



LFB Quarterly Performance report

Quarter 1 2021/22

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Key to abbreviations and symbols used

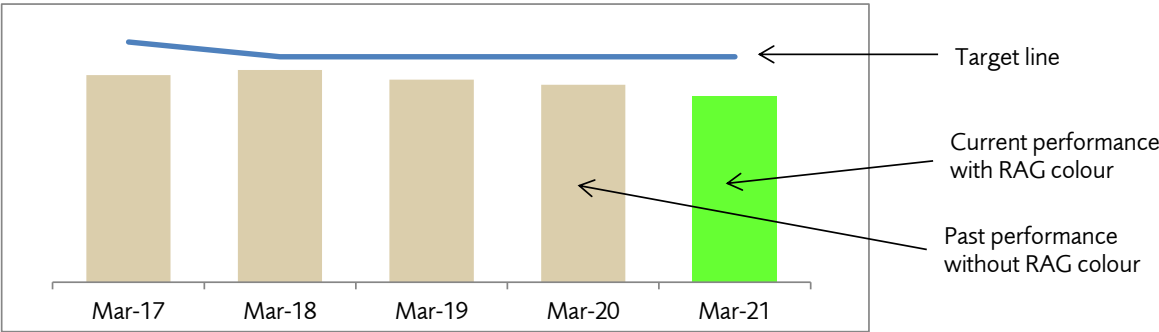
RAG Status

	Indicators	Projects	Risks	LSP Commitments	TDP Actions
	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	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	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	activity will not meet its deadline
	N/A	N/A	N/A	N/A	activity has been closed to avoid duplication in reporting
	N/A	project closed or closing	N/A	activity has been completed	activity has been completed

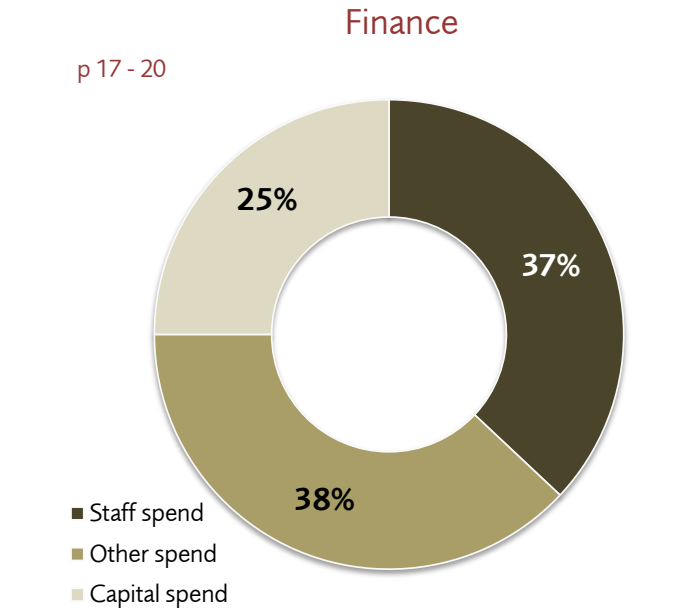
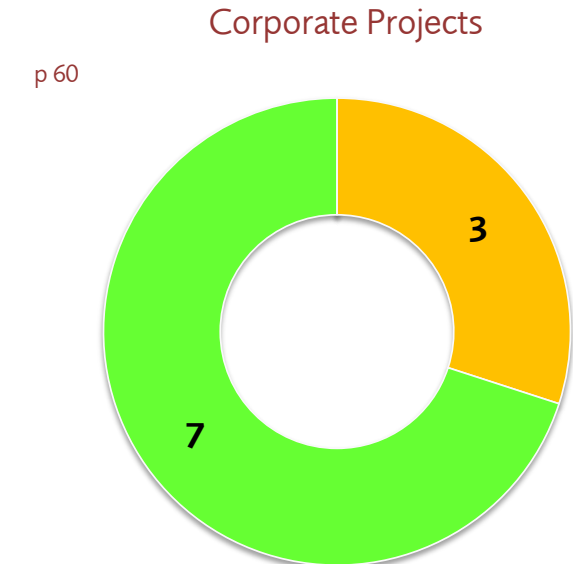
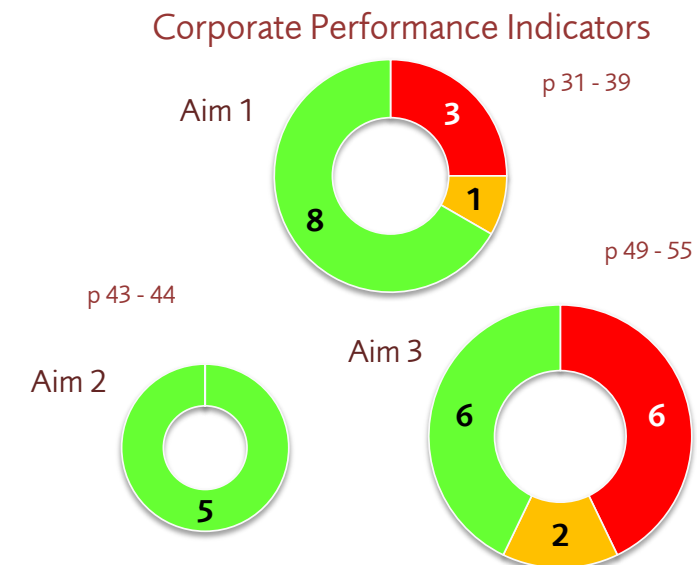
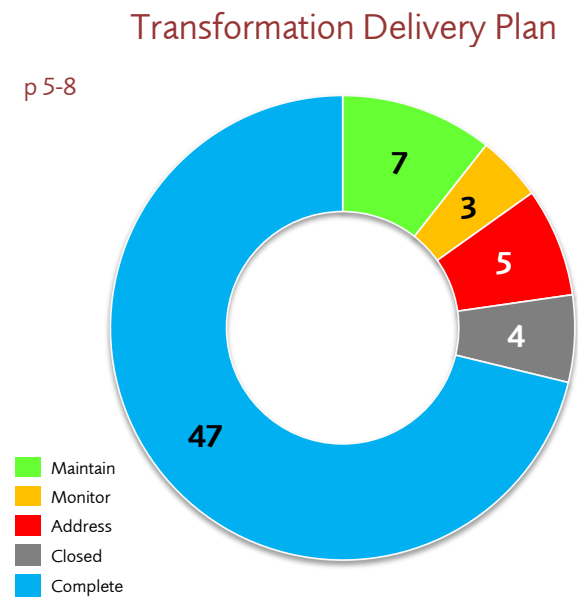
Performance indicator data

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

HX : A Performance Indicator



Performance at a glance



Introduction

Welcome to the London Fire Brigade's performance report for quarter one 2021/22 (the information contained in this report covers the 12 months up to the end of June 2021). Performance in this report relates to the Brigade's two main strategic plans; the Transformation Delivery Plan (TDP) and the London Safety Plan (LSP) 2017 which is our Integrated Risk Management Plan (IRMP).

Transformation Delivery Plan

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

London Safety Plan

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

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

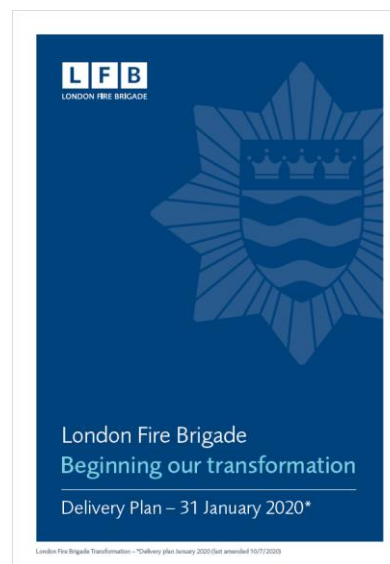
<https://data.london.gov.uk/dataset/lfb-financial-and-performance-reporting-2020-21>

Coronavirus

The Brigade, like everyone else, has been impacted by the coronavirus pandemic during the last three quarters. Information about the Brigade's response to the pandemic can found in a dedicated section on beginning on page 12.



<https://www.london-fire.gov.uk/media/5114/london-safety-plan-2017.pdf>



https://www.london-fire.gov.uk/media/4900/lfb-transformation-delivery-plan-jan-2020-updated-10_7_20.pdf

Our Transformation Delivery Plan

Trusted to serve and protect London

Our four pillars

The best people and the best place to work

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

Seizing the future

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

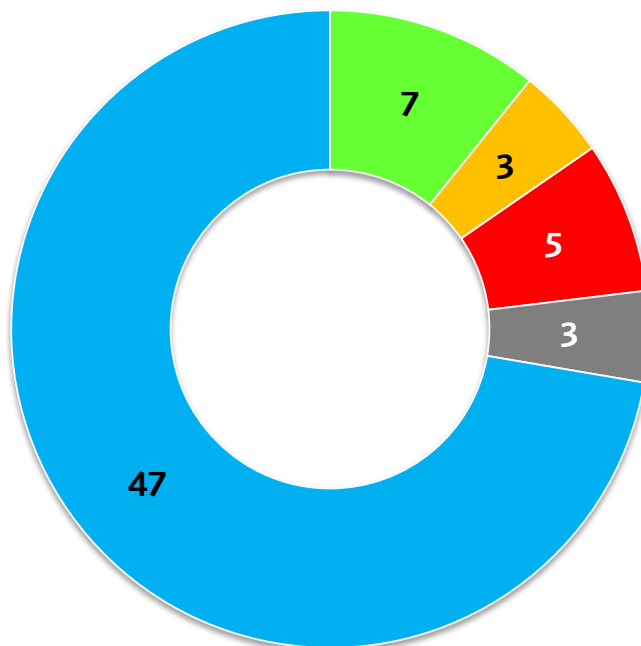
Delivering excellence

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

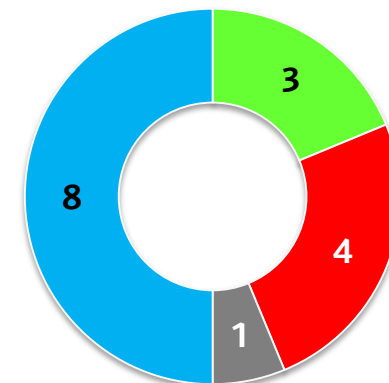
Outward facing

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

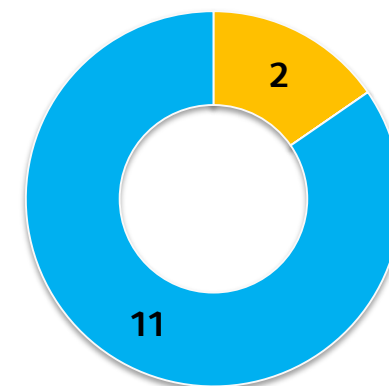
Overall performance against the TDP



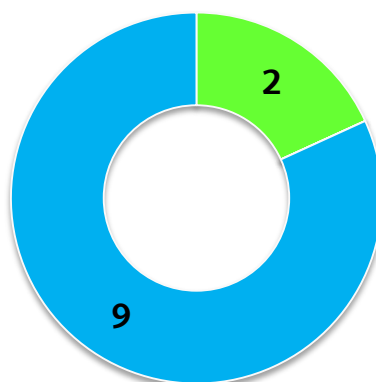
The best people and the best place to work



