects for 2018/19 - Quarter 4

Reporting– This report updates the London Fire Commissioner on key projects being undertaken within the London Fire Brigade as at the end of March 2019. Detailed status reports which show the position of each 'A' governance project are included within this report.

London Fire Commissioner – End of Year Monitoring of Commitments in the London Safety Plan for 2018/19 (end-March 2019)– The current London Safety Plan (2017) was approved by the London Fire and Emergency Planning Authority on 30 March 2017 (*FEP2723*). The Plan details how the Brigade will help make London the safest global city and is supported by a set of commitments to realise that ambition. Progress against the commitments, as at the end of March 2019, is provided within this report.

London Fire Commissioner – London Fire Brigade Sponsorship Policy– This report updates the London Fire Commissioner sponsorship policy, combining it for the first time with a revised version of the organisations code of practice on sponsorship and including a new checklist for London Fire Brigade staff to use when considering sponsorship opportunities.

London Fire Commissioner – Procurement of Replacement Fireboats– The Brigade's two fireboats have come to the end of their serviceable life and require replacing. This report details the broad requirements, the procurement process and makes recommendations as to the replacement fireboats being procured.

London Fire Commissioner Payment of the ULEZ Charge for Personnel Based in Charging Zone – The recommendations within this report, address temporary arrangements for the Ultra-Low Emission Zone charge for relevant operational staff for charge reimbursements and provision of loans and advances as set out in the report.

Financial Performance

Performance

LFC Revenue (£000s)	Budget	Outturn	Variance
Operational staff	270,140	268,964	(1,175)
Other staff	59,762	58,909	(854)
Employee related	22,068	22,852	784
Pensions	20,769	20,969	200
Premises	39,641	40,691	1,051
Transport	18,041	17,768	(273)
Supplies	29,682	31,402	1,720
Third party	2,055	2,161	106
Capital financing	9,775	9,375	(400)
Contingency	104	(19)	(122)
Income	(40,446)	(42,448)	(2,002)
Net revenue expenditure	431,591	430,625	(966)
Use of reserves	(3,923)	(3,923)	(0)
Financing Requirement	427,668	426,702	(966)
Financed by:			
Specific grants	(35,363)	(35,438)	(75)
GLA funding	(392,305)	(392,305)	0
Net Financial Position	0	(1,040)	(1,040)
LFC Capital (£000s)	Q3 Forecast	Outturn	Movement
ICT Projects	2,911	2,569	(342)
Estate Projects	10,995	10,570	(425)
Fleet and Equipment Projects	20,359	20,092	(267)
Total capital expenditure	34,265	33,231	(1,034)
Financed by:			
Capital Receipts	34,060	33,026	(1,034)
Grants	205	205	0
Borrowing	0	0	0
Total	34,265	33,231	(1,034)

Revenue Position

The forecast outturn position for 2019/20 on the revenue budget is an underspend of £1,040k (0.3%). The forecast overspend at Quarter 1 of £1,325k has decreased by £2,365k since last reported in July 2019 (LFC-0204). The key areas where there are reductions in the forecast expenditure are:

- An increase in the forecast operational staff leavers (£2,215k),
- Continuing vacancies on FRS Staff (£876k)
- Additional MFB Act Income (£453k) and interest receipts (£400k).

These additional underspends are offset by:

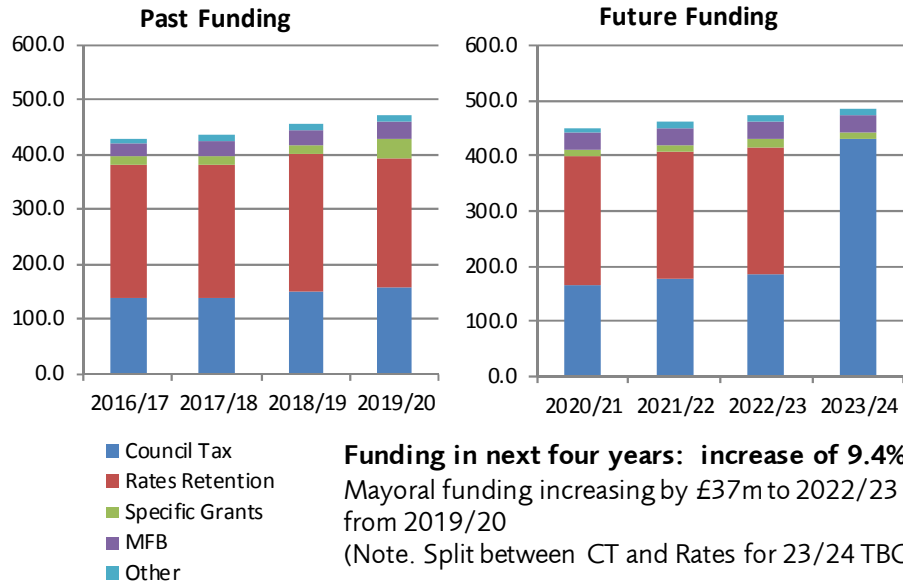
- Additional spend on firefighter development training (651k) to support reaching full establishment,
- Additional expenditure on building maintenance (£622k) as a result of progress in delivering reactive work across the estate
- And an increase in the cost of telecommunications (£371k) due to increased capacity on the core network and internet connectivity.

Capital Position

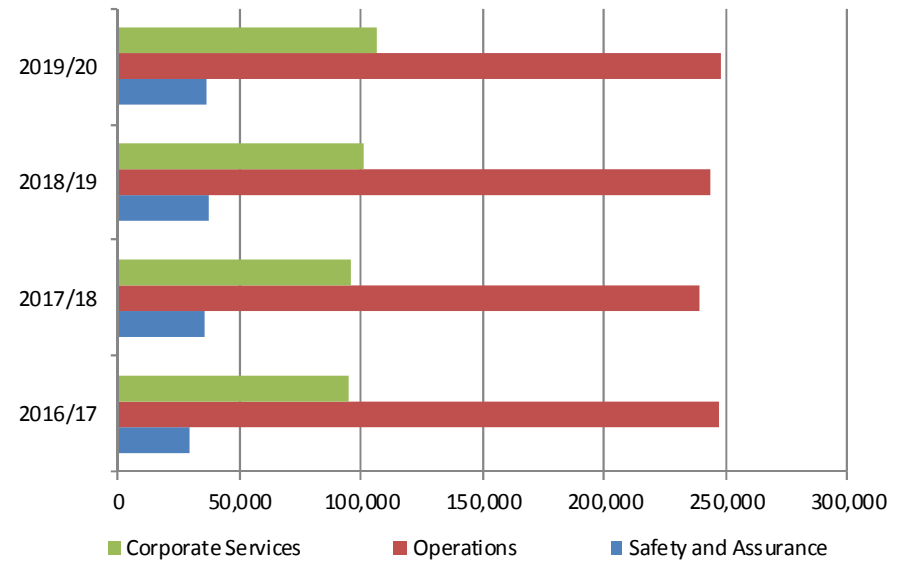
The current capital forecast for 2019/20 is £33,231k which is £5,757k less than the original budget of £38,988k (LFC-0179) and £1,034k less than the position reported at Quarter one £34,265k (LFC-0204). The main changes are due to budget slippage to 2019/20 (£976k), largely on heating replacement at stations and the replacement of the fire boats, the performance and admin management solution (PAMS) budget now being funded from revenue (£215k) and budget savings (£127k). This is offset by budgets being brought forward from 2020/21 (£284k) for roofing replacements at Clapham Fire Station.

Financial trends

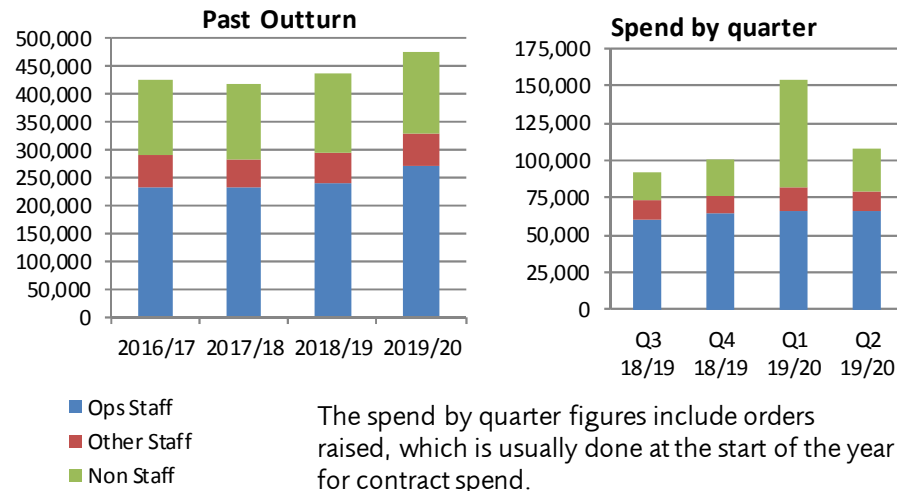
Total Funding for LFC (£m)



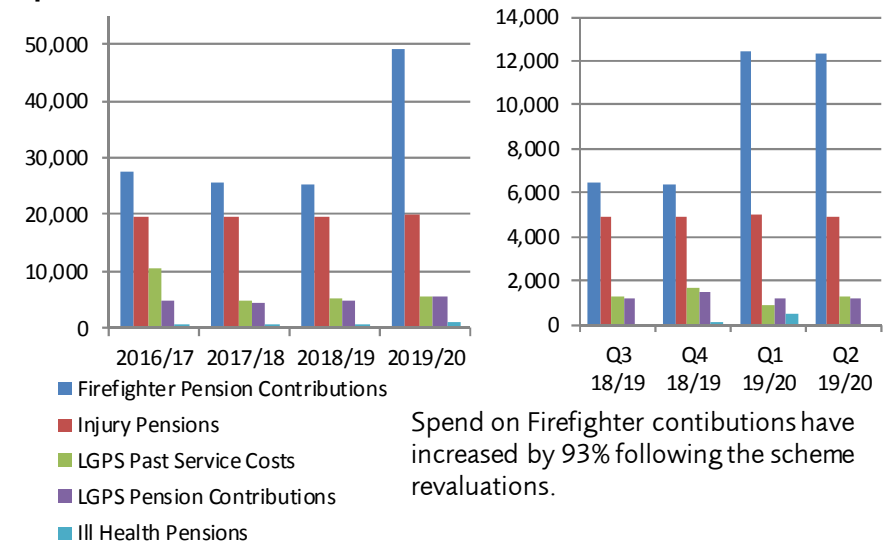
Directorate Spend by Year (£k)



Total Costs (£k)

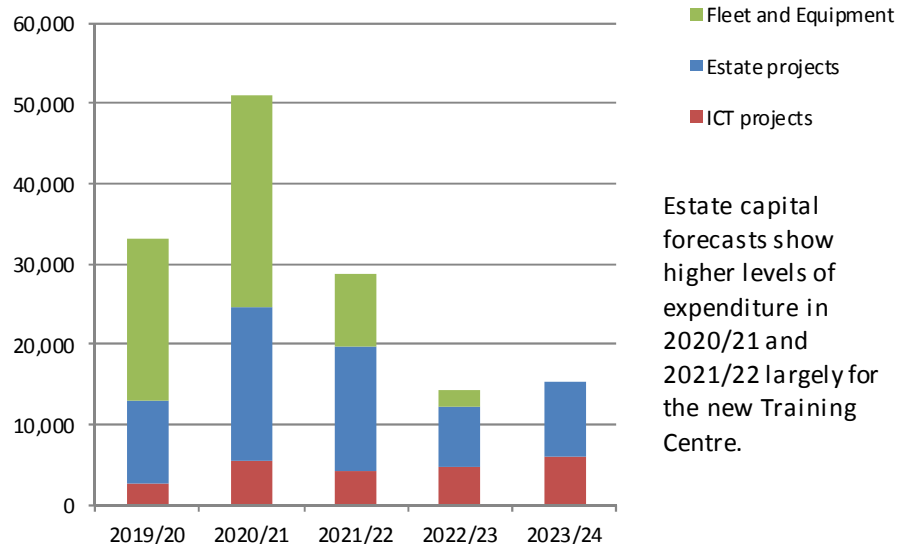


Spend on Pensions (£k)