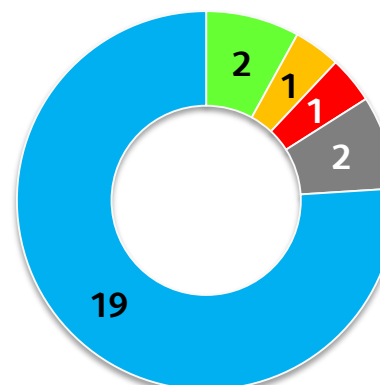
Seizing the future



Outward facing



Delivering excellence



Our Transformation Delivery Plan

Background

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

However, the work was given further significance in the findings from Phase One of the Grenfell Tower Inquiry and also the findings of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), both of which reported towards the end of 2019. In January a strategy and delivery plan, referred to as the Transformation Delivery Plan (TDP) setting out the Commissioner's direction of travel and priorities for the London Fire Brigade was developed and agreed by the Commissioner's Board.

Progress

Work is progressing across the entirety of the Transformation Delivery Plan. Of the original 65 actions in the plan, 47 have now been completed, with six having completed during quarter one, these being:

- *Implement Diversity and Inclusion plan (rollout of action plan)*
- *Dramatically shift how we engage with our people through new employment engaged processes*
- *Update High-rise response.*
- *Develop a new internal communications approach*
- *Integration of Command Units - the means by which we support incident commanders at incidents*
- *Review attendance on national bodies*

The original plan has been impacted by the effects of the COVID-19 pandemic. This has been reflected in the amended completion dates in the current version of the TDP. However, eight other actions that have been delayed or are off-track, these are:

- *Design and deliver a new suite of leadership development programmes to increase leadership competence:*

Progress summary

The pilot for the supervisory leaders Programme known as The Gillian Tanner programme is complete. Rollout will take place September 2021.

A programme is being developed for all middle leaders. A contract was awarded to develop this programme but subsequently cancelled by the supplier.

An options paper is being presented at People board to identify the next steps.

Discussions are taking place around using the "Managers Update" publication to share academic publications across the managers cohort within the LFB.

Executive coaching is being used on a bespoke basis to support leadership needs identified within the Top Managers Group.

- *Embed and reinforce leadership behaviours at all levels through new performance management processes:*
- *Introduce new performance management processes for all employees across the whole organisation:*

Progress summary

Tier 3 (TMG): a performance & talent process was launched in 2020, starting with a 360 feedback process based on the LFB Behaviours and then with an expectation of objective setting (including a D&I objective and a risk management objective) and a ratings matrix. Managers were not asked to set ratings at 2020/21 year end (April). Staff in scope and their line managers are

Our Transformation Delivery Plan

expected to set objectives for 2021/22 by mid-July, as per the annual cycle. Currently no expectation of ratings for 2021/22.

It was agreed by Directors in late April that all members of staff should have objectives, including a Diversity & Inclusion and Risk Management objective, thus providing greater clarity and accountability.

Tier 2 ('middle managers'): these staff were invited to take part in a 360 feedback process based on the LFB Behaviours in late 2020 / early 2021. They were sent their reports on 29 March 2021. A new approach to Objectives and Performance Conversations for 21/22 was launched in June with a deadline for between 4 to 6 SMART objectives (including a D&I objective and a risk management objective) objectives to be set by the end of July 2021 and regular conversations to be arranged, if not happening already. No expectation of performance ratings for 2021/22.

Tier 1: A 'light touch' performance process for these staff has been developed, including a simplified review form and guidance videos explaining the process. There is some further work required to develop these in line with the Directors decision on objectives referenced above. A small pilot with Tier 1 Operation, Control and FRS staff took place in late April 2021. Discussions about this approach continue with the Trades Unions. A 'soft launch' in a subset of boroughs and departments is being planned ahead of a full rollout by 2021/22 mid-year (Sep/Oct).

The Brigade Portfolio Board on 27 May agreed that this action can be closed after July

- *Assure Quality of training:*

Progress summary

Report received from Independent Advisor. Background benchmarking and intelligence gathering has been undertaken. Meeting planned to scope out a skeleton training assurance framework using this intelligence and the Brigade assurance approach as a model early September. Wider workshop to flesh out the skeleton framework to be planned for late September.

- *Integrate and adopt National Operational Guidance as the foundation of LFB policy and Procedure:*

Progress summary

The project team and FBU have created a roadmap for consultation which should allow all documents to have completed the consultation process by September. Documents will be added on to the Service Integration Tool (SIT) as they complete consultation. The first documents will be available by the middle of July and this will be communicated in a SHOUT article at the end of July. This will be the soft launch of the new framework.

- *Following appointment of Director for Transformation, create a group of "Innovation Champions" to work with each department:*

Progress summary

We now have a core of 23 people across a range of department. The members are at varying levels to ensure there is a range of knowledge, experience, and ideas. A teams channel has been set up for direct communication between members including sharing of good practice and ideas for new ways of working. This has already started to create conversations and proposing improved ways of working including better use of technology for everyday activities. The group will continue to expand, with an aim for the network to become a common thread within departments.

- *Develop new LFB property strategy:*

Progress summary

Target date as TBC as developing the property strategy is dependent on the TOM and CRMP being developed.

- *Engage with FBU to improve Mass Casualty Response capability:*

Progress summary

Significant engagement continues with positive discussions.

Summary of LSP performance

Performance at a glance

In terms of performance against the London Safety Plan and the three Corporate Aims, the summary position is on track. The Brigade is meeting most of its targets in terms of delivering against Aim 1 – Prevention and Protection, with 8 out of 12 indicators reporting as green, including fire fatalities, and against Aim 2 – Response and Resilience, with all indicators reporting as green. Although Aim 3 – People and Resources continues to be affected by long term sickness levels, however diversity targets now being met. The Brigade's strategic risk register currently has six risks which are rated as red. Seven key projects are progressing to schedule, however three are amber and one is on hold. More information on all these areas including exceptions is given later in this report.

The Coronavirus pandemic has had an uneven impact on our frontline service delivery which is reflected in some of our performance indicators. Appliance attendance times would appear to have improved in part due to the fall in road traffic, data from TfL shows that at the lowest levels, in the week following the lockdown announcement, TLRN (Transport for London Route Network) road traffic vehicle kilometres fell to around 50 per cent of pre-pandemic levels on weekdays and 35 per cent on weekends. Throughout the last 15 months we have complied with social distancing rules and guidance on the need to contribute to reducing transmission rates within London's communities and to mitigate the impact on our local and wider NHS. However, this has negatively impacted our community safety work, resulting in all of our community safety indicators now reporting as red.

Performance highlights – indicators

Performance as at the year ending quarter one 2021/22 shows that a majority of the indicators that are reporting were meeting their target (19 out of 31). The positive performance highlights are:

- **All fire deaths (10 year average)** is reporting as on target (46), this is a reduction of two when compared to the same period last year (48). There were 37 fire deaths in the 12 months ending June, an increase of five compared with the same period last year (32).

- **Accidental fire deaths in the home (10 year average)** has been reporting as on target (35) for the second consecutive quarter since May 2017.
- The number of **injuries from fires (five year average)** (845) continues to fall, having fallen by 3.6 per cent over the last year and 15.9 per cent over the last five years.
- The number of **fires in the home** (4,914) continues to fall, having fallen by 6.7 per cent over the last year, and by 12.8 per cent over the last five years.
- The number of fires in **care homes/specialist housing for older people** (244) continues to fall, having fallen by 17 per cent over the last year, and by 29.5 per cent over the last five years.
- The number of **false alarms due to AFA non-domestic buildings** (18,115) continues to report on target and is down by 12.4% when compared with the same period last year.
- The **speed of attendance to incidents** by both first and second fire pumping appliances has continued to improve steadily. Performance over the last year is likely to have been further improved as a result of reduced traffic on London's roads due to the Coronavirus pandemic. The first appliance average arrival time is at 5 minutes 6 second, and second appliance average arrival times at 6 minutes and 20 seconds. This represents an improvement of 4.4 per cent and 5.5 per cent respectively over the last five years.
- The **trainee firefighter intake - % BAME** (35.5 per cent), **and trainee firefighter intake - % women** (21.9 per cent) continues to report as on target.
- The number of **injuries from operational incidents** (114) is now reporting as on target for the first time since May 2017.
- The number of **RTCs involving Brigade vehicles** is reporting as on target for the third consecutive quarter (394).
- The number **RIDDORS** (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) continue to report as on target (51) and have fallen by 40 per cent over the last five years.

Summary of LSP performance

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

- The number of **Home Fire Safety Visits (HFSVs)** (20,824) is still reporting as red, however performance has improved slightly compared with the quarter four figure (17,368).
- The number of **young people educated on fire & other emergencies** (43,796) is still reporting as red, however performance has improved compared with the quarter four figure (33,217).
- The **time spent by station staff on community safety** (5.66 per cent) is still reporting as red, however performance has improved slightly compared with the quarter four figure (5.02 per cent).
- The Brigade is exceeding its **sickness** targets for all staff groups, with sickness above target levels for Operational staff (5.73 per cent), Fire and Rescue staff (3.06 per cent), and Control staff (6.70 per cent).
- The percentage of **BAME FRS staff top earners** remains off target (13.1 per cent), however performance has improved when compared with the same period last year (11.4%).

Publicity and campaign news

Coronavirus and safety campaigns

We continued to seek out opportunities to promote examples of our work with partners including London Ambulance Service and the Metropolitan Police Service using case studies, events, and milestones. We also tailored our safety messaging throughout the pandemic to focus on working from home, businesses and schools being closed and when they re-opened.

Calling for change in the built environment

We continued to push for change in the built environment through conversations with Government on the Fire Safety Bill (now the Fire Safety Act) and the Building Safety Bill prior to publication. Officers have provided briefings and updates on inspection activity and the built environment in London to support parliamentarians taking part in debates and discussion on these high-profile issues.

We have provided evidence to Parliamentary committees based on our specialist knowledge and experience on topical subjects relating to safety in the built environment. LFB's contributions have demonstrably supported MPs in their ability to effectively scrutinise key issues relating to keeping communities safe.

LFB also publicly welcomed the new Chief Inspector of Buildings, appointed to improve building safety, and help Londoners feel safer in their homes.

Community engagement

The Brigade's community engagement pilots were launched in April 2021 and will run until April 2022. The objective is to develop engagement platforms that will help the Brigade to undertake genuinely meaningful engagement with communities across London to help shape and improve our service.

The eight boroughs are: Barking and Dagenham; Bexley; Brent; Camden; Hammersmith and Fulham; Southwark; Tower Hamlets; and Waltham Forest. Specific and targeted community engagement work is also taking place in Kensington and Chelsea outside of the pilot process.

A series of focus groups took place during April and May to better understand the local community's interest and to develop the local approach which will be taken forward through further engagement activity during the summer.

Culture and Transformation

Following the Brigade's announcement in March 21 for an independent review of its culture following an internal investigation into the death of firefighter Jaden Matthew Francois-Esprit, a Culture review search committee has been established to select a recruitment agency to source a Chair and panel to undertake the review.

Summary of LSP performance

Useful links

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

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

Our Transformation Delivery Plan sets out the Brigade's short, medium, and long-term priorities for change.

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

Our Togetherness Strategy:

https://www.london-fire.gov.uk/media/4598/togetherness-strategy-summary_web_singlepages.pdf

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 Datastore here:

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

Coronavirus

Background

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

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

Recovery Road Map

Following the national lockdown in Winter 2020/2021 the infection rate of COVID-19 and the impact on staff Sickness and Self-isolation returned to normal levels. This allowed us to focus on the recovery and align the reintroduction of our activities such as Fire Safety and Training and align them to the Steps of the Government Road map.

With the Step 1 taking place in March of the previous quarter, Step 2 and 3 were largely planned and departments continued to prepare and implement remaining activities under COVID Secure guidance. In line with Government recommendations and the cautious approach of facilitating an upturn in activity with the welfare of staff we continued to support staff working from home.

As we moved into Step 3 the prevalence of the Delta Variant became apparent resulting in Step 4 of the roadmap being postponed from its original date of the 21st June to July 19th. We will report in detail in the next quarter but currently the LFB continues to have control measures in place to ensure in the context of a high infection rate we are protection staff and operating to COVID secure control measures.

Second Wave Lessons Learnt

The Second Wave Lessons Learnt report was compiled by Business Continuity in collaboration with teams across the organisation. The Second Wave timeline covered in the report refers to activity between 1 December 2020 and 31 March 2021 so straddles quarter four and quarter one. The report has been reviewed by Leads from the Transformation Directorate and members of the CoVCG Working

Group – including representatives from the BCC, Comms, People Services, Property and Health & Safety, among others.

Examples of key activities reviewed from the Second Wave include;

- CCG responding to the introduction of the Governments Roadmap, triggering new planning & policy milestones for the CoVCG Working Group and partners
- Impacts review of 1 year of COVID - including Leave, CFS, (HSFV activity), Inspections, Training etc
- De-escalation plan continued developed to meet the expected Roadmap triggers
- Wider LFB Estate Transformation plan (rotas, hybrid-working, hubs) reviewed to reflect Roadmap triggers
- LFB committing support to the roll-out of vaccinations in densely populated areas of London where residents have limited access to transport routes
- Preparations for Low-level exercising to return from 29 March (4 Pump max)
- Local crew support endeavours, such as Lewisham Crew delivering over 400 food parcels to support vulnerable residents suffering during the pandemic

The Second Wave Lessons Learnt Report will be presented to the Brigade Portfolio Board on 26 July.

Pan-London Support

Throughout quarter one the LFB have continued to support Ambulance Driver Assist (ADA) and the Vaccine roll-out programme undertaking a number of Pop-ups in partnership with NHS locally to provide vaccinations to vulnerable or at risk groups.

Human Impact

Throughout the course of the pandemic the wellbeing of all LFB staff has always been of prime importance. Wellbeing service provision has been adapted and staff

Coronavirus

have become accustomed to working in a different way. Officers are using this positive outcome and are developing a hybrid model of working that will be available to most FRS staff and non-fire station based staff post pandemic. It is envisaged that with staff having a choice as to where they work from, be that from home, a fire station, the newly refurbished floors of Brigade Headquarters at Union Street, or one of the newly established Hubs at either Lewisham or Hammersmith, will result in them being able to achieve a better work life balance and so improve their overall wellbeing. LFBs refreshed wellbeing strategy has highlighted these changes as a positive and contributory factor that will be used further to support staff wellbeing, recognising also that where staff have been affected by COVID-19 and/or been impacted by Long COVID, LFB are putting measures in place to ensure that these individuals can get back to full health as soon as possible.

Staff risk assessments

The Brigade has completed an equalities impact assessment of COVID-19 and the associated equality impacts on the Brigade. This assessment paid particular attention to the Public Health England report titled 'Disparities in the risk and outcomes from COVID-19', which discusses the differences observed in health outcomes from coronavirus infection for different groups of people. The Brigade's assessment identified a range of impacts and associated mitigating actions.

All staff have completed an individual COVID-19 risk assessment that identifies their individual risk from known factors such as their age, gender, ethnicity and health status, allowing for managers to identify specific additional risk controls required to keep staff at higher individual risk from poor health outcomes safe. Guidance for managers and staff was produced in relation to both individual COVID-19 risk assessment and for the broader impacts that might face staff during the pandemic.

The Brigade is monitoring changes in Government guidance as COVID restrictions are generally relaxed to ensure that workplace risk control measures remain effective and proportionate, particularly where staff are returning to Brigade workplaces after predominantly working from home for the pandemic period

Financial implications of coronavirus on the Brigade

It is likely that the impact of the coronavirus will have a long term effect on the Brigade's finances. It is hard to be certain about the overall financial impact, but the Brigade has incurred additional costs in 2020/21 owing to the pandemic which have

been met through cost recovery and additional grant income. There is also an expectation that COVID-19 will impact on future funding, the final Budget 2021/22 showed this wasn't at the levels previously estimated, however uncertainty remains and will be further considered in the Mayor's Budget Guidance 2022/23. The existing financial controls provide the mechanism to regularly review these costs and their impact on the budget position.

Grenfell Tower Fire

The Operational Response Report (ORR) Volume 2, which is a factual narrative of actions taken by the Brigade at the scene of the Grenfell Tower fire, covering the period from 08:11 on 14 June 2017 and focusing on recovery operations at the incident, has been completed in draft format by the Grenfell Tower Investigation and Review Team (GTIRT). The draft is currently being reviewed and is expected to go through a governance process during summer 2021. At that point it will be released to stakeholders. A review into the Strategic Response Arrangements implemented during the Grenfell Tower fire has also been carried out by GTIRT and will be incorporated into the wider ongoing revision to Policy Number 699 (London Fire Brigade Strategic Response Arrangements).

GTIRT has now completed its operational response analysis (ORA) to examine events on the night of the Grenfell Tower fire that both met and did not meet the expectations of Brigade policy. For every event that did not align with the expectations of Brigade policy this analysis has determined the immediate, underlying and root causes of those events to inform future practices. The analysis identified operational, control and administration issues. The issues identified that had a direct impact on members of the public have been evaluated using the risk evaluation methodology called Bowtie.

A report has been drafted which outlines the findings of the operational response analysis work. This includes identifying both those policies which were effective at the time of the fire, and also whether those that were identified as being less effective have been addressed by changes and improvements introduced by the Brigade since the fire. The report is being finalised and will then be presented to internal and external stakeholders.

The Programme Administration Team and its work, previously part of the Grenfell Tower Investigation and Review Team, has been integrated into the General Counsel's Department (GCD). GCD continues to support the work of the Inquiry, police investigation (Operation Northleigh) and the Brigade's own learning and safety investigation into the fire, with the Inquiry continuing to request information and statements from staff. GCD are co-ordinating this work and providing information, support and guidance.

Face to face interviews conducted by the Metropolitan Police Service (MPS) with current and former Brigade staff are continuing. Between April 2021 and 12 July

2021, 21 MPS interviews had taken place. At the time of writing another two interviews were scheduled and the team continue to contact witnesses for outstanding and new interview requests. Since April it has also dealt with 28 requests for information from the MPS as part of its Operation Northleigh investigation.