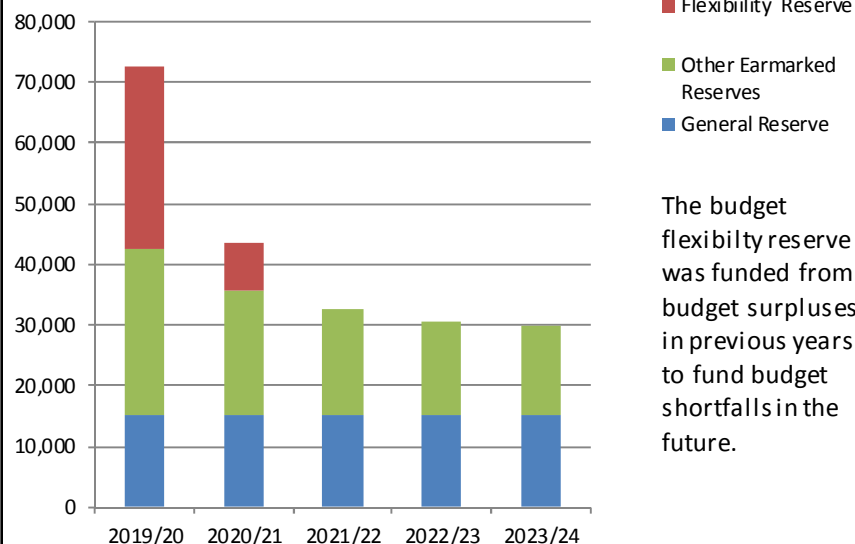


Capital, borrowing and reserves

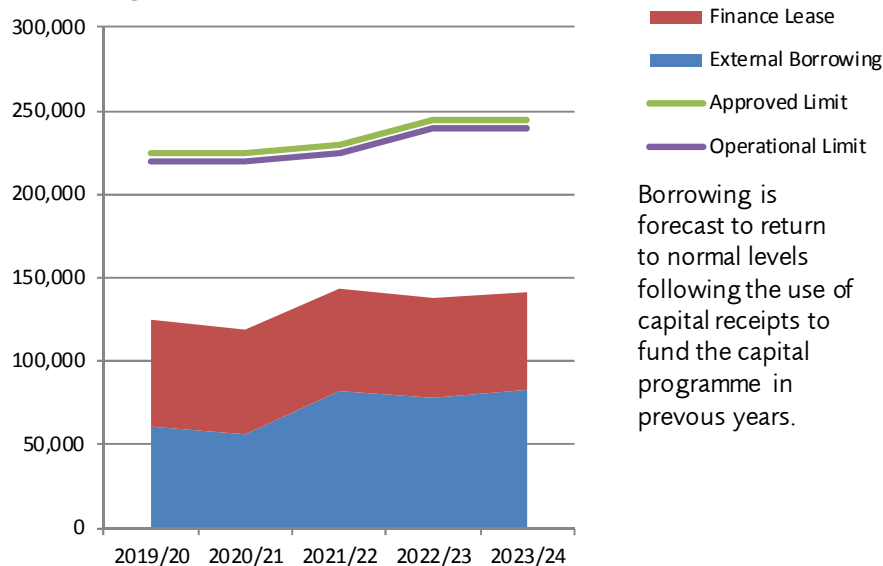
Capital Spend (£k)



Reserve Balance in Future Years (£k)



Borrowing Levels (£k)



Reserves

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

Earmarked Reserves (£k)	19/20	20/21	21/22	22/23	23/24
Additional Resilience Reserve	622	413	413	413	413
Capital Expenditure Reserve	11,745	11,745	11,745	11,745	11,745
Central Programme Office	746	373	0	0	0
Compensation	750	500	250	0	0
ESMCP	2,174	1,846	1,261	0	0
Fire Safety and Youth	1,031	356	163	80	5
Hydrants	367	247	127	0	0
ICT Development Reserve	1,893	641	100	0	0
LFC Control Reserve	729	729	729	729	0
London Resilience	865	0	0	0	0
London Safety Plan Initiatives	3,699	2,859	2,373	2,373	2,373
Organisational Reviews	327	89	0	0	0
Vehicle & Equipment Reserve	1,506	431	210	29	0
Other Earmarked Reserves	899	69	0	0	0
Total	27,353	20,298	17,371	15,369	14,536

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

Key points

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

We'll deliver this aim by:

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

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

Annual indicators

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

H1 : Boroughs below the national average rate for primary fires

H9 : Educating young people on fire and other emergencies

Fire Safety

The Ministry of Housing, Communities and Local Government (MHCLG) consultation on the new regulatory framework and the Home Office call for evidence on the fire safety order have been released. LFB officers seconded to NFCC are leading the national response to these important consultations to ensure

that any new regime improves the current system whilst ensuring that it is suitable and practical. Officers have been involved in further guidance being issued around balconies and buildings shorter than 18 meters.

Our Fire Engineering Group engages with various technical committees and steering groups as well as providing support on a national level to NFCC. Within this quarter they have produced the response on behalf of LFB to the MHCLG consultation 'Building a safe future: proposals for the reform of the building safety regulatory system'. This response sought to promote and advocate robust consideration for vulnerable people as part of the process, that the 'in-scope' buildings did not go far enough, that the proposed thresholds are reviewed and that tougher enforcement and sanctions were needed. The fire engineering group have also offered technical support on a number of fire incidents where unusual fire spread has been identified.

The High Rise Task Force (HRTF) which was established in the week after Grenfell Tower fire has carried out over 1,200 visits since its inception.

At present we have 245 buildings where a temporary change to simultaneous evacuation is in place (as a result of ACM and/or general fire precaution issues). The High Rise Task Force shares information with Central Operations and the Pre-Determined Attendance section to enable Fire Stations to develop their on arrival tactics and update the Operational Risk Database (and Mobile Data Terminal) as necessary.

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

Fire Safety prosecutions

During quarter two, the sentencing hearing for the successful prosecution case relating to a fatal fire in March 2016 was concluded. The responsible person pleaded guilty to 4 offences under the Regulatory Reform (Fire Safety) Order 2005:

- Article 9(1) – Failure to make a suitable and sufficient fire risk assessment
- Article 9(3) – Failure to update the fire risk assessment they had made when Mr Robert's circumstances and smoking habits changed
- Article 11 – Failure to make effective arrangements for the planning, organisation, control, monitoring and review of the fire safety arrangements
- Article 15 – Failure to give effect to appropriate procedures to be followed in the event of serious and imminent danger.

The company was sentenced at Westminster Magistrates Court on 10th July 2019. LFB submitted that the case was one to be categorised as "High" culpability given the seriousness of the breaches and that the risk of harm occurring was also in the "High" category. The company contended that both ought to be considered only "Medium". The sentencing judge accepted LFB's submissions on both points. The Judge then identified that this would lead to a starting point for sentence of a fine of £180,000 for the first offence alone (subject to going higher or lower once the various aggravating and mitigating factors were then factored in). However, he then identified the much improved position at the premises since the March 2016 fire and that there remains 7 vulnerable residents there who would be seriously impacted if the company were to be put out of business. The company had a modest annual profit in the years since the fire of £40,000 to £90,000 and was entirely dependent on income from its local authority financed residents. He sought to ensure a penalty that would be felt by the company but that would not put it out of business. As a result the judge took a much lower starting point of £64,000 then gave credit for the early guilty plea and other mitigation. Ultimately the sentence was:

- Art 9(1) – £32,000
- Art 9(3) and Art 11 – no separate fine
- Art 15 – £12,000

Contribution to prosecution costs of £15,000 and the usual "victim surcharge" of £170. The total to pay is £57,170

We have a further pending case, where warrants have been issued as the defendant has now failed to attend court on two separate occasions. The summons for this case relates to 8 separate offences under the Order. The responsible person has pleaded guilty to the first 7 and not guilty to number 8 but failed to show for sentencing on 2/7/19 at the Old Bailey and a warrant was issued

At the moment we have 37 cases we are investigating and a further 20 cases are with Legal Department.

Notice of deficiencies

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

Quarter 2 2019/20	Total Audits	No. of NODs	% of NODs	No. of ENs	% of ENs
	1987	465	24%	82	4.32%

Quarter two has seen a slight drop in both Notifications of Deficiencies and Enforcement Notices. The table below provides an overview for the last four quarters for comparison.

Period	Total Audits	No. of NODs	% of NODs	No. of ENs	% of ENs
Q1 19/20	2117	549	26.3%	128	6.1%
Q4 18/19	2174	402	18.5%	90	4.1%
Q3 18/19	2343	464	19.8%	79	3.4%
Q2 18/19	2850	571	20.1%	95	3.4%

Grenfell Tower fire update

Please note that this report was prepared before the publication of the Phase 1 report. The Brigade is committed to addressing the recommendations that arise from Phase 1.

At the beginning of October it was [announced](#) that the Grenfell Tower Inquiry's Phase 1 findings were due to be published on Wednesday, 30 October.

Phase 1 of the Grenfell Tower Inquiry, which focused on what happened on the night of the fire, ended in December 2018. During the Phase One hearings, 83 Brigade staff gave oral evidence with a further 262 statements read into the record.

On 16 October 2019, a progress report prepared by GTIRT on the actions taken by the Brigade since the fire, including changes to policy, training and equipment, was provided to the London Assembly Fire, Resilience and Emergency Planning (FREP) scrutiny committee.

Phase 2 of the Inquiry will begin in January 2020 and will be divided into eight modules. The first module will examine matters to do with the refurbishment of Grenfell Tower and cladding. Module 5 is entitled 'firefighting' and will consider matters such as evacuation and stay put, training and communications. Module 5 is expected to begin in November 2020. Module 8 will consider evidence about each of the deceased, in order to establish facts necessary for the purposes of the Inquests. It is not yet known when Module 8 will be heard. The Brigade's Grenfell Tower Investigation and Review Team (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. The Metropolitan Police and Inquiry are continuing to request information and take statements from LFB staff and GTIRT and GCD are continuing to co-ordinate this work and provide information, support and guidance to staff.

Youth work

The Brigade has a long-standing history of delivering a number of children and youth engagement, intervention and education schemes in order to: reduce fire risk; raise awareness of fire danger; safety and prevention; detection and escape from fire in the home. These schemes are aimed mainly at primary and secondary

school age children and young people but some also cover ages up to five years old including visits to nurseries and children's centres. All of the youth programmes delivered by the Brigade are attended by a wide range of participants and also provide the opportunity to increase awareness of the Brigade amongst diverse communities.

Youth engagement and intervention is an integral part of the delivery of London Safety Plan 2017 including a target to reach 100,000 children and young people annually to deliver fire prevention and safety messages. The Brigade's children and youth programmes include a central core offer of the Education Team, Fire Cadets, Crossfire, Local Intervention Fire Education (LIFE) and Juvenile Fire setters Intervention Scheme (JFIS). There are also a range of wider youth engagement schemes delivered at borough level including Junior Citizens, Prison-Me-No-Way, Safe Drive, Stay Alive (SDSA) and The Prince's Trust and we estimate that overall we engage with a minimum of over 220,000 children and young people annually.

Local Intervention Fire Education (LIFE)

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

In quarter two, 13 LIFE courses (14-17) and one Early Intervention course was delivered across London. LIFE have also received funding from Phoenix Housing & Charlton Housing to deliver a 2 bespoke courses for young people living in the Bromley area.

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 two, JFIS received 29 referrals and are currently working with 81 young people including those in Feltham Young Offenders Institute as part of the pilot project. 189 visits were completed by caseworkers and 26 cases were closed during this quarter. At the end of September 2019, JFIS had 25 young people on the waiting list. 13 HFSVs were completed as high priority upon referral to the scheme.

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

Education Team

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

In quarter two, the team visited 102 primary schools seeing 9,792 children and seven secondary schools seeing a total of 1,260 children. Wider visits to SEN schools and taking part in Prison Me No Way covered 900 children, making a total of 11,952 overall.

Fire Cadets

Quarter two has seen a lot of change in the Fire Cadet (FC) Team, with five new FCC's starting, the creation of our new Volunteer co-ordinator role and the consolidation of our new management structure.

11 standard cadet units passed out in July and August and we had a successful visit from the Mayor of London. All continuation units have recommenced, the units that passed out are recruited and in the process of re-opening. The preparation work for the new units which are funded by the Mayor is well under way.

Summer schools were run for all units to ensure that the opportunity to complete their BTEC was available to all cadets.

A promotion Assessment Centre was delivered in September and there is now 80 young people in our Officer Cadet programme alongside approx. 260 standard cadets, more than 20 Junior cadets and up to 13 Ambassadors (interviews pending). The volunteer base is over 100 with more expressing interest on a daily basis and interviews taking place at a rate of four or five a week.

Over the summer cadets supported crews across London with more Open Days, Car Washes, community events and fundraisers than ever before.

One of our Ambassador Cadets Alfie Green came second in a prestigious national cadet competition and was awarded the Lord Lingfield Medal as well as travelling to

South Africa with the other 10 finalists to learn about conservation and community projects

Crossfire

Crossfire is a long-standing community engagement project currently working within the Boroughs of Croydon, Bromley, Lewisham, Lambeth, Kensington and Chelsea, Haringey, Newham, Southwark, Tower Hamlets, Sutton and Bexley. It is designed to meet local partner objectives regarding anti-social behaviour (ASB), crime, fire-setting and hoax-calling. A key benefit of Crossfire's Impact Factor, Junior Impact Factor and All Ages Family Safety Challenge projects is that they all run in conjunction with partner agencies. These range from the likes of the MET Police to Rape Crisis and Drugs and Alcohol teams. In quarter two, Crossfire worked with 4,697 children and young people and 325 adults as follows:

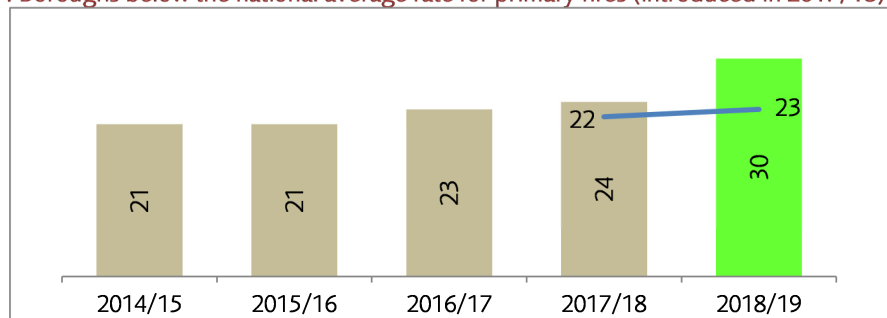
Impact Factor: 730

- Junior Impact Factor: 1,890
- All Ages Family Safety Challenge (children): 1,565 and,
- All Ages Family Safety Challenge (adults): 325
- Young People's Board: 22

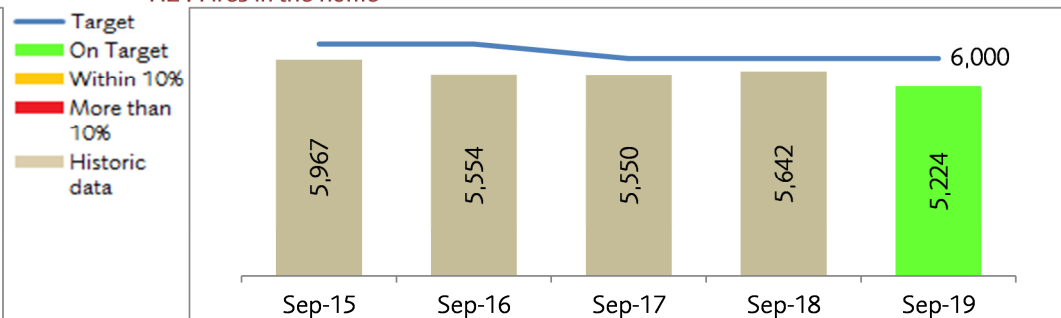
In addition Crossfire provided Water Safety workshops for 490 young people

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

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



H2 : Fires in the home



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.

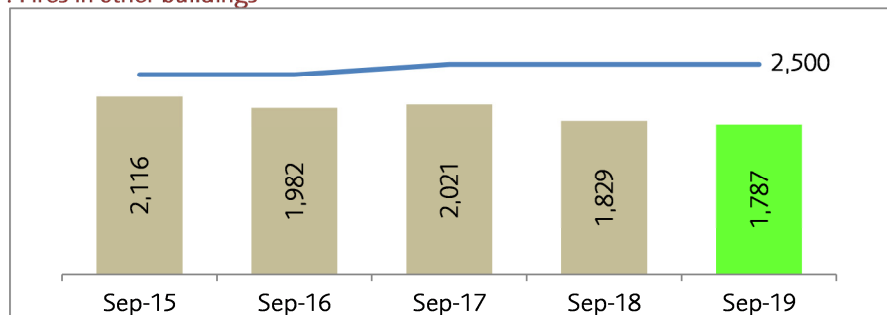
The national rate for primary fires for 2018/19 has been published by the Home Office, the rate is 13.1 primary fires per 10K population, this represents a reduction on the 2017/18 national average (13.3 fires per 10K population). Despite this reduced rate 30 London Boroughs are below the national average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

H2– Fires in the home

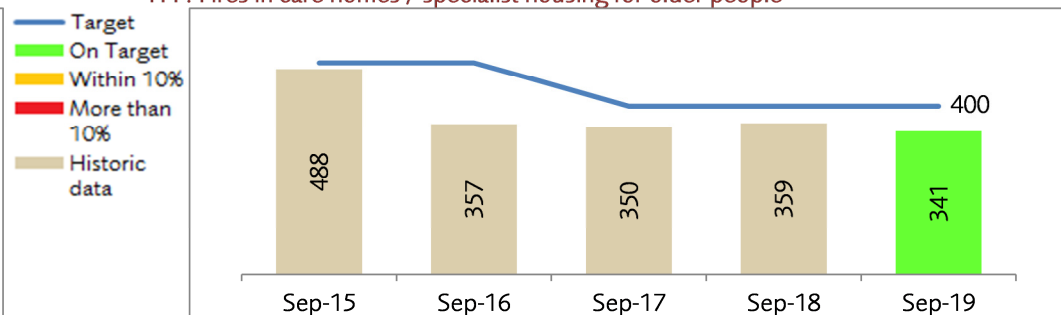
Dwelling fires continue to show steady improvement. They have fallen by 7.5% over the last year and are over 700 below target (6,000). The Brigade continue to work with partners to reduce dwelling fires through targeted HFSVs and visual auditing. Borough based staff continue to engage with partners to identify vulnerable residents, this includes identifying hoarders through local housing teams and other service providers that work with members of the community such as gas and electrical authority staff.

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

H3 : Fires in other buildings



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



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

Both indicators are reporting as green and continue to show steady improvement.

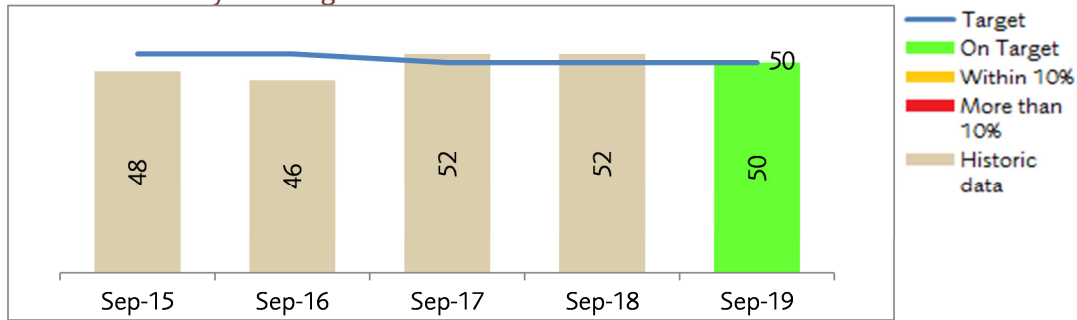
The Brigade continues its work in targeting vulnerable residents including those in care homes and specialised housing and this prevention work is helping to drive down the number of fires in these types of premises.

Fire Safety Regulation has started a programme of training workshops for CQC Inspectors, Local Authority Contract Managers and Care Home Operators to improve monitoring and raise the standards of Fire Safety management in Care Homes and Specialised Housing properties. This will reduce the risk of fire still further, and support care staff to evacuate vulnerable residents safely if a fire does occur.

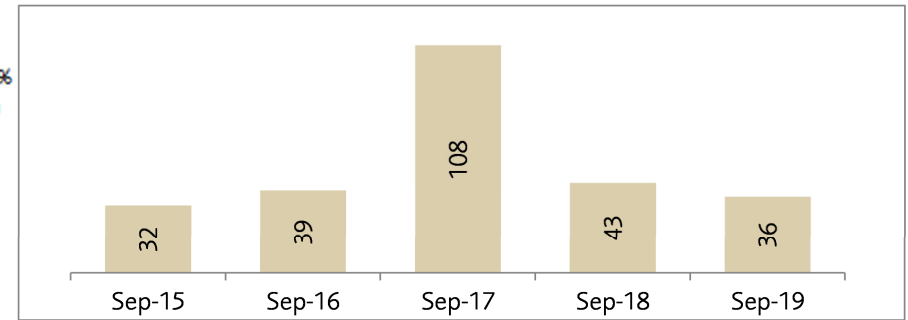
Community Safety are also delivering training seminars to Domiciliary Care Provider companies to raise their understanding of fire hazards and encourage their care staff to carry out person centred fire risk assessments that will identify vulnerable clients that are at risk.

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

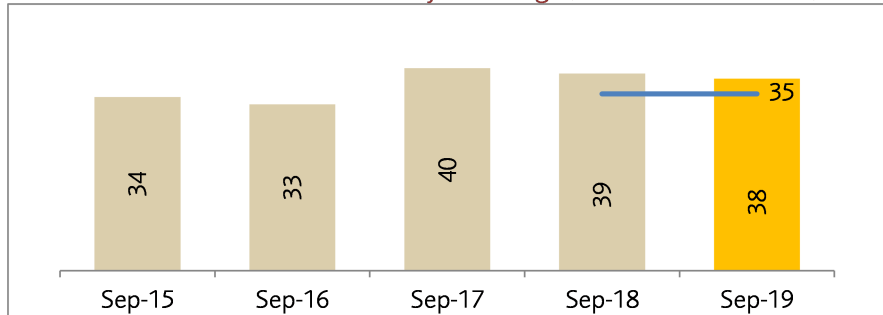
H5 : All fire deaths - 10 year average



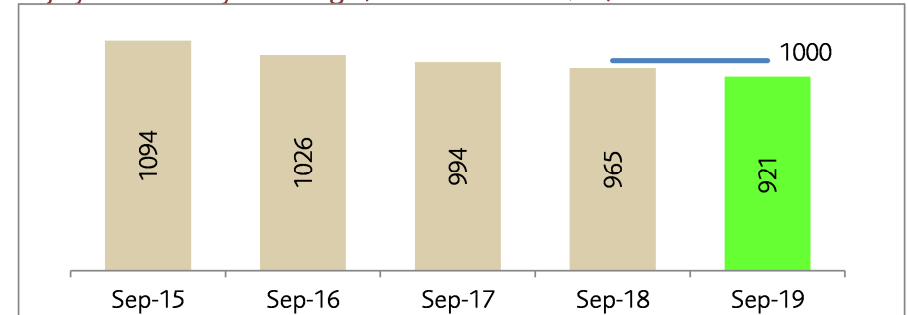
CX3A : All fire deaths - annual



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



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



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

All fire deaths (10 year average) is now reporting as on target. There were 36 fire fatalities in the rolling 12 months at the end of quarter two (30 September 2019). Of the six fire fatalities in total in quarter two, five were accidental fire deaths in the home.

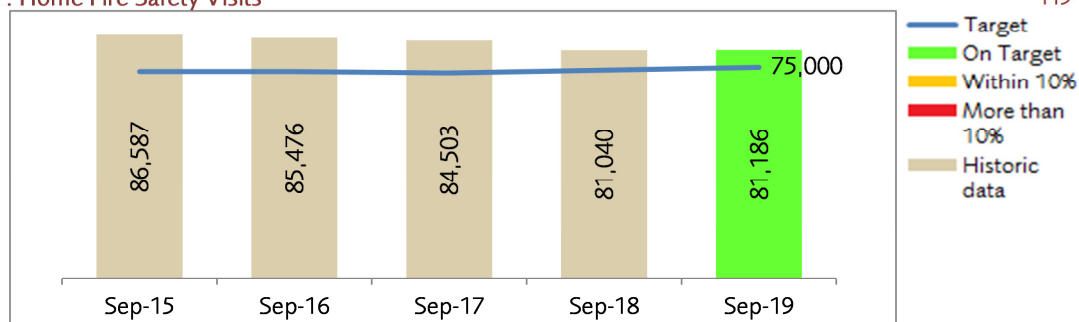
The Brigade introduced the accidental fire deaths target as the Brigade believes it can do more here to drive numbers down and although it isn't currently meeting its target accidental fire deaths in the home continue to fall over the past three years.

Injuries from fire (5 year average) continues to report as green and has shown good improvement over the last five years, having fallen by 16%.

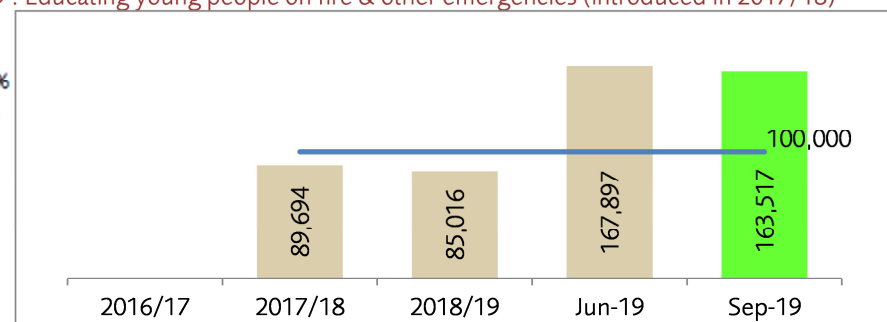
The Brigade is actively looking at ways it can target the most vulnerable for Home Fire Safety Visits and Borough Commanders are enacting individual borough plans and working with local authorities to drive down risk in their areas.

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

H8 : Home Fire Safety Visits



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



H8 – Home Fire Safety Visits

Home Fire Safety Visits (HFSV) are now well established, and continue to exceed their target of 75,000 by over 8 per cent. The annual volume of HFSVs has remained consistently over 80,000 for the last five year. The majority of HFSVs (77.6 per cent) are targeted at of high risk people and places (classified as 'P1'), and includes hot strikes – where localised HFSVs were completed in a building or street following a fire, targeted visits to care homes and sheltered housing, and the structured programme to target high rise buildings post-Grenfell. Most Boroughs increased their targeted HFSV, working with partners to identify hoarders and physically vulnerable residents. Haringey Borough continues to work with Homes For Haringey and Social Services to identify bedbound residents and deliver bespoke HFSV. They continue to work with carers to encourage better identification of vulnerable adults specifically those using emollient creams and airflow mattresses.