Solicitors acting for the bereaved survivors and relatives (BSRs) have issued around 950 claims against the London Fire Commissioner (LFC) and other core participants in the Grenfell Tower Inquiry. A further 99 claims from firefighters and control room officers, and 36 claims from Metropolitan Police Officers against the same defendants have also been made. At a High Court hearing on 7 July a stay (or temporary suspension) of nine months of these proceedings was agreed to enable all parties to discuss participation in alternative dispute resolution (ADR), a form of mediation, to try and resolve claims without the need for litigation.

The final Phase 2 module of the Grenfell Tower Inquiry, Module 8, will consider evidence about each of the deceased in order to try to establish the facts necessary for the purpose of the Inquest function. GTIRT is continuing to analyse information to support the work of Module 8.

Module 3 hearings of Phase 2 of the Grenfell Tower Inquiry will continue until the Inquiry's summer break in August, before resuming in September. Module 3 is focusing on the management of the building; complaints, and communications with residents; the extent to which the council and tenant management organisation complied with their obligations under the Regulatory Reform (Fire Safety) Order 2005; and the active and passive fire safety measures in the tower. As part of the Module 3 evidence, four current and retired members of Brigade staff attended the Inquiry in June - the first time that London Fire Brigade witnesses have given evidence during Phase 2. Six current, former and retired Brigade staff will also be giving evidence in the next module to be heard by the Inquiry, which will be Module 5 (Firefighting). Module 5 is currently scheduled to begin towards the end of September this year.

London Fire Commissioner's Decisions

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

The following decisions have been taken by the London Fire Commissioner (LFC) between 1 April and 30 June 2021.

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

Annual Governance Statement 2020-21 - Regulations 3 and 6 (1) of the Accounts and Audit Regulations 2015 require the London Fire Commissioner (LFC) to have sound systems of internal control and to demonstrate this by publishing an Annual Governance Statement (AGS). The AGS for 2020/21 is attached as Appendix 1 to this report.

LFB Quarterly Performance Report - Quarter 4 2020/21 - This paper presents the Brigade's performance against the London Safety Plan as at the end of quarter four 2020/21 (data to the end of 31 March 2021). This report covers performance against budgets, key indicators, risks and projects.

External Audit Plan 2020/21 - This report presents the external audit plan 2020/21. The plan, attached at Appendix A, summarises the external auditor's assessment of the key risks and outlines their planned audit strategy in response to those risks. The report also sets out the fees for the audit programme of works, to meet the requirements of the Local Audit and Accountability Act 2014 and other auditing standards and professional requirements.

Replacement of Audio-visual Equipment at Fire Stations & Union Street - A report was taken to Fire and Resilience Board on 21 July 2020 seeking authorisation to re-procure audio visual equipment for Fire Stations FRB-0151. The report subsequently received approval LFC-0388-D.

Statement of Assurance - The London Fire Commissioner (LFC) is required to prepare an annual Statement of Assurance in accordance with the Fire and Rescue

National Framework for England. This report presents the LFC's statement for 2019/20.

LFB Training Centre Croydon - This report provides an update on the London Fire Brigade Training Centre Croydon Project and details the numerous issues that have impacted on the project. A key change is the high-rise training requirement which has emerged since the project commenced which has resulted in the specification of a new Urban Firefighting course. This course is expected to require a facility that can vent real fire and smoke to air which the proposed facility at Croydon is unable to accommodate.

Internal Audit - Draft Annual Plan for 2021-22 - The LFC's Financial Regulation at paragraph 13(m) (Internal Audit) requires the draft annual audit plan to be approved by the Commissioner. This report contains the draft Internal Audit annual plan for 2021/22 and is submitted in compliance the aforementioned internal regulation. The Internal Audit Charter, setting out our purpose, authority and responsibilities is also attached for reference.

Cyber Security Policy - The report seeks approval for a new Cyber Security Policy (CSP) which defines objectives and guidelines in relation to cyber security for the Brigade. The policy, designed largely for ICT staff, is designed to provide a basis on which the Brigade provides and maintains a secure environment for its information assets across its ICT estate.

Annual Review of Scheme of Governance and Decision-making - As the fire and rescue authority for Greater London, the London Fire Commissioner has published a Scheme of Governance, ensuring the Brigade's business and the Commissioner's decisions are appropriately, effectively, and efficiently scrutinised and executed. This report provides an annual review of the operation of that Scheme in 2020-21 and recommends updates to the Scheme to ensure it remains current and fit for purpose.

London Fire Brigade Fundraising - This report provides an overview of the London Fire Brigade (LFB) Museum fundraising strategy in relation to raising £670k in match funding which is required by August 2021 in order for London Fire Commissioner (LFC) to qualify for the remaining £1700k Delivery Phase Grant from the National Lottery Heritage Fund (NLHF).

London Fire Commissioner's Decisions

Independent Operational Assurance Work Plan 2021-22 - As part of its response to the recommendations of the Grenfell Tower Inquiry (GTI) and Her Majesty's Inspectorate of Constabulary & Fire and Rescue Services (HMICFRS), the London Fire Brigade (LFB) have commissioned the services of an Independent Operational Assurance Advisor, Alasdair Hay.

Internal Audit - Quarter 4 Progress Report - 2020-21 - This report summarises the work carried out under the Internal Audit Shared Service Agreement by the Mayor's Office for Policing and Crime (MOPAC)'s Directorate of Audit, Risk and Assurance in the fourth quarter of 2020/21. It provides an assessment of the adequacy and effectiveness of the internal control framework within the Brigade.

Local Pay Policy 2021/22 - This report sets out a formal pay policy statement for 2021/22 to be adopted by the London Fire Commissioner (LFC) in accordance with the requirements of the Localism Act 2011, section 38.

Improving the Recording of Decisions - Following organisational learning from the Grenfell Tower fire and recent terrorist incidents the Brigade has responded to, the decision logging procedures of the Brigade have been reviewed. This review has led to revised policy and procedure that will comply with National Operational Guidance and provide a clearer, tiered system of decision logging, with a robust storage and control procedure.

Audit Committee Update - The London Fire Commissioner (LFC) created an Audit Committee (the committee) in the Autumn 2020 comprising four independent members in order to 'enhance public trust and confidence in the Governance of the London Fire Brigade (the Brigade), review and, where appropriate, make recommendations to the London Fire Commissioner (LFC)

Implementation of a Portfolio Approach - In November 2020 the Transformation Directorate contracted consultants RedQuadrant to provide proposals for introducing a portfolio approach to support transformation, and the structures and processes required to manage projects and programmes of work. In addition, they were requested to provide proposals for implementing a business change function to support the London Fire Brigade's (Brigade's) programme delivery, to facilitate service delivery and improvement of the Brigade's services.

Delivering the Incident Command Development Team - This report outlines how the Incident Command Development Team will be delivered and how it will be utilised to deliver the following areas of the Incident Command Strategy: A revised incident command maintenance of competency framework, the delivery of a revised maintenance of skills programme, clear links with learning from our incidents.

Financial Performance

LFC Revenue (£000s)	Budget	Forecast Outturn	Forecast Variance
Operational staff	270,735	272,652	1,917
Other staff	64,440	60,576	(3,864)
Employee related	25,140	25,213	74
Pensions	21,644	21,744	100
Premises	44,837	44,753	(84)
Transport	17,605	16,493	(1,112)
Supplies	30,876	34,763	3,887
Third party	1,401	1,497	96
Capital financing	8,953	8,953	0
Contingency	6,016	5,991	(26)
Income	(41,138)	(44,632)	(3,494)
Net revenue expenditure	450,509	448,004	(2,505)
Use of reserves	(11,183)	(11,167)	16
Financing Requirement	439,327	436,837	(2,489)
Financed by:			
Specific grants	(33,927)	(33,907)	20
GLA funding	0	0	0
Net Financial Position	405,400	402,931	(2,469)

LFC Capital (£000s)	Full Year Budget	Forecast Outturn	Outturn Variance
ICT	5,017	2,763	(2,254)
Property	24,870	17,783	(7,087)
Communications	40	40	0
Fleet and Equipment	22,436	18,477	(3,959)
Operational Policy	8,200	8,200	0
Total Capital Expenditure	60,563	47,263	(13,300)

Revenue Position

The forecast outturn position at the end of June 2021 on the revenue budget is for an underspend of £2,469k, which is 0.5% of the net revenue budget.

The variance is mainly due to:

- FRS staff budgets that are forecast to underspend by £3,730k (6.3% of the FRS budget). This forecast is based on spend to date, with a significant underspend forecast due to the number of vacancies at the start of the year, following the additional recruitment controls put in place on FRS and agency staff, and continuing challenges in recruiting during the pandemic. The underspend is after the impact of an increased vacancy margin for the year. There have been particular challenges in recruiting and retaining Fire Safety Inspecting Officers with staff costs here forecast to underspend by £2,693k. At the end of June, there were 168 FRS vacancies across all departments and with 73 agency staff to help mitigate the impact of this. Although vacancy levels had increased due to the recruitment controls last year, it was expected that once these were removed, vacancy levels and particularly agency staff would quickly return to previous levels, which has not occurred.
- Additional Income from insurers £3,146k mainly on Grenfell Tower Investigation legal costs that offsets cost on professional services and software purchase (as set out below).
- Reduced levels of expenditure in some specific areas with the ongoing impact of Covid-19, including £710k due to reduced home visits with continuing pandemic restrictions.
- Vehicle insurance costs, with a new insurer requiring different arrangements to manage the LFB's costs of insurance claims resulting in the budget originally provided for the annual escrow fund payments now being considerably lower and allowing a one-off reduction in spend (£710k).

The above underspends are offset by:

- Professional Services £3,474k due to the Grenfell Tower Investigation legal costs and related spend for software purchase, which is largely offset by income from the insurers (as set out above).

Financial Performance

- The budget for operational staff is forecast to overspend by £1,241k. The key element of this overspend is direct standbys due to vacancies (£779k) and operational overtime.
- £676k on firefighter trainees with courses deferred due to Covid-19 and an increase in the number of candidates being re-coursed to meet additional trainee support requirements.
- £249k overspend on Unitary Payment attributable charge for the new Aerials for training and additional training cost to cover three Dual Purpose Ladder training slots. There is also a £100k overspend on vehicle passthroughs due to a pumping appliance accident.