H9 – Educating young people on fire and other emergencies

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

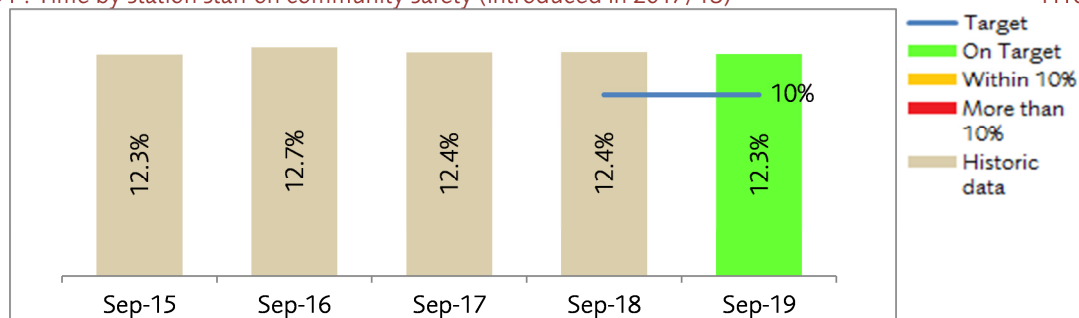
by the Brigade. Reliable data for all seven activities is only available from 2019/20, and showing the data from 2019/20 promotes transparency to underline the change. This table shows the breakdown of the different youth schemes, with annual figures for 2017/18 and 2019/20 for information. The data will continue to be reported quarterly.

	2017/18	2018/19	2019/20 Q1*	2019/20 Q2*
LIFE	635	646	597	573
Fire Cadets	252	320	320	320
JFIS	167	119	119	119
Schools visits	88,640	83,931	69,621	64,051
Sub total	89,694	85,016	70,657	65,063
Crossfire	20,750	14,125	17,120	19,390
Safe Drive, Stay Alive	22,785	21,068	20,613	20,613
Junior Citizens	6,480	51,278	59,507	58,451
Total	139,709	171,487	167,897	163,517

* Rolling 12 month data

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

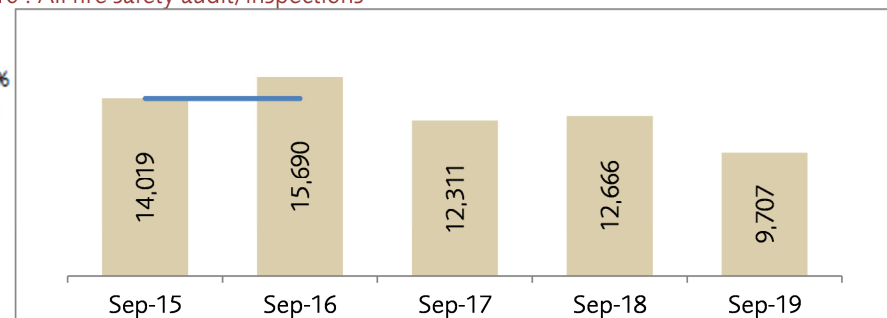
CO1 : Time by station staff on community safety (introduced in 2017/18)



CO1 – Time spent by station staff on community safety

This indicator measures the percentage of available time spent on community safety activity by fire station staff. Performance progress against this indicator has been consistently over 12% for the last five years and is exceeding the target. A more structured brigade wide program of work alongside the Fire Fighters Charity has ensured a broader variety of CFS activities. This has included a charity car wash in every borough, at least one open day in every borough alongside various other events. Station staff continue to visit local schools and deliver a fire safety package specifically for schools identified as medium risk. Packages for high risk schools are delivered by the schools team.

H10 : All fire safety audit/inspections

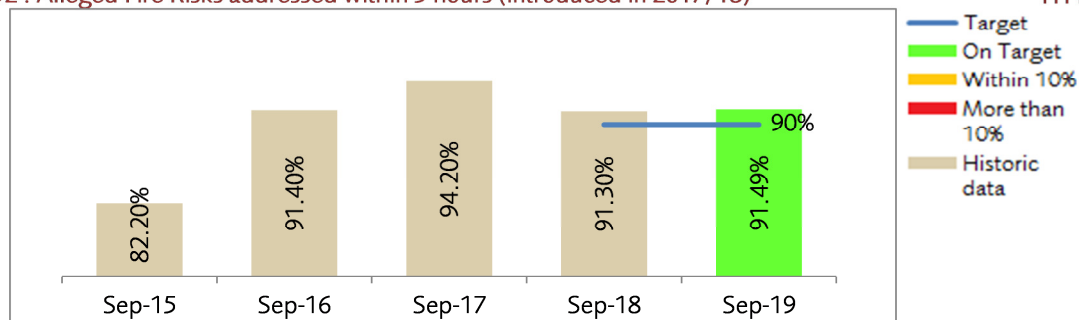


H10 : All fire safety audits / inspections

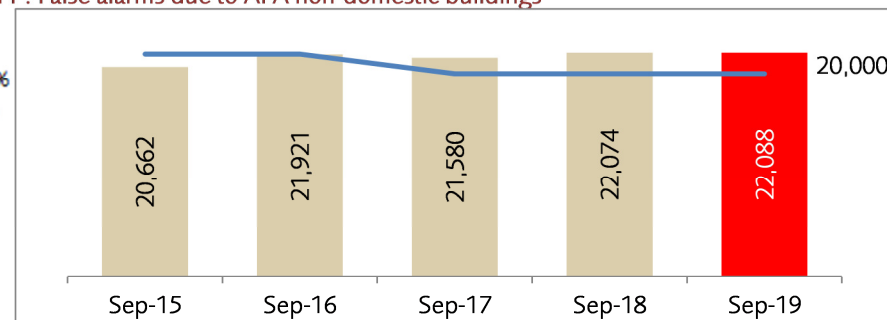
Underlying issues of difficulties in recruitment and retaining staff against external market demand for FS qualified individuals continues to impact establishment levels. We are continuing to take the approach outlined in previous reports, focusing on higher risk premises and a more robust inspection process which once again has resulted in a higher percentage of 'Notifications of Deficiencies, Enforcement and Prohibition notices being issued. This includes more intrusive and detailed inspections of higher risk premises such as care homes. We introduced sixteen new Fire Safety Advisors over quarters 3 and 4 (2018/19), these new members of staff are nearing the end of their training and will soon be contributing to our inspection programme. We are further looking to recruit another twelve Fire Safety Advisors and ten Sub Officers in the coming quarter.

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

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



H11 : False alarms due to AFA non-domestic buildings



CO2 – Alleged Fire Risks

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

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

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

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

A new team has now been established to support AFA reduction and the re-introduction of AFA cost recovery. Training is ongoing. Changes are being drafted to relevant policy related documents with a focus on cost recovery. Premises are being identified and targeted action has commenced.

Response and Resilience – providing a high quality, effective response

Key points

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

We'll deliver this aim by:

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

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

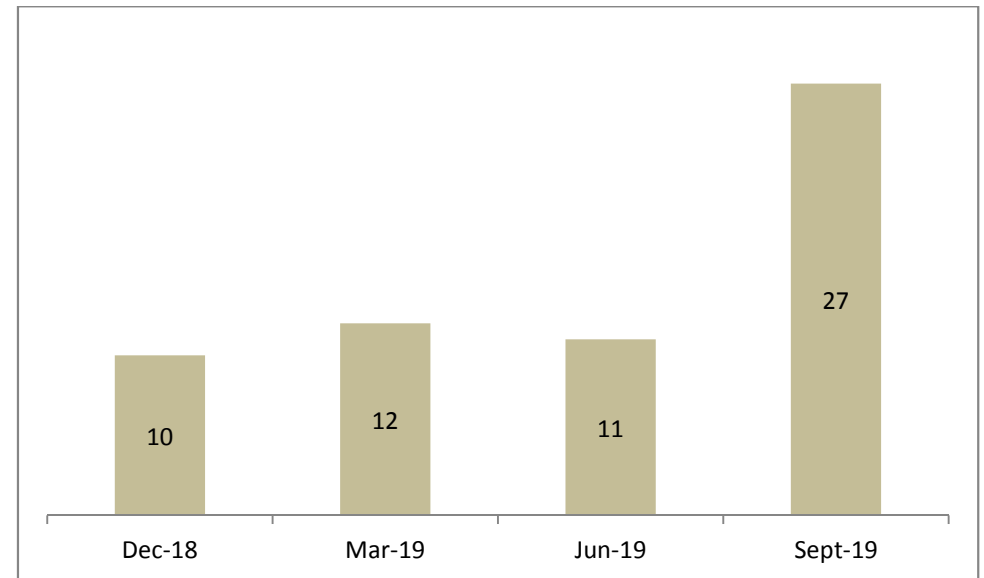
London Resilience

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

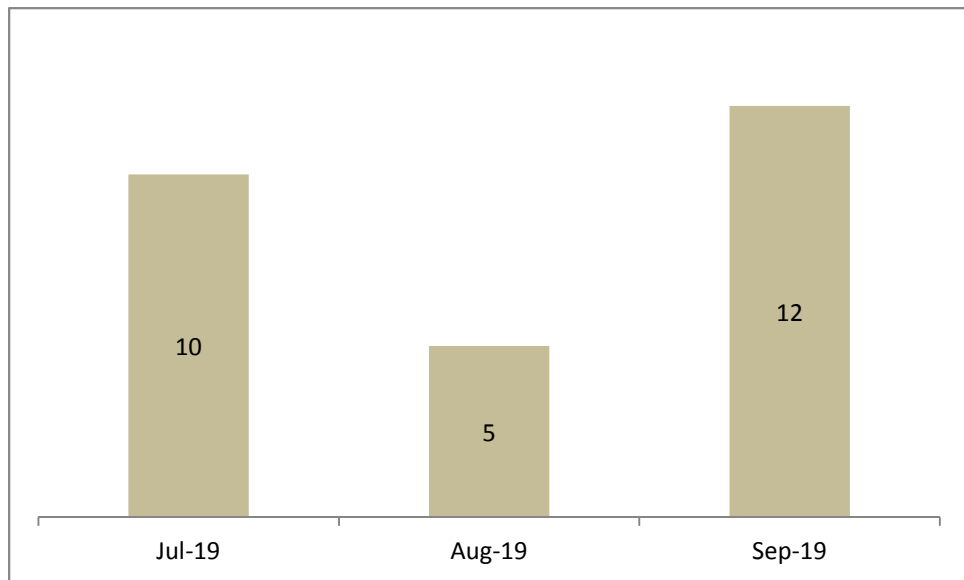
Typically a response will be to an incident that:

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

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



Number of incidents responded to in 19/20 Q2, by month



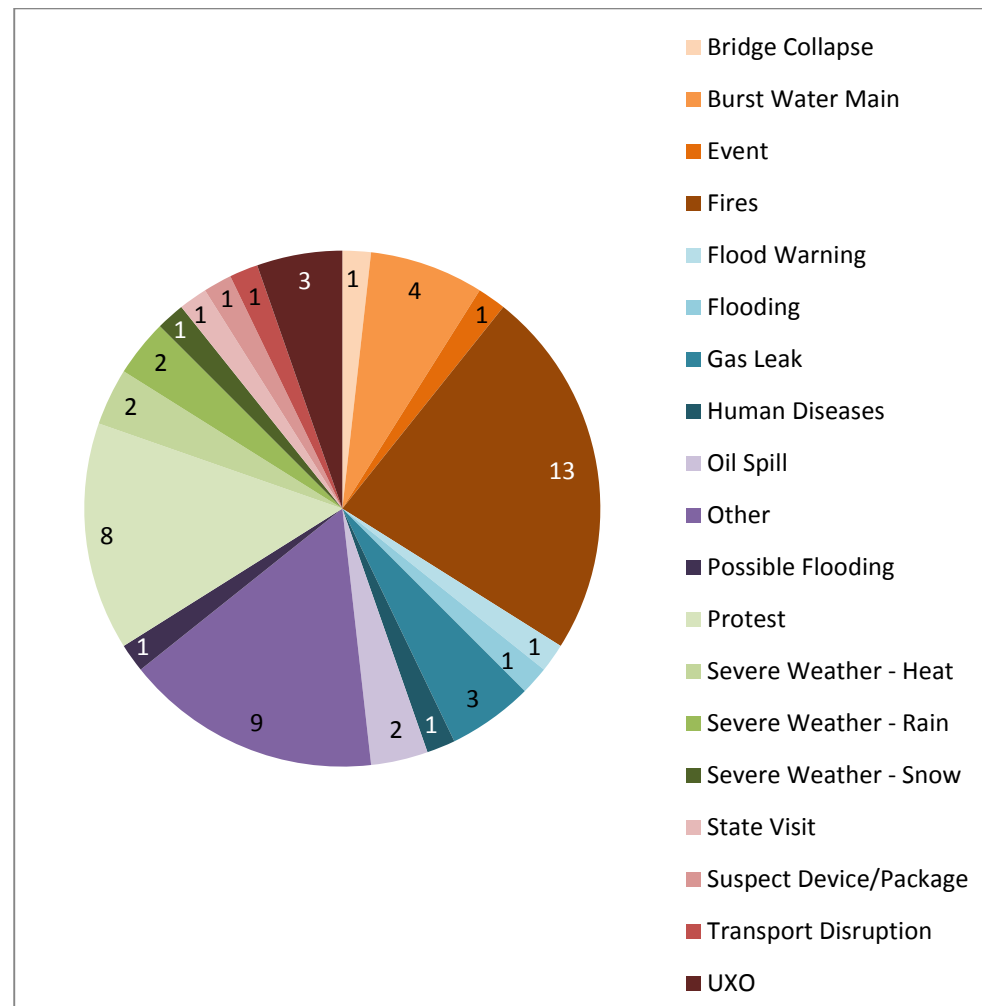
On average LRG responds to over one incident each week (five incidents per month). The graph above shows that in 19/20 Q2 LRG responded to 27 incidents, average of nine per month. Incident responses can vary from a week long response supporting partnership teleconferences and providing communications to the partnership and key stakeholders (such as the response to Extinction Rebellion), to a couple of hours long response to determine that no further action is required and to assure key stakeholders that an adequate response is already in place (such as the response to a leaking water main in LB Greenwich in July).

The incident type responded to over the last 11 months varies and demonstrates the variety of incidents dealt with requiring a flexible approach to response and wide ranging preparedness required. The high proportion of fires responded to is in part due to the complexity and potential for spread or increased impact of that type of incident and also due to the good working relationship between LFB and LRG providing early notification of incidents.

It should be noted that during this period the response to Brexit is not recorded as responding to an incident. Whilst there were 14 SCG meetings in the lead up to

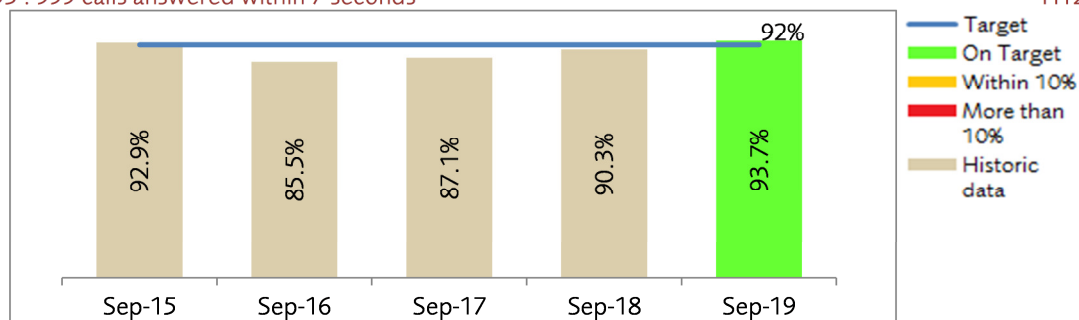
potential EU Exit dates the activity was not recorded as the response to a single incident as the event never materialised.

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

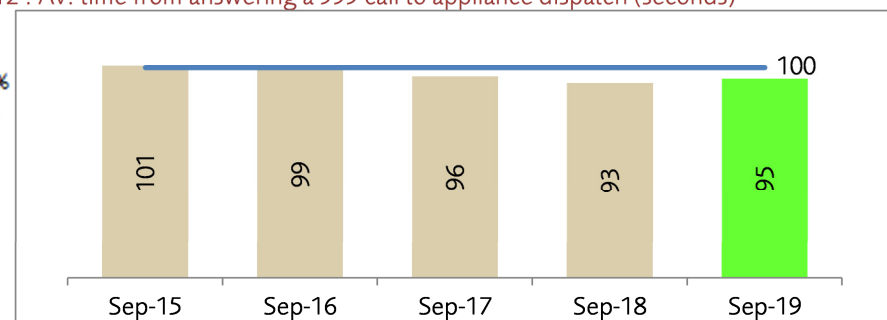


Response and Resilience – providing a high quality, effective response

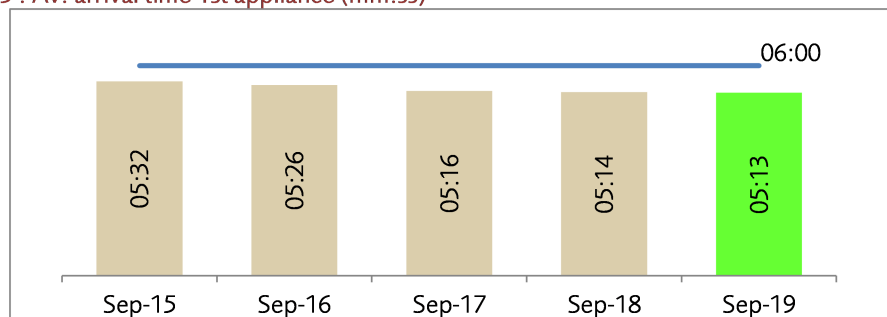
CO3 : 999 calls answered within 7 seconds



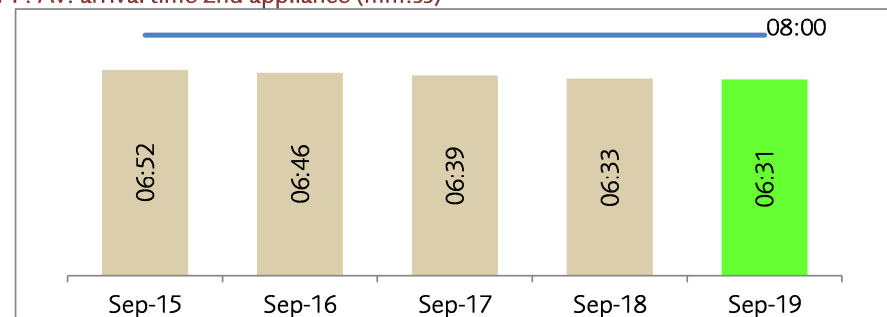
H12 : Av. time from answering a 999 call to appliance dispatch (seconds)



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



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



CO3 and H12 – Call handling

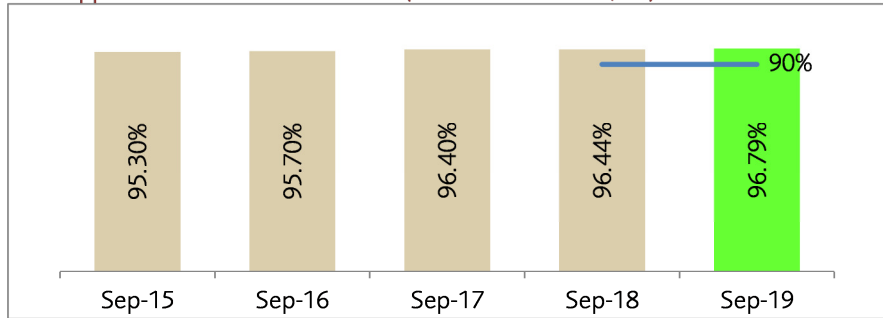
Over the last two quarters we are now seeing above target performance for call handling for the first time since the introduction of the Vision mobilising system in October 2015. This is a testament to the hard work of Control officers, working in partnership with the Brigade's IT engineers and Capita to ensure the control and mobilising system delivers the best possible service to the people of London. This trend needs to continue, and will be supported by the introduction of new performance management processes in the Control room, programmed for the New Year. The relationship between 999 calls being answered, time taken to mobilise an appliance and appliance attendance times is clear. This is why maintaining our improvement across these performance measures remains a key priority as we continue to ensure the Brigade is able to mobilise and deploy resources in the most efficient and effective way.

H13 and H14 – Attendance times

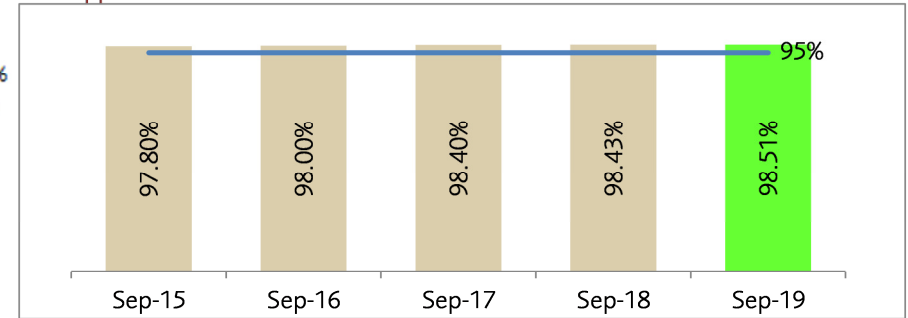
These indicators measure the Brigade's London-wide performance for the time it takes for a first fire engine to arrive at an emergency incident, within an average of six minutes, and a second fire engine, within an average of eight minutes. First and second appliance arrival times have continued to improve steadily. First appliance average arrival times have improved by 16 seconds since June 2015 and second appliance average arrival times have improved by 21 seconds over the same period. This is likely to be due to a combination of factors including the capability of the Vision system which provides geographical mobilising (despatching the nearest fire engine). Turnout times are also a key focus for station management teams and the personal announcement (PA) countdown system helps crews to focus on their timings when leaving the station.

Response and Resilience – providing a high quality, effective response

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



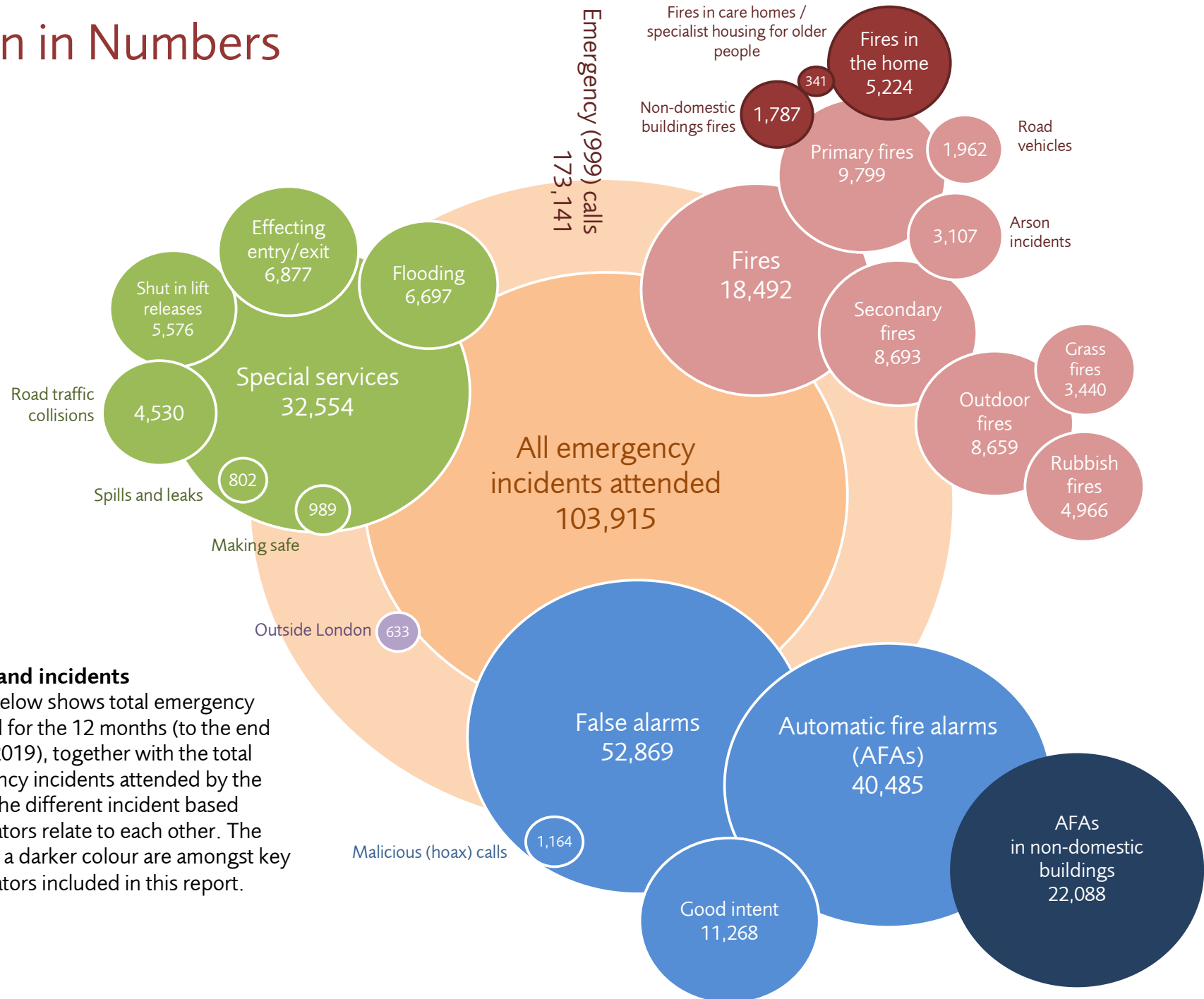
H16 : 1st appliance arrival 12 mins or less



H15 and H16 – Attendance times

The Brigade has a performance standard that a first fire engine should arrive at an emergency incident within 10 minutes on at least 90 per cent of occasions (H15) and within 12 minutes on at least 95 per cent of occasions (H16). Both the 10 minute standard and 12 minute standard are being met and shown steady improvement over the last five years, having increased by 1.5% and 0.7% respectively since September 2015.

Operation in Numbers



Emergency calls and incidents

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

People and Resources – delivering a positive and healthy culture

Key points

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

We'll deliver this aim by:

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

Our work under this aim focuses on activities that develop a positive and healthy culture ensuring that our staff have the right knowledge and skills to do their jobs, and by minimising our costs and providing value for money for Londoners.

Indicators under people and resources focus on sickness levels, improving diversity, pay ratios, health and safety, spend with small to medium sized enterprises (SMEs), CO₂ emissions, and information requests.

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

Annual indicators

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

CO10A : Pay ratio between highest & median salary

CO10B : Gender pay gap - all staff (median)

CO14 : Spend with SMEs

CO15 : CO₂ reduction from 1990 levels (%)

Staff Survey

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

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

Departmental action plans are regularly updated and are available for staff to view on Hotwire and the corporate plan will soon be published. The project team have recently met to agree objectives, question set and timescales for next survey and a report will be submitted to the Commissioner's Board for approval.