Capital

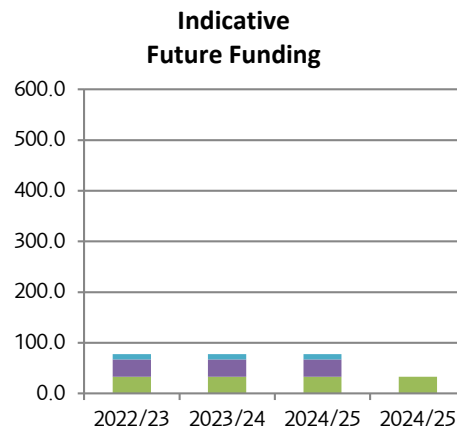
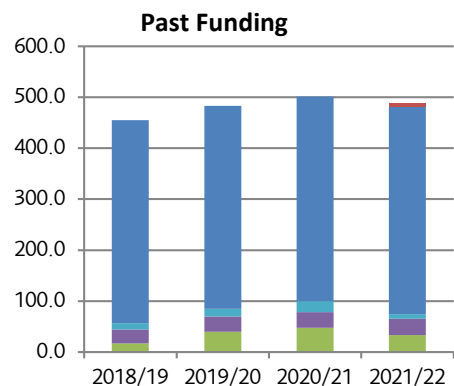
The original budget for the 2021/22 capital programme was £58,637k, as per the Capital Strategy approved as part of the Budget 2021/22 (LFC-0505x) report. The budget was increased to £60,563k following on from the capital outturn position for 2020/21 reported in the Provisional Outturn, which saw £1,926k carried forward to 2021/22 from 2020/21.

The forecasted capital outturn for 2021/22 as at quarter one is £47,263k which is £13,300k less than the revised budget position. The underspend is within ICT £2,254k, Property £7,087 and Fleet £3,959k.

Financial Performance

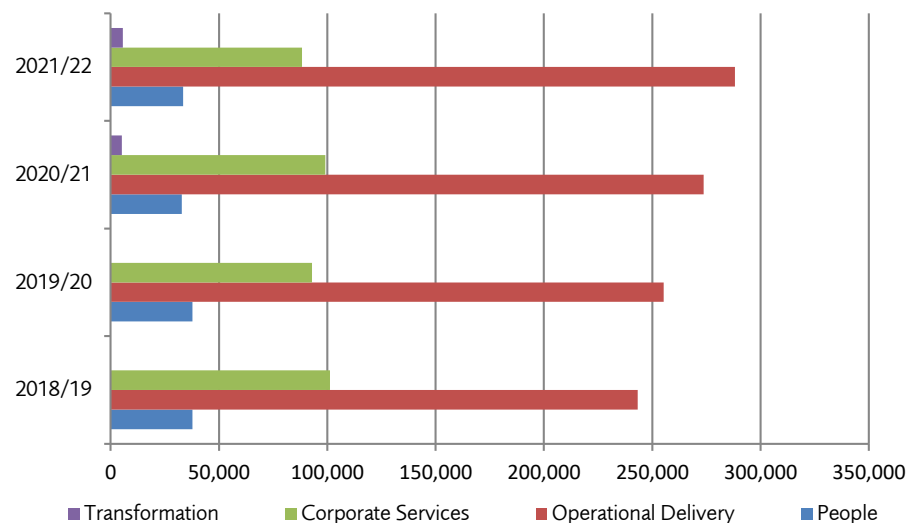
Financial trends

Total Funding for LFC (£m)

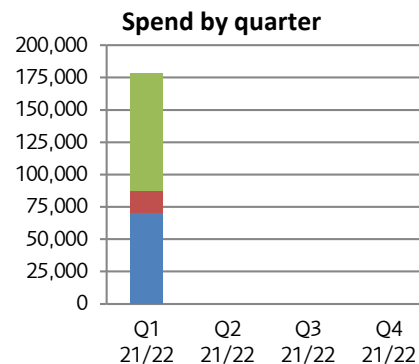
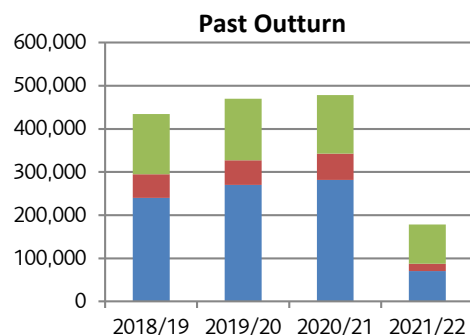


2021/22 is the forecast position
Funding from 2022/22 not known yet.

Directorate Spend by Year (£k)

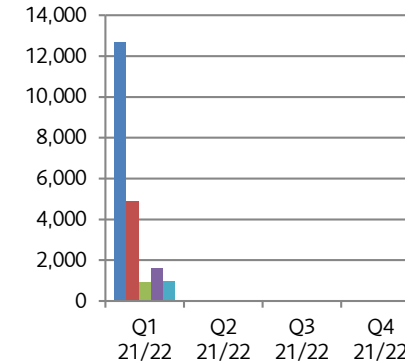
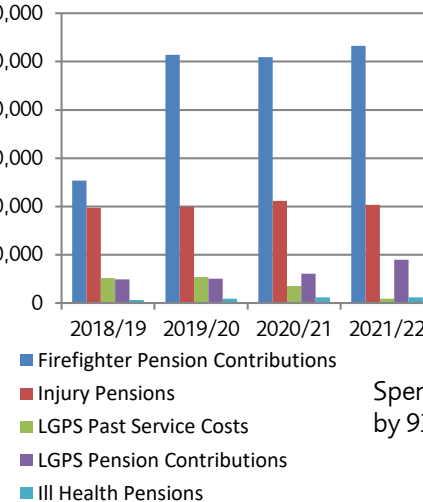


Total Costs (£k)



The spend by quarter figures include orders raised, which is usually done at the start of the year for contract spend.

Spend on Pensions (£k)

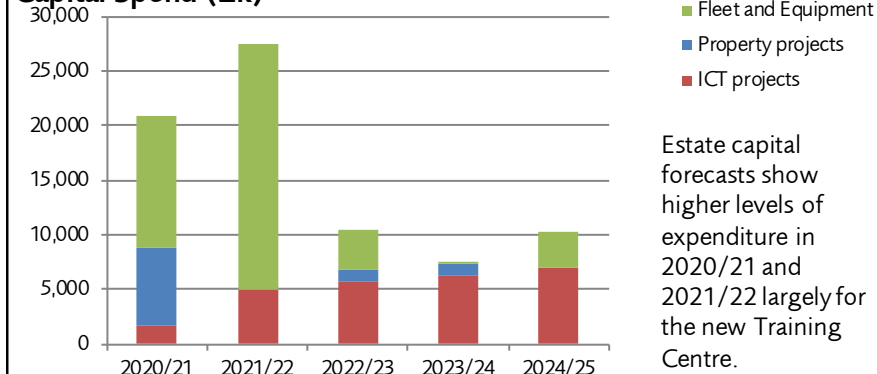


Spend on Firefighter contributions have increased by 93% following the scheme revaluations.

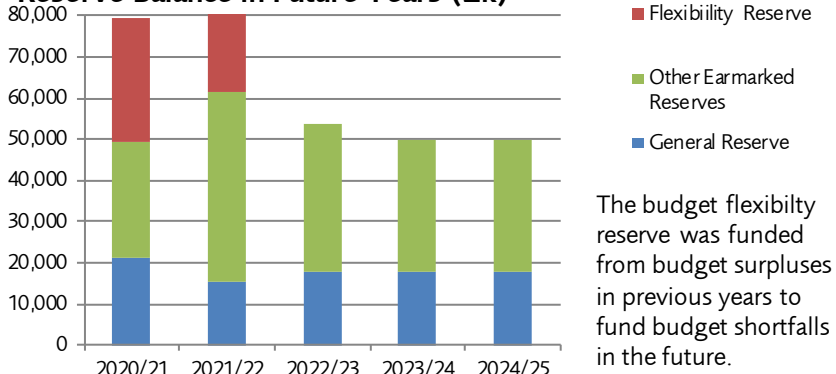
Financial Performance

Capital, borrowing and reserves

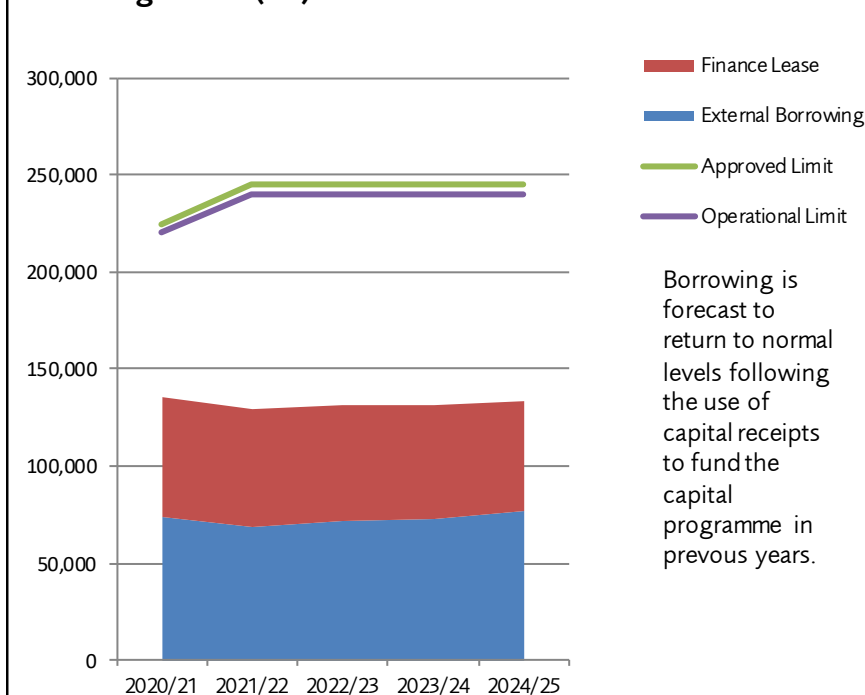
Capital Spend (£k)