Inclusion Strategy

The Brigade has a 10 year inclusion strategy which sets out to create an environment in which every member of staff is able to give their best and to deliver a diverse workforce at all levels, and in all occupational groups, through recruitment, development and progression and to work with all our staff to create safer and more effective teams. Heads of Service have been implementing the actions contained within the strategy and end of year reporting on the progress of the actions within the strategy was presented to the Commissioner's Board on the 3rd July. The following recommendation was also agreed "That the Commissioner's Board notes the transfer of the Equality Manager post to the People Services Department, the action updates at appendix 1 and that the Inclusion Strategy, including governance, reporting and assurance arrangements should be reviewed."

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

In June 2019 two Equality Managers were recruited to join the existing Inclusion Team, and a process of review of the Strategy commenced in October 2019. This will involve consultation on revised strategic objectives and a new plan of implementation. The Inclusion Board will also be reviewed and re-established as part of this process.

Sustainable Development Strategy

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

The strategy has 47 actions: 38 actions have been completed, eight actions are on target and one remains off target, with work in progress to complete these.

Completed actions for this quarter include:

- The approval of the Single Environment Plan, bringing together all relevant areas of environmental risk, impact and targets in one plan. It aligns to the Mayor's London Environment Strategy, addressing policy areas the LFC is expected to deliver as well as identifying further actions considered necessary to manage our risks.
- The Fire, Safe & Well pilot, which aimed to use our influence for positive benefit to the community by incorporating broader support and advice around falls prevention, smoking cessation, social isolation and fuel poverty concluded. Evaluation of the pilot is to follow.
- The Environment Matters online guidance tool developed in collaboration with Avon & Somerset FRS was released in September and is available to all staff. Uptake of the module has been widespread (some 400 staff started) since launch, and will continue to be monitored.

The one action which remains off target is to undertake an environment induction with new recruits and non-operational staff. This action is complete for non-operational staff, but is yet to be actioned for new recruits and we are in conversation with Training and development to determine how to address this.

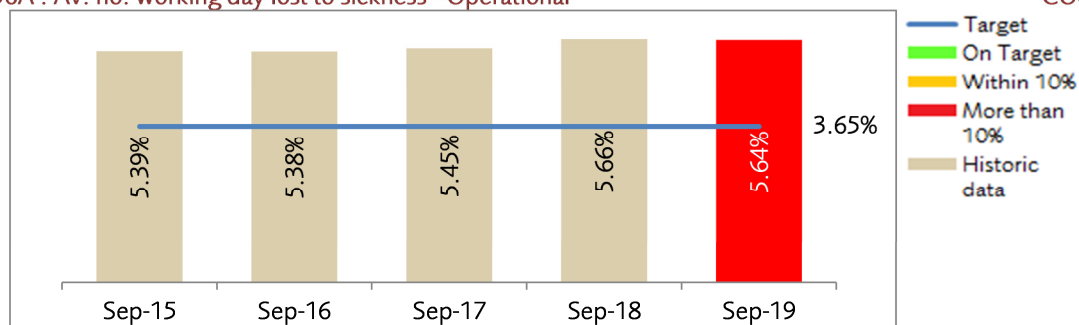
Internal audit plan

The Mayor's Office for Policing and Crime (MOPAC) provide the Internal Audit service to the Brigade under a shared service arrangement. All of the reviews agreed under the 2018/19 audit plan have been completed resulting in an overall adequate assurance rating in our annual report, which was presented to the Commissioner's Board in June 2019.

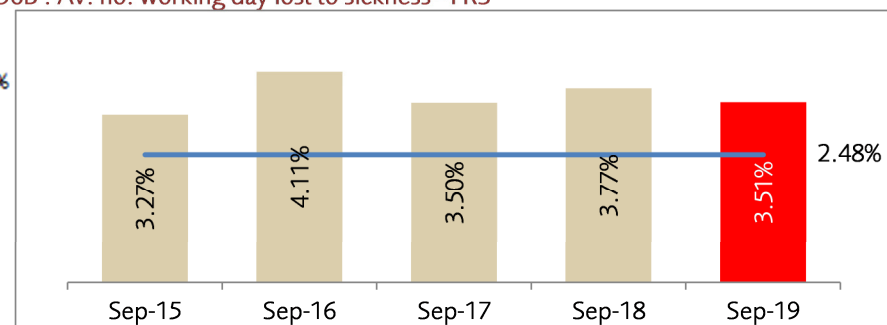
Work has commenced against the 2019/20 audit plan with one risk and assurance review and five follow up reviews completed to final report stage and a further four risk and assurance reviews at fieldwork stage.

People and Resources – delivering a positive and healthy culture

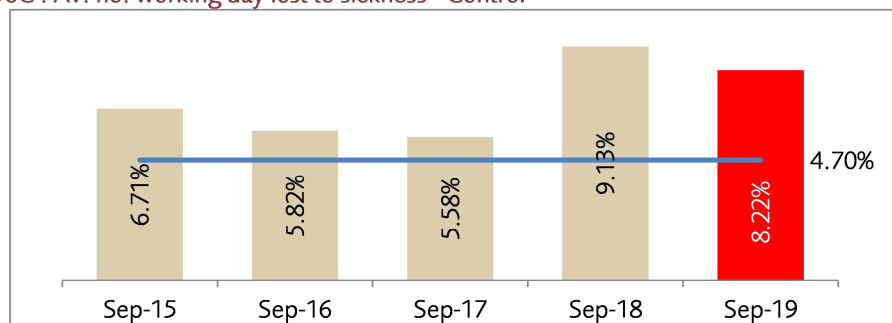
CO6A : Av. no. working day lost to sickness - Operational



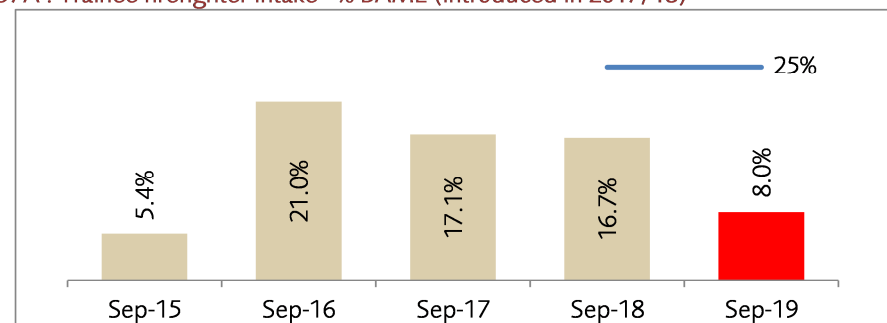
CO6B : Av. no. working day lost to sickness - FRS



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



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



CO6A, CO6B, CO6C – Sickness average days lost

Sickness over the last 12 months for all staff groups has decreased. Sickness for operational employees has decreased marginally from 5.66% to 5.64%. FRS sickness stands at 3.51% compared to 3.77% twelve months ago and control staff sickness absence has decreased more significantly from 9.13% to 8.22% as at end September 2019. All staff groups remain above target.

Representative bodies are being consulted on the draft version of the new Managing Attendance Policy. The policy is due to be launched towards the end of the first quarter of 2020, which is when the Brigade's Staff Attendance Recording System (StARS), can be launched.

Stress, anxiety and depression (SAD) remains the main reason for sickness amongst all three staff groups in the twelve months to September 2019. A number of

sickness absence cases associated with the Grenfell Tower response have recently been concluded but there remains a number of live cases which the Brigade continues to manage.

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

- LFBs new Mental Health Awareness package is being piloted ready for a launch to the workforce in November 2019.
- LFB launched its Mental Health First Aid initiative to the workforce on 8 October 2019 with the intention that training courses begin in January 2020.
- LFBs staff mental health support group – United MINDs ran a successful mental health conference on 8 October 2019 with over 130 staff attending and listening

to both internal and external speakers, participating in workshops and networking

- The integration of a training input by Counselling and Trauma Services Team into LFBs Firefighter Development Programme remains on target to be implemented in the of summer 2020, subject to the Firefighter Development (FFD) Review Board agreeing appropriate timelines for this change to be made.
- Work to explore the feasibility of introducing a dedicated Peer Trauma Support Group to support the work of Counselling and Trauma Services continues. It is envisaged that a new post will be established in early 2020 to co-ordinate this work. LFB, via its engagement with the Royal Foundation Stakeholders Group, supported and participated in the launch of the Crisis Messenger service for all blue light service workers on 9 September 2019 .
- LFB's continued work with the Firefighters Charity will see a pilot of a blue light service resilience programme being made available to staff in early 2020.
- Work continues to facilitate and lead the Welfare Coordination Group that brings together all departments within LFB and external to LFB (Firefighters Charity, Chaplaincy, Welfare Fund) to focus resources and efforts on staff wellbeing initiatives.
- The London School of Economics research project and survey related to the effects of trauma on a watch based culture will now be released to staff in Firefighter, Crew Manager and Watch Manager roles at the of November 2019 following feedback on the survey's content.
- To promote the effects of the menopause and provide a better understanding to managers about the issues faced by women, an event is to take place on 18 October 2019 to coincide with World Menopause Day
- LFBs FF nutritionist is running "mess" workshops for mess managers at fire stations during October 2019. It is envisaged that at least 30 mess managers will attend these initial sessions with more to be programmed throughout 2020. The workshops will encourage mess managers to prepare suitably portioned and healthier meals.

- Invitations to attend fitness testing sessions for all operational staff will start to be sent out at the end of November/beginning December 2019 so that the programme of testing can commence in January 2020.

CO7A, CO7B – Improve diversity of firefighter intake

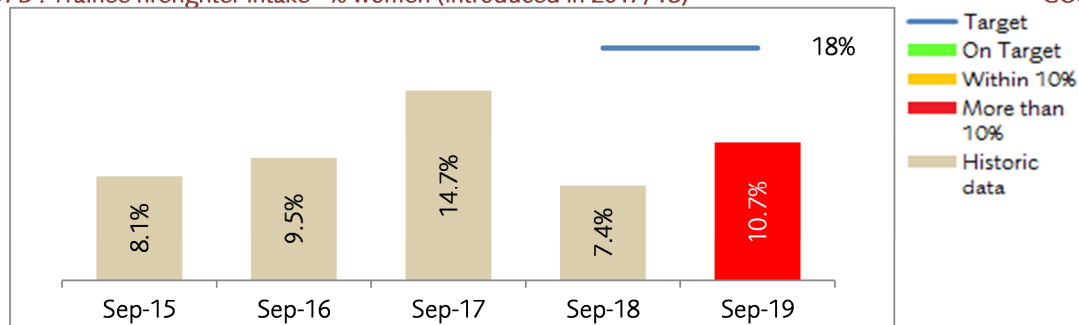
The April firefighter recruitment process continues to retain and support underrepresented groups, maintaining the percentage of applications from these groups, BAME at 40%, women at 29% and LGBT at 7.4% of the total applications. Some of this intake have now commenced training and work has commenced to support new firefighters in the workplace to retain our best talent and improve diversity. However it will take longer for this improvement to be reflected in the annual figures.

A continuous equality impact assessment at every stage of the assessment process is being conducted to identify and mitigate any adverse effect on any group and an evaluation process is being built in for continuous improvement.

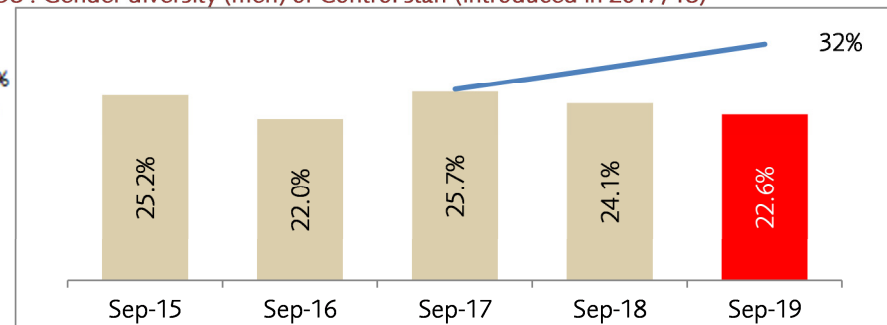
We continue to build on the recommendations made following the research conducted into women and BAME communities to overcome the barriers and encourage applications for the firefighter role. The Outreach team have focussed their strategy on building links with employment agencies in high BAME areas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

People and Resources – delivering a positive and healthy culture

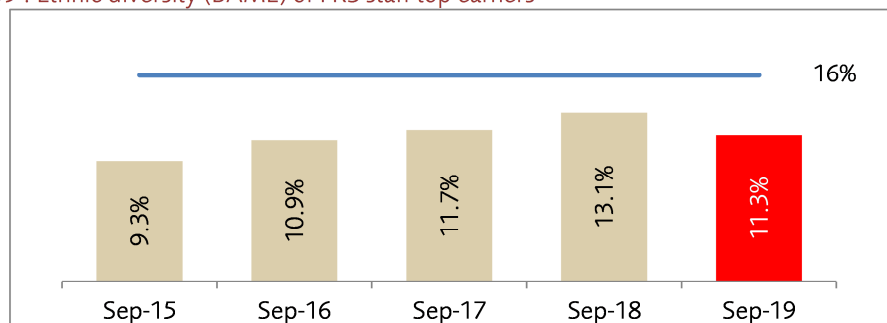
CO7B : Trainee firefighter intake - % women (introduced in 2017/18)