Reserve Balance in Future Years (£k)



Borrowing Levels (£k)



Reserves

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

Earmarked Reserves (£k)	20/21	21/22	22/23	23/24	24/25
Additional Resilience Reserve	568	524	474	474	474
Capital Expenditure Reserve	11,745	11,745	11,745	11,745	11,745
In Year Savings Reserve	0	5,000	3,600	2,000	2,000
Central Programme Office	645	829	0	0	0
Compensation	676	1,000	110	110	110
ESMCP	2,172	1,081	496	0	0
Covid	0	1,968	0	0	0
Grenfell Infrastructure Reserve	0	1,210	1,167	1,167	1,167
Pension Earmarked Reserve	0	425	425	425	425
Fire Safety and Youth	1,007	4,939	4,744	4,661	4,661
Transformation Delivery Plan	0	6,278	4,476	4,476	4,476
Hydrants	462	462	342	215	215
ICT Development Reserve	1,953	2,283	1,742	1,192	1,192
LFC Control Reserve	729	729	729	729	729
London Resilience	771	771	771	771	771
London Safety Plan Initiatives	3,162	2,716	1,779	1,779	1,779
Organisational Reviews	327	239	0	0	0
Vehicle & Equipment Reserve	2,697	2,585	2,364	1,027	1,027
Other Earmarked Reserves	980	1,151	1,081	1,081	1,081
Total	27,894	45,935	36,045	31,852	31,852

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

Prevention

LFBs prevention offer covers a variety of projects, activities and programmes for individuals, groups and organisations across London. The aim is to reduce identified risks by raising awareness and delivering frontline services. LFB has a long history of providing Home Fire Safety Visits (HFSVs) where we will visit residents in their properties to assess fire risks and fit free smoke alarms in all areas of risk. Before COVID-19, we delivered around 80,000 HFSVs annually but during lockdown this

was significantly impacted as we focused on the most vulnerable who required an urgent visit. Delivery of HFSVs is getting back to normal and we have increased the ways in which we engage with different residents by introducing a new Home Fire checker, an online app whereby residents can assess risk in their property to determine if they require a physical visit. Despite our prevention activity we still see a number of fatal fires annually across London. Each Fatal Fire is reviewed to see how as an organisation we responded operationally but also the learning from each individual case is used to tailor our prevention work, locally and pan-London.

Our data shows that the two most important risk factors which contribute to someone becoming a fatality in a fire are if they smoke or conditions associated with older people, such as visual, cognitive or physical impairments. The last five years of data shows that 35 percent of fatalities from fire were smokers and 65 percent of fatalities from fire were over 65. Although the differential has reduced over time, men are still 16 percent more likely than women to die as a result of a fire. Additionally, proportionate to the size of population there are more fire deaths in inner London than outer London (46% of fire deaths compared to 40% of population in inner London and 54% of fire deaths compared to 59% of population in outer London). This is likely linked to increased risk factors such as the higher levels of deprivation in inner London compared to outer London.

Individuals who are most at risk from fire, are those who:

- Carry out high risk fire behaviours
- Are less able to react to a fire/alarm, and/or
- Are less able to escape from a fire

The highest risks from incidents other than fires are:

- Non-fire incidents involving road vehicles – particularly road traffic collisions
- Non-fire incidents involving trains – particularly persons under train
- Non-fire incidents involving outdoor water – particularly persons in the water

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

The following indicators fall under our Prevention activity:

- H1 – Boroughs below the national average rate for primary fires
- H4 – Fires in care homes / specialist housing for older people*
- H5 – All fire deaths
- H6 – Accidental fire deaths in the home
- H7 – Injuries from fire
- H8 – Home Fire Safety Visits
- H9 – Educating young people on fire and other emergencies

Current performance and comments against these indicators can be found on pages 31 to 39

*Prevention and Protection have a shared responsibility for H4 - Fires in care homes/ specialist housing for older people and the update

Youth schemes

The Brigade has a long-standing history of delivering a number of child and youth engagement, intervention, and education schemes in order to: reduce fire risk; raise awareness of fire danger; safety and prevention; detection and escape from fire in the home. The schemes are aimed mainly at primary and secondary school age children and young people, but some also cover children as young as five years old which includes visits to nurseries and children's centres. All of the youth programmes delivered by the Brigade are attended by a wide range of participants and provide the opportunity to increase awareness of the Brigade amongst diverse communities. On-line packages have been developed during COVID-19 that will allow schools to decide if they would like a face to face or virtual input going forward.

Youth engagement and intervention is an integral part of the delivery of London Safety Plan including a target to reach 100,000 children and young people annually to deliver fire prevention and safety messages.

The Brigade's children and youth programmes include a central core offer of the Education Team, Safety First, Fire Cadets, and Juvenile Fire setters Intervention Scheme (JFIS). There are also a range of wider youth engagement schemes delivered at borough level including Junior Citizens; Prison-Me-No-Way; Safe Drive, Stay Alive (SDSA); and The Prince's Trust. We estimate that overall, we engage with over 220,000 children and young people annually.

The outcome of the departmental Youth Review carried out last year was to permanently discontinue LIFE and Crossfire from 1 April 2021 and redirect resources and budget to support the expansion of Fire Cadets.

Historically, prevention activities were mainly delivered through face to face activities. During 2020/21, the impact of COVID-19 meant we, had to adapt to the new environment and embrace technology to provide safety messages. This resulted in activities being delivered on-line such as training on fire safety awareness for care staff to virtual fire cadet units and enhancing fire safety messages to the public on our website including the launch of a virtual 'Hazard House' and Fire Safety checker.

In 2021/22, prevention activities will provide a blended approach embracing the new technology opportunities in addition to a return to face to face delivery in line with COVID-19 procedures. Following a review of all LFB youth activities, a new structure for youth work will be introduced.

Juvenile Firesetters Intervention Scheme (JFIS)

In quarter one, JFIS received 29 referrals and currently have 63 open cases across London. 185 intervention sessions, including multi agency meetings, were completed by caseworkers with 18 cases processed for closure during this quarter. At the end of June 2021 all triaged referrals to JFIS had been allocated to caseworkers for intervention to be delivered in line with government and National Youth Agency (NYA) guidelines. As a routine part of the service a Home Fire Safety Visit is offered and 14 HFSVs were completed as high priority upon referral to the scheme.

JFIS are currently offering their service users fire safety intervention through face to face sessions with the child/young person either in school or at a COVID-19 secure

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

location as well as the option of virtual/phone sessions where appropriate. The intervention continues to be tailored to the needs of the child/young person.

JFIS continues to support Borough Commanders on reducing arson particularly in the top five affected boroughs – Newham, Tower Hamlets, Bromley, Hillingdon & Ealing.

Education Team

During quarter one the Education Team have been able to resume face to face delivery as well as offering virtual workshops. The majority of schools have opted for our virtual delivery visiting 139 schools and 4 schools receiving physical, face to face visits from our education officers. A total of 488 sessions have taken place in schools during this period. In total the number of children that have received an input during this period is approximately 6,307 as a comparison due to the pandemic lockdown in quarter one 2020/21 no children were seen.

The Education Team have participated in a number Junior Citizen events organised by the police in Havering and Haringey. One of these involved creating a pre-recorded video alongside our partner agencies whilst the other was a physical delivery. The videos have then been offered to schools in the borough to ensure that children do not miss out on vital education due to COVID-19 restrictions that have been in place.

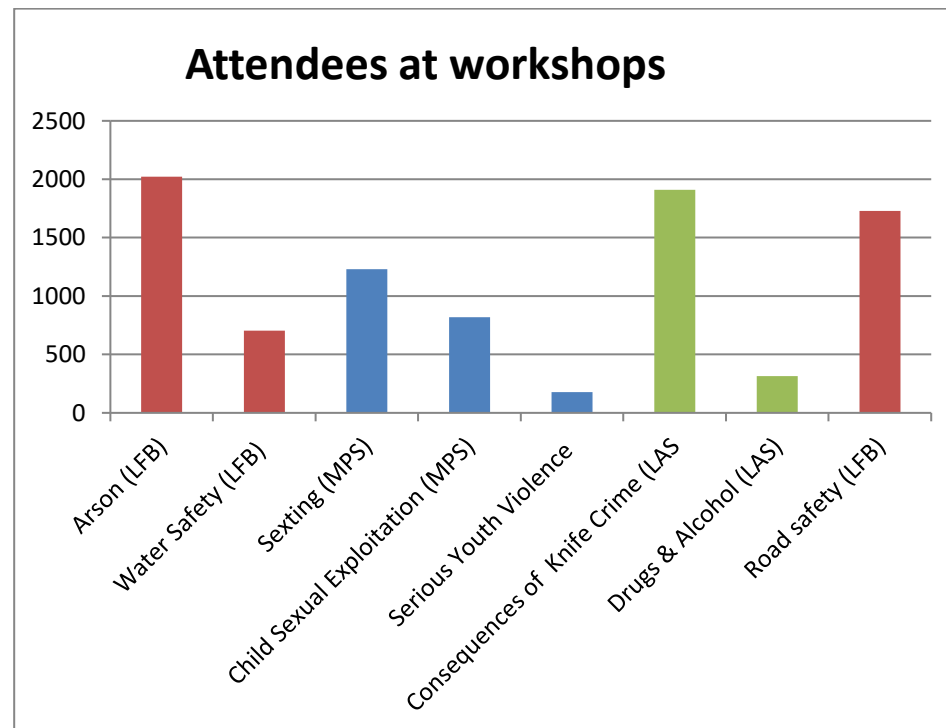
Safety First

Safety First is a joint initiative delivered by the blue light collaboration of emergency services, London Fire Brigade, Metropolitan Police and London Ambulance Service. It involves a selection of educational workshops delivered to year 8 classes at secondary schools. The initiative aims to deliver to two secondary schools per week in London and to achieve 60 school visits annually, prioritising schools in priority boroughs identified by Metropolitan Police. Throughout the delivery, a selection of prevention workshops is offered on the following topics and schools must pick at least one from each agency:

- LFB - Arson, Road Safety, Water Safety,
- Police - Sexting, Child Exploitation, Serious Youth Violence,
- LAS - Choose Well, Consequences of Knife Crime, Drugs & Alcohol.

The aim for these workshops is to educate young people to the consequences of risky behaviours and to reduce anti-social behaviour and make our communities safer for all.

As reflected in the table below LFB's Arson & Road Safety workshops are amongst the most popular, alongside the LAS Consequences of knife crime.



COVID-19 delayed the face to face delivery of Safety First because this was set up to be a fully interactive day involving all of the year eight young people. The London Fire Brigade worked with our collaborative partners, LAS and Police throughout 2020/21 to develop our workshops into the virtual delivery versions.

Safety First has virtually delivered 324 prevention workshops to 2227 young people in 12 schools in quarter one.

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

Safety First have a further eight school bookings up to the end of the summer term and have started to make provisional September 2021 school bookings.

Virtual delivery to schools has been well received and schools are welcoming the virtual delivery from the Blue Light Collaboration Services. A scoping exercise to explore when schools will be returning to face to face delivery is currently ongoing and we hope to be able to start offering face to face school deliveries as well as virtual deliveries soon.

Fire Cadets

During quarter one Fire Cadets successfully returned to face-to-face delivery of all 33 units across 15 identified COVID-19 secure Area Hubs (in separate venues from operational firefighters) across the city. Multiple control measures were implemented to ensure the health and safety of the Cadets, Volunteer Instructors, Fire Cadets staff and the Operational Firefighters on duty.

Currently cadets at all units continue to work towards completion of their BTEC qualification, with many units having completed Module 2 and 3 and some even having successfully completed all 4 modules of the whole academic year.

All participants must complete all modules to be awarded their BTEC qualification. Plans are in place to provide catch up sessions for those wanting to obtain their BTEC post pass out to complete any outstanding modules before qualification is submitted, although it is anticipated the vast majority will complete on time.

Participants who do not wish to or cannot complete all modules in order to obtain the BTEC are awarded the National Fire Cadets Certificate of Participation instead. Also, within this number are a limited number of participants, who due to not have experienced the entire cadet programme, are returning as part of our 2022 cohort to complete their BTEC

We anticipate that 200 participants are on target to obtain their BTEC qualification, subject to external verification by CVQO and Pearson's.

Planning is underway for all units to have an End of Year Celebration in July/August to celebrate their achievements on unit both virtually and in person.

Adult volunteer training has recommenced in quarter one with new volunteers undergoing Drill Yard Supervision training and allocated to units to receive on unit

training for the other deliveries. Appointed 'Lead Volunteers' have now been embedded within most units, assuming more responsibility for the remainder of this academic year preparing for enhanced training in September 2021 with the aim of most units going over to a volunteer led model in 2022. We currently have 308 volunteers supporting the programme.

In 2021/22, work continues to be carried out on creating sustainable career pathways for fire cadets and volunteers into LFB and the wider public sector. Employability skills will now be delivered as part of the Fire Cadets syllabus, and plans are underway for additional sessions via the Outreach Team which we are hopeful will be in place during quarter three.

Protection

The principal regulatory tool provided by the Regulatory Reform (Fire Safety) Order 2005, applicable to almost all buildings, places and structures other than individual private homes; is the primary focus of London Fire Brigade's protection work. In order to further ensure the safety of Londoners and visitors to the capital. LFB also acts as the Petroleum Enforcing Authority (PEA) for London, responsible for ensuring that those who keep and dispense petrol do not cause risk to the public or the environment and are compliant with the Dangerous Substances and Explosive Atmosphere Regulations 2002.

At a both a local and national level, our teams work with both internal and external stakeholders. Collaborating to provide responses to Home Office consultations, shape new legislation and guidance via working groups and organisations such as National Fire Chiefs Council (NFCC) and Office of Product Safety and Standards (OPSS), advise Primary Authority partners – some of whom are the largest housing providers in London, liaise with responsible people in regards to heritage buildings are, amongst other areas of work, key to ensuring we are at the forefront of developments, technological advances and change in the built environment.

The following indicators fall under our Protection activity:

- H3: Fires in other buildings
- H10 – All fire Safety Audits/inspections

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

- CO2 – Alleged Fire Risks
- H11 – False alarms due to Automatic Fire Alarms (AFA) non-domestic buildings

Current performance and comments against these indicators can be found on pages 31 to 39

Legislation: Fire Safety Act 2021

The Government's Fire Safety Act 2021 which provides clarity on the extent of application of the Regulatory Reform (Fire Safety) Order 2005 (RRFSO) to blocks of flats received Royal Assent on 29 April 2021. A coming into force date for the clarifications is yet to be announced though October 2021 is anticipated.

We await details of the Government's risk-based prioritisation tool for fire risk assessments and remedial measures programme so that inspectors can be trained in the use of them and any necessary adjustments can be made to internal policies.

Work is underway with ICT to identify ways to implement on electronic working devices the revised fire safety inspection audit forms and risk scoring for high-rise audits based on guidance provided by the National Fire Chief Council (NFCC) during quarter four.

Details of regulations expected to be made under the RRFSO to implement Grenfell Tower Inquiry (GTI) stage one recommendations and provide improvement to the RRFSO regime are awaited from the Home Office. No timescale has yet been provided. The new regulations will in part be dependent on the outcomes of the Home Office consultation on Personal Emergency Evacuation Plans (PEEPs) for high-rise residents. The consultation, to which LFB will be responding, is due to close on 19 July 2021.

Legislation: Building Safety Bill

The Building Safety Bill (BSB) is intended to introduce higher levels of regulation and scrutiny for the safety of higher risk building in the light of the deficiencies found following the Grenfell fire. The Bill will do so through the introduction of national regulators for building safety (HSE) and construction product safety. It will also strengthen the building regulation and RRFSO regimes.

During quarter one, FSR Officers have continued to work closely with NFCC and the Home Office to provide comment and contribute to the development of the Building Safety Bill by MHCLG.

The BSB is expected to be introduced to Parliament at the beginning of quarter two together with the Government's response to the pre-legislative scrutiny conducted by Housing, Communities and Local Government Select Committee and other associated documents.

Officers are prepared to review the introduced version to provide comment on the Bill as introduced together with its Regulatory Impact Assessment in advance of the Parliamentary stages of the Bill.

Our current understanding is that multiple pieces of draft secondary legislation will be produced for review during the parliamentary process. These will be reviewed as and when they become available.

Building Risk Review and High Risk Premises

The Building Risk Review (BRR) programme is supported by government grant funding and has the aim of ensuring that all high-rise residential and other in-scope high-risk buildings are inspected or reviewed by 31 December 2021 when the programme finishes.

As of 30 June 2021:

- The BRR team have completed returns for 7755 buildings, which is 1083 ahead of the trajectory submitted to NFCC and the Protection Board.
- The BRR programme has been integrated with the Operational Risk Information (ORI) project, with Fire Safety, Fire Stations and ICT teams working closely together to share data and more efficiently deliver the project's outcomes.
- Fire station crews have undertaken familiarisation visits to high-rise buildings as part of the ORI program which feeds into the Operational Risk Database (ORD).

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

- 7756 Premises Risk Assessments (PRAs) have been triaged and completed, resulting in 7495 electronic Premises Information Plates (e-PIPS) being completed.
- With both the BRR triage and ORI visits due to be completed well within the next quarter, a robust quality assurance (QA) plan has been developed to meet both internal and external (NFCC) QA requirements. As part of this work, the QA process will seek to capture any learning which can be incorporated into post-project legacy work and training as applicable.

The work of the High Risk Premises Team (HRPT) is also managed as part of the BRR. The HRPT are responsible for data and enquiries relating to when the building design strategy moves from 'stay put' to simultaneous evacuation or returns to stay put following remediation. Despite some buildings being remediated, the numbers of buildings on the team's list of un-remediated buildings continues to increase, with 901 buildings currently having changed the design strategy to simultaneous evacuation from 'stay put' (as of 15 June 2021). Of the 901 buildings, 725 are over 18m and 176 under 18m, while 226 buildings have changed the evacuation strategy due to non-cladding related issues such as compartmentation issues. Where there has been a temporary change in a building to simultaneous evacuation, NFCC guidance recommends that a common alarm is installed at the earliest opportunity as the most reliable and cost effective interim measure. A waking watch is normally required until that time (there are variables and a waking watch may also serve more than one building if on the same site).

Fire Engineering

Our Fire Engineering Group (FEG) engages with various technical committees and steering groups as well as working closely on a national level with the NFCC in relation to technical fire safety matters. This includes a number of technical research groups feeding into the review process of Approved Document B, a variety of live drafting panels for British Standards as well as some specific industry guidance areas.