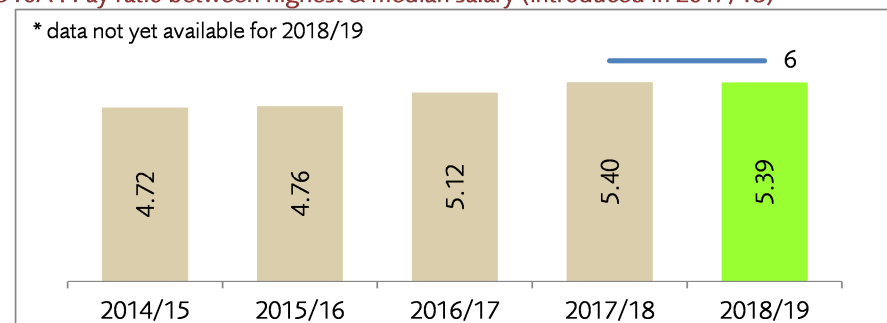
CO8 : Gender diversity (men) of Control staff (introduced in 2017/18)



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



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



CO8, CO9 – Gender and ethnic diversity

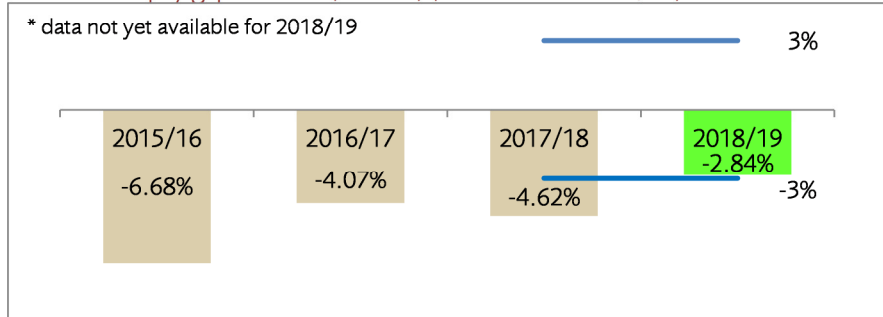
Progress in these areas (gender diversity in Control, and diversity (BAME) of FRS staff top earners) is affected significantly by individual joiners and leavers, given the low numbers involved, and the low turnover rates of staff at senior levels in the FRS staff group. LFB published its ethnicity pay gap report in March 2019 which demonstrated a pay gap across full and part time roles in favour of white staff at FRS (despite a 0% gap overall), and specific work is being undertaken by the Inclusion Team to address this including consulting with staff support groups and representative bodies, and the development of a working group to address the lack of assessor training for FRS roles.

CO10A – Pay ratio

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

People and Resources – delivering a positive and healthy culture

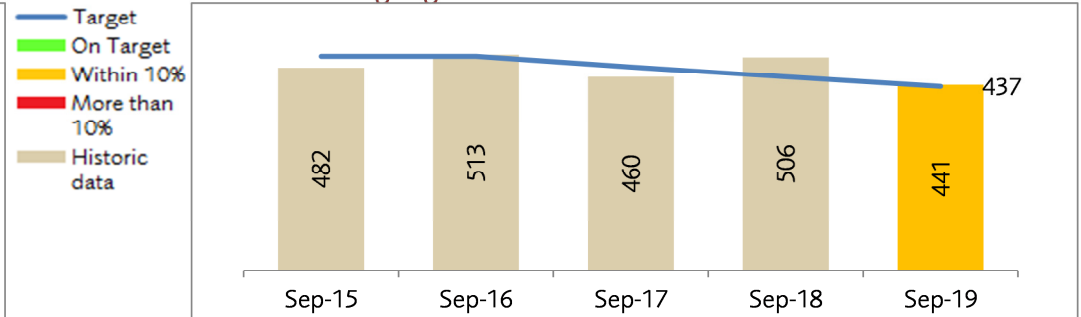
CO10B : Gender pay gap - all staff (median) (introduced in 2017/18)



CO10B – Gender pay gap

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

CO11 : RTCs involving Brigade vehicles

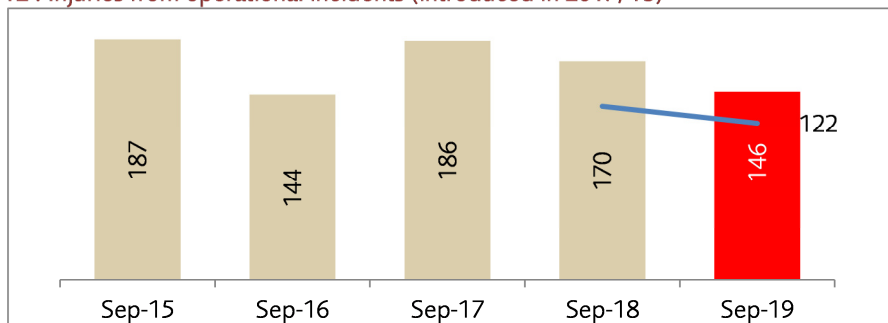


CO11 – RTCs involving Brigade vehicles

The target for Road Traffic Collisions (RTCs) involving Brigade vehicles (441 versus a target of 437) is not being achieved. Road traffic collisions have however reduced by 14% when compared to the same period last year.

People and Resources – delivering a positive and healthy culture

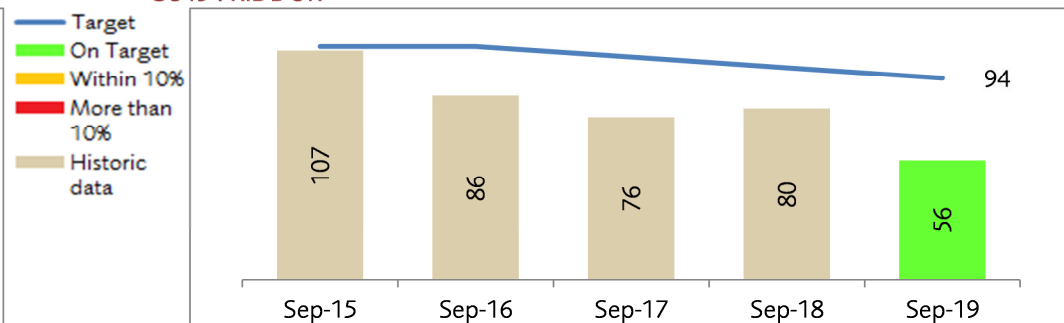
CO12 : Injuries from operational incidents (introduced in 2017/18)



CO12 – Injuries from operational incidents

The target for injuries from operational incidents is not being met (146 versus a target of 122). This target was set against the lowest recorded figure for operational injuries from 2016/17 and is an ambitious target. Officers are working to identify how we can further target reductions in operational injuries. A new accident database went live on 1 October 2018 and in the medium to long term it will allow us to better analyse how, why, when and what sort of incident injuries are occurring, which will then allow us to better target proactive interventions.

CO13 : RIDDOR

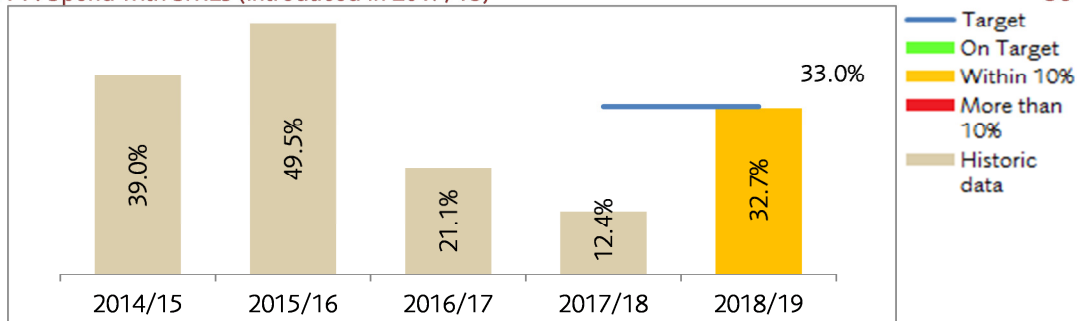


CO13 – RIDDOR

The target for injuries reportable to the Health and Safety Executive (HSE) under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) is being met (56 versus a target of 94); long term performance has seen significant improvements with a 48 per cent reduction when compared with the rolling 12 month figure for September 2015 (107).

People and Resources – delivering a positive and healthy culture

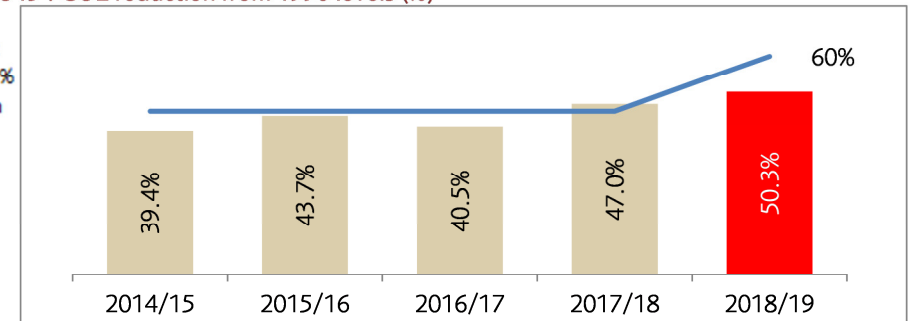
CO14 : Spend with SMEs (introduced in 2017/18)



CO14: Spend with SMEs

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

CO15 : CO2 reduction from 1990 levels (%)



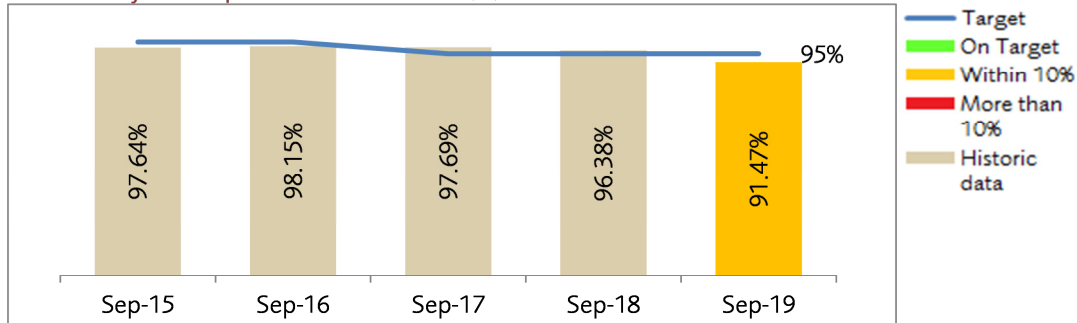
CO15: CO₂ reduction from 1990 levels

Having achieved the interim target of 45% reduction by 2020, performance is now measured against the follow on target of 60% reduction by 2025. This is a significant increase in the target, so a carbon strategy is in development to identify further measures required to achieve 60% reduction.

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

People and Resources – delivering a positive and healthy culture

CO16 : Statutory info requests handled on time (%)



CO16: Statutory information requests handled on time

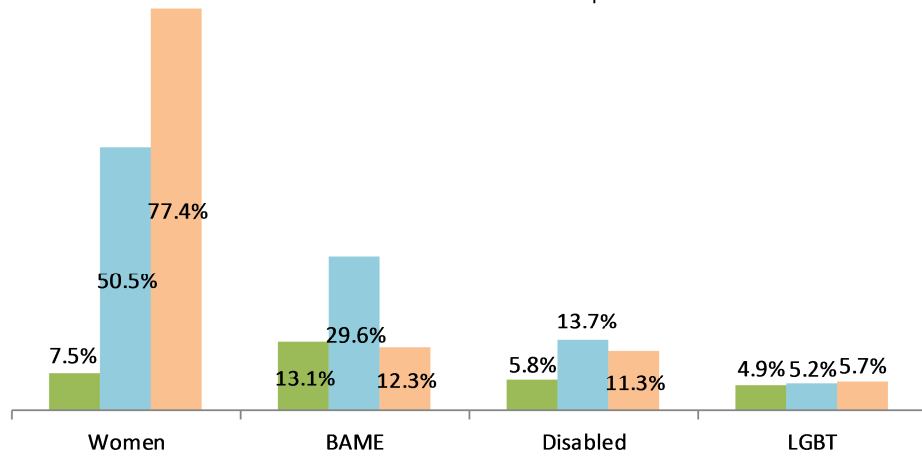
This indicator measures how well the Brigade is meeting the statutory deadlines for responding to information requests under the Freedom of Information Act (20 working days) and the GDPR/Data Protection Act (one calendar month).

Performance remains just below the target for the year. Performance at end Q2 is impacted by (a) a number of complex cases involving large numbers of documents, particularly data protection subject access requests most often linked to staff grievance/discipline cases; and (b) 44 data protection subject access requests received on the same day in September 2019 where the data subjects share the same common interest.

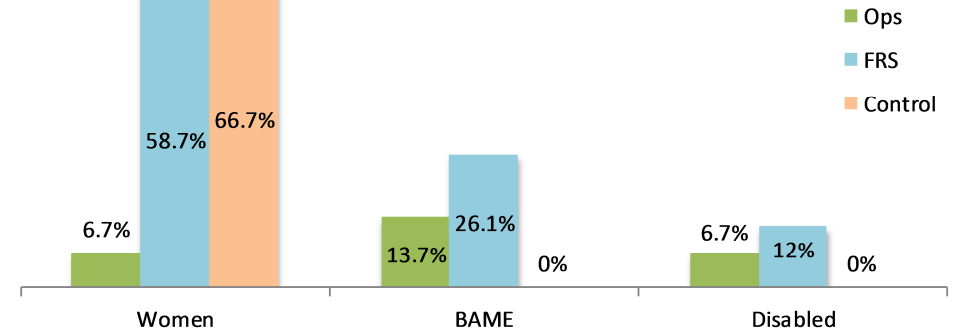
Key People and Resources Information – workforce composition

Workforce composition*

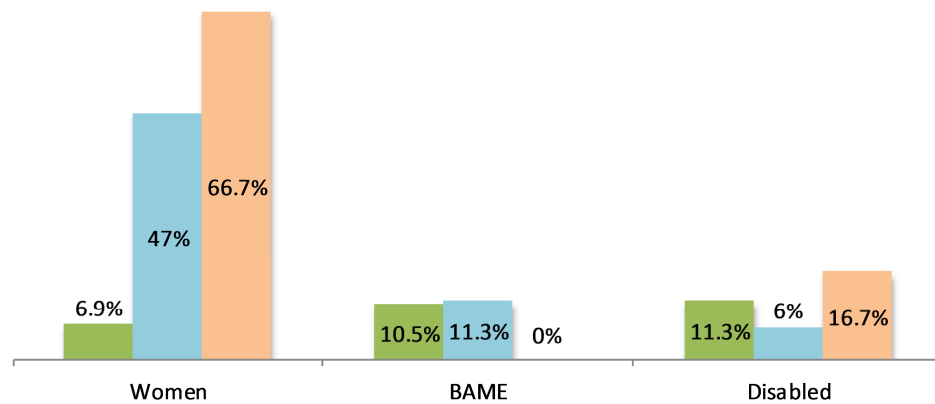
*due to the small numbers of LGBT staff, we only publish data for the overall workforce composition as it may be possible for individuals to be identified



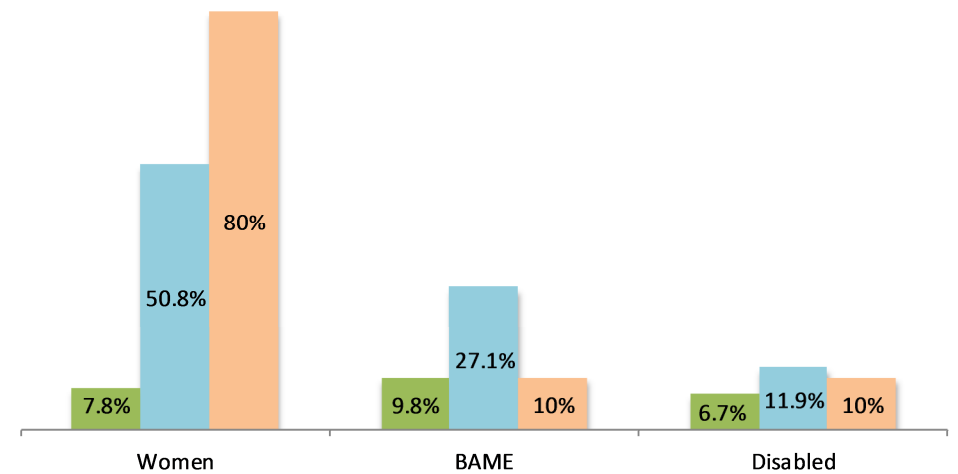
Workforce promotions



Workforce top earners



Workforce voluntary leavers



Delivering on the London Safety Plan

LSP (2017) Commitments – key highlights

The London Safety Plan (2017) was approved by the London Fire and Emergency Planning Authority on March 2017. The Plan details how the Brigade will help make London the safest global city. The Plan is structured into three aims (prevention and protection, response and resilience, people and resources) as well as five overarching principles in terms of how we'll deliver our services. Our principles include a renewed focus on collaboration and inclusion. The Plan is also supported by a series of commitments across the aims and principles to ensure plan delivery. As at the end of quarter one 2019/20 there are 38 ongoing commitments. There commitments have been closed in 2018/19 and one in quarter one 2019/20. Three commitments are currently off track (amber) as follows:

LSP20 Improving our Command Unit functionality.

Please refer to the Command Unit Replacement (CUR) project update on page 42.

LSP24 Improving the co-responding process for crews

Co-responding post pilot review submitted to SADB and ODB. Co-responding - next steps report awaiting consultation/review. Draft proposals on pay and broadening the role of fire fighters rejected by representative bodies. Awaiting national or local agreements to progress co-responding.

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

Please refer to the Emergency Services Network (ESN) project update on page 42.

Our Risk Perspective

Risk management

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

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

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

Code	Risk Description	Score
CRR21	The Brigade's Adult Safeguarding Framework does not support effective and efficient referrals to appropriate agencies to adequately support the needs of vulnerable people	6
CRR22	Brigade ICT services are affected by a cyber attack	9
CRR23	Staff do not get support for their mental health problems which negatively affects individual wellbeing and organisational effectiveness	6
CRR24	Our capacity to deliver change is exceeded meaning that benefits are not fully delivered	8
CRR25	Brigade services are vulnerable to a pandemic outbreak	2
CRR26	HM Inspection results in areas of the service receiving a poor or inadequate rating which reduces public confidence in LFB	4
CRR27	The resilience of the Brigade is impacted by a series of large scale major incidents, potentially terror related.	6
CRR29	The Grenfell Tower Fire Public Inquiry results in conclusions about Brigade policies or actions which reduce staff/public confidence and / or public safety.	12
CRR30	High sickness levels result in a reduction in operational resilience	6
CRR31	Operational vacancies at the Firefighter grade impacts on operational resilience	6
CRR32	Newly commissioned training requirements are not accurately planned, specified, or evaluated	6
CRR33	The training provider is unable to provide effective and efficient training to deliver the Brigade's needs	9
CRR34	Non contracted training provision does not effectively and efficiently secure maintenance of skills	9
CRR35	The United Kingdom leaves the European Union causing disruptions to communities, infrastructure or costs sufficient to challenge LFB service delivery through disruptions to services, suppliers, or by demand increases	3

There are currently 22 risks on the Brigade's strategic risk register. There are five 'red' risks, the highest of which relates to the Grenfell Tower Fire Inquiry and public confidence. There have been no significant changes to the register since the last report, however officers are mindful of ongoing developments with regards to the Brexit risk with particular focus on control measures to ensure the maintenance of key services and supply chains.

Securing business continuity

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

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

Business continuity planning

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

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

Business continuity exercise and testing – 'Autumn falls' exercise – 26 September 2019

The Brigade took part in the 'Autumn falls' exercise on 26 September 2019. This was a no notice live exercise to test the response of the emergency services to three simultaneous Chemical, Biological, Radioactive, Nuclear (CBRN) attacks at London locations with very high public attendances at Westfield in Stratford, King's Cross Rail Station and Twickenham Stadium.

Led by the Metropolitan Police Service (MPS), the exercise was designed to be as realistic as possible, with multiple scenes of operations involving several hundred firefighters and officers working alongside partners from the MPS and London Ambulance Service (LAS).

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

Role to rank implementation

The Brigade is in the final stages of moving from a role structure to a rank structure with the go-live date scheduled for 15 October 2019. The change is a move forward to a better structure which will ensure more officer availability, better stability of officers on watches and increased appliance availability at key times of each shift.

Due to the large amount of changes required to most of the Brigade IT systems, the changes will be phased in. However, the main changes to the Vision and StARS systems will be made in the early hours of 16th October, prior to change of shift. Owing to the scale of the changes, the Brigade's business continuity arrangements will be placed on standby to monitor the transition.

Business disruptions

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

With 31 October 2019 as the current Brexit deadline at the time of writing, the Brigade has re-instigated a regular reporting tempo of daily situation reports (SitReps) and weekly internal Brexit Coordination meetings. This not only ensures the Brigade meets reporting schedules set by the Home Office and Ministry of Housing, Communities and Local Government (MHCLG), but also ensures the Brigade identifies any emerging Brexit-related issues in a timely manner. Daily reporting also provides an opportunity for the Brigade to test our reporting and SitRep systems, which play an important role in the management and coordination of our Strategic Response Arrangements (SRA).

We continue to work with partners to strengthen our resilience and to review our planning assumptions to ensure we are able to carry out our responsibilities as a Category 1 responders under the Civil Contingency Act (2004)

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 September 2019, there were 13 'A' governance projects (those which affect multiple directorates; have a significant business impact and/or are of particular risk to the Brigade).

Governance	Strategic Aim	Project/Programme Name	Q1	Q2	Budget (£m)	Estimated Spend (£m)	Stage	Original End Date	Forecast End Date
Active Projects/Programmes									
A	2	Mobile Data Terminal (MDT) Replacement	G	B	£2.1m	£2.1m	Deliver	31/01/2016	31/01/2020
A	2	Emergency Services Network (ESN)	A	A	£3.3m	£3.3m	Plan	30/03/2019	31/12/2022
A	1	Command Unit Replacement (CURP)	A	A	£3.24m	£3.24m	Plan	31/03/2019	31/10/2021
A	2	Integration of National Operational Guidance into LFB	A	A	£900k	£900k	Plan	31/12/2018	31/01/2020
A	1	HMICFRS Inspection	G	G	£150k	£150k	Deliver	30/04/2019	20/12/2019
A	2	Respiratory Protective Equipment (RPE)	G	A	£10.1m	£10.1m	Define	31/12/2021	31/12/2021
A	3	Zero Emission Pumping Appliance 1 (ZEPA1)	G	G	£2.1m	£2.1m	Plan	31/08/2022	04/09/2023
A	3	Apprenticeships	G	G	Nil	Nil	Deliver	29/11/2019	29/11/2019
A	3	Operations Support Centre (OSC)	G	G	£7.5m	£4.3m	Deliver	31/01/2020	28/02/2020
A	3	Business Intelligence Solution	G	G	£1.8m	£1.8m	Deliver	31/03/2020	31/03/2020
A	3	LFB Training Centre Croydon	G	G	£15.5m	£15.5m	Plan	28/02/2019	03/09/2021
A	3	Role to Rank (R2R)	G	G	£500k	£520k	Deliver	31/03/2019	31/03/2020
A	3	DaMOP Review	G	G	Nil	Nil	Deliver	31/05/2020	30/06/2020

Eight of the projects are currently reporting as green, these are, Her Majesty's inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), Zero Emission Pumping Appliance 1 (ZEPA 1), Apprenticeships, Operations Support

Centre (OSC), Business Intelligence Solution (BIS), LFB Training Centre Croydon, Role to Rank and DaMOP (Development and Maintenance of Operational Professionalism) Review. One project is reporting as closing (blue), which is, Mobile Data Terminal (MDT) Replacement.

Four projects are currently reporting as amber.

Command Unit Replacement (CUR) – Incident Command Operating Software (ICOS) procurement documentation is complete and the project team were awaiting the legal clarification from Blue Light Portal on directions for publishing and the process of transfer post Brexit. This has now been clarified and the tender will be published later in November.

The vehicle and hardware technical specification has been created and has now been agreed by LFB. It now needs to be agreed by Babcock Critical Services (BCS). Once this has been confirmed it is expected to go out for tender in January 2020. The revised modelling from the Command Unit Station Integration Structure Project will confirm locations of the Command Units to allow for feasibility studies to be completed to ascertain the costs of the electrical upgrade for the charging of a fully electrical solution.

This project is reporting amber due to delays with the publication of the ICOS procurement documentation and confirmation of the vehicle and hardware specification.

Emergency Services Network (ESN) – The Home Office programme are working on a revised Full Business Case (FBC) and plan that reflects the original date of transition has slipped. The project RAG is amber to reflect uncertainty and will be reviewed when the Home Office programme communicates its revised plan to deliver ESN. The Airwave [Fireink] service has been extended to the end of 2022 with extensions possible beyond this. It is anticipated that the revised FBC and plan will be shared by the programme later this year (2019) and the LFB ESN team are engaged in working with the programme on the re-planning work and on the Airwave extension work. Based on information supplied by the programme, the LFB transition to ESN can commence no earlier than February 2022.

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

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

Integration of National Operational Guidance (NOG) – Work on the Standard Operating Procedures within the new framework is progressing well in parallel to the work on Risk Assessments. The Service Integration Tool is currently being developed, but has been subject to delays and is now estimated to be in test by the end of January 2020.

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

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

Respiratory Protective Equipment (RPE) – Three key areas are being worked on, which have impacted on the predicted timelines. The project initiation document (PID) and timescales need to be reviewed with a view to re-baseline the project.

The three areas of work are:-

- BA Radios and the potential amalgamation of the BA and Fire Ground Radio projects. Officers were considering whether or not these projects should be merged. It has now been agreed that they will be merged as there will be substantial improvements in fire fighter safety and there should be significant financial savings by adopting this approach.
- The testing of an interim BA communications solution has concluded and the results have now been evaluated. It has been decided at Commissioner's Board that this is not a suitable way forward mainly due to the implementation costs matched against the relatively short period that this solution could be in service.
- A review of LFB BA cylinder capacity is underway to determine and mitigate the risk that remaining with our current cylinders may narrow the field when procuring new RPE. The project team is currently evaluating whether this is the case and it is expected that a decision on the best way forward will be made early next year. This project is now reporting amber