In quarter one FEG have undertaken further engagement in relation to modern methods of construction and have arranged for a technical roundtable event with key industry stakeholders on the topic. There has been a focus on means of escape

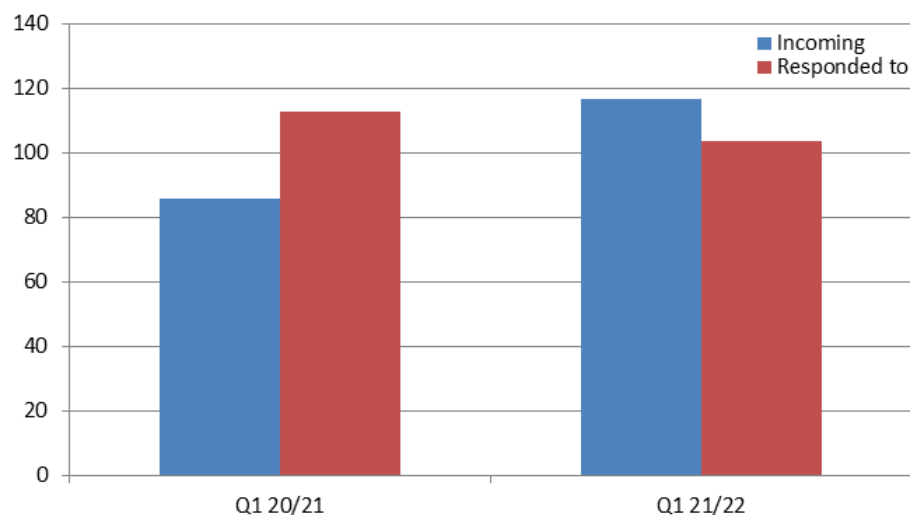
for disabled and vulnerable occupants in relation to the GTI recommendations, publication of the draft London plan, and various other industry related workstreams. The design and construction of the built environment must support this key area moving forward. This work also needs to align with high-rise firefighting tactics and the access and facilities intended to support and protect operational crews carrying out their work.

In addition, FEG continue to support wider departmental priorities with provision of resources to support the BRR and the building design hub which is continuing to review the way in which we consult with Approving Authorities on Building Regulations.

The volume of internal referrals to FEG for support on Building Regulations consultations continue to increase and good and bad practice design trends continue to be captured for publication in FEG thematic reports. In terms of consultations referred to FEG, and subsequently responded to, the following chart highlights performance in this area, it is interesting to note the sharp rise in incoming consultations at the start of quarter one (2021/22) with more than twice as many received (60) in April as the monthly average of 28.3 (over 10 years).

Whilst the chart outlines the number of consultations received and responded to within the quarter, it captures all the activity hence includes consultations received late in quarter four and completed in quarter one. It is also worth noting that each consultation can vary significantly in complexity and size. For example, one consultation took 90 hours of engineer review time to complete.

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



Building Design & Consultations Hub

On 1 April the Building Design and Consultation Hub (BDCH) was launched. The objective of this project is to respond to Building Regulations Consultation (BRC) requests in a more efficient and effective manner, providing a greater level of consistency in advice, application of Brigade policy and direct accountability.

The initial phase of the project involved establishing internal working practices and procedures as well as redirecting the entire BRC work stream away from the South East Area Fire Safety Teams, to be completed by this central specialist team.

During quarter one BDCH has expanded and now completes all BRCs for 14 London Boroughs (6 of the 14 Fire Safety Teams).

BDCH has also undertaken 360 BRCs completing 100% of those received within the statutory timescale detailed within the procedural guidance. This is in comparison the equivalent period in 2020 where completion within timescale was 36.6%.

The next phase of the project plan is to increase the capacity of BDCH and expand further, redirecting BRCs from other London Boroughs to be completed centrally.

Delivery – Enforcement, Audits & Inspections

While some Fire & Rescue Services stopped physical audits during the COVID-19 pandemic LFB Inspecting Officers have continued to undertake audits throughout, ensuring appropriate control measures are in place. This quarter has seen challenges for our inspecting officers, with additional audits being required for 'COVID-19 hotels', premises highlighted by the BRR programme and further audits of the increasing number of buildings where the evacuation strategy has changed to 'simultaneous evacuation', due to fire safety issues. However, staff have continued to adapt, and the total number of audits has risen this quarter by over 7% against the previous quarter, with some of this gain being due to additional audits of BRR premises being carried out during 'out of hours' periods (supported by grant funding).

Enforcement

Enforcement levels have been reasonably consistent with an increase in the number of Notices of Deficiencies and a slight drop in Enforcement Notices issued since the previous quarter. While the enforcement level as a percentage is down slightly, this is against a higher number of audits which includes premises such as the COVID-19 hotels and some BRR premises, where enforcement is less likely. The property type receiving the highest percentage of enforcement action remains as Purpose Built Flats of more than 4 floors, which is in direct correlation with prioritisation of our BRR programme.

Period	Total Audits	No. of NODs	% of NODs	+/- on previous period	No. of ENs	% of ENs
2020/21 total	8,604	1687	19.72%	-300	279	3.26%
Q1 2021/22	2,318	449	19.97%	+67	68	3.02%

Audits & Inspections

As noted, our officers have continued to undertake physical audits during the pandemic, which have increased in comparison to the same period last year. We have also used desktop audits where appropriate, for example venues such as care homes where access has not been possible.

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

Period	Total completed	+/- on previous year/quarter	% at high risk premises	+/- on previous year/quarter
2020/21 total	8604	+ 7.3%	76.07%	+1717
Q1 2021/22	2318	+ 19.66%	76.27%	+577
Year so far	2318	+ 19.66%	76.27%	+577

Fire Safety have a range of projects underway which will improve the efficiency and/or effectiveness of the service we provide. The review of our Risk Based Inspection Programme (RBIP) has commenced, and officers have established links via the NFCC into national work which is reviewing the definition of a higher risk building and to determine the frequency for re-inspections. This is particularly important due to the unique risk profile of the built environment in London (e.g. circa 55% of the entire national high-rise risk) and the need to ensure that future national standards with regards to the RBIP reflects the need of the capital.

A further project which has commenced, is the restructure and transformation of Fire Safety Service Delivery, in order to ensure that the mechanisms are in place to meet the requirements of impending challenges such as new legislation and requirements such as mandated registration for Inspecting Officers with a professional body such as the Institute of Fire Engineers.

The increase in Audit numbers is positive as we continue to experience issues with retention of experienced officers.

Currently 52% of our cadre of officers undertaking inspection work are fully competent and qualified to inspect the most complex properties. However, a range of measures are in place to raise the competency level of our staff, which start with the Centre of Learning and Excellence (CLE) who provide comprehensive foundation training for Fire Safety Advisors (FSAs), which leads to a level 3 qualification. Development within the teams continues with a clear pathway to the level 4 qualification (Inspecting Officer level). This is supported by the short term re-engagement of retired, experienced officers who mentor new staff and the development of further development tools and systems to enhance the training and

support provided to our staff, to ensure that they are able to help reduce the risk to the people of London.

The Centre of Learning & Excellence

As outlined above recruitment and retention remains a priority for Protection and we are continuing to recruit and develop new Fire Safety Advisors on a career pathway to Inspecting Officer via our Centre of Learning & Excellence.

During quarter one a further two cadres of Fire Safety Advisors (02/2021 in May and 03/2021 in June) have entered the Centre of Learning & Excellence bringing the establishment up to 48.



Transport Liaison Group

The Transport Infrastructure Liaison Team (TILT) following a recent transfer from Special Operations Group has joined forces with the Transport Fire safety Team (TFST). The combined group known as the Transport Liaison Group (TLG) have always worked closely and joining them together will increase efficiency.

TLG's focus is preparing for the operational response by fire crews to incidents by preparing and reviewing operational plans, reviewing firefighting facilities, arranging site visits, training, and liaison. The group are currently working on a number of key areas:

- An updated MOU with Heathrow around operational response.
- Working with Heathrow on the main ring closure and ensuring that suitable firefighting/fire safety provisions are available on site.

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- Joint working with TfL/BTP on the emergency rescue unit including updating crews on its use.
- Reviewing rail protocols around power off including liaising with operational policy.
- Low Traffic Neighbourhoods in supporting Borough Commanders and London Councils by providing support and advice.
- Working with TfL on road tunnels protocols and working arrangements.

Moving forward the group are reviewing how they can develop closer working with local fire stations and provide key information around the transport network/key infrastructure projects.

TLG continue to lead on consultation with providers such as TfL and Network Rail at all stages of design, construction and daily operation is key to building relationships and ensuring engagement from transport providers. The team are also the lead for audits and enforcement on the transport network across London.

Petroleum & Alternative Fuels

The Petroleum & Alternative Fuels Group have continued to carry out inspections at high risk petroleum dispensing premises across London during quarter one; the team have had a reduction in personnel due to retirement, however recruitment processes are underway.

During this time the group and Fire Engineering have worked alongside the National Fire Chiefs Council in engagement with the Home Office, MHCLG, Office for Zero Emission Vehicles and Department for Transport in understanding the risks electric vehicle charging equipment may have on the built environment. Identifying this emerging risk, the Petroleum and Alternative Fuels Group, FSR Policy, Fire Engineering and Operational Policy have created guidance to support our inspectorate to identify and advise on potential risk to members of the public and fire fighters where electric vehicle charging equipment and battery energy storage systems are incorporated into the built environment.

This guidance document has been subject to a formal consultation and will be published in quarter two.

In terms of consultations, quarter one performance in contrast to the same period last year is outlined below.

Period	Consultations completed	Consultations completed within 28 days	Consultations not completed within 28 days	<u>Complex*</u> consultations completed in 28+ days
Q1 2021/22	23	21	-	2*
Q1 2020/21	5	3	-	2*

*New technology /integrated vehicle charging related

Hospitals, Heritage & Sprinklers

The Healthcare and Heritage Coordinators have continued to support the cadre of fire safety inspecting officer and engaged with NHS Trusts pan London regarding current and planned hospital projects, where there has been a notable increase in workload.

The Heritage Coordinator has continued to provide specialist support and advice on the subject of salvage planning, supporting our commitment to LSP 11. Across the quarter, we have worked with: 17 Stakeholders, some of these stakeholders have included: City of London, 2 Temple Place, Kenwood House, Eltham Palace, Buckingham Palace, Wimbledon College, LFB Museum, Morden Lodge, British Library.

Engagement with Business Intelligence has commenced to develop a PowerBI data page on hospital premises for more effective and efficient data collection. A review of the heritage related policies has also been undertaken, ensuring the fire safety inspectorate are provided with accurate and relevant information when carrying out heritage audits.

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

Collaborative work has begun to create computer based training packages for operational crews in relation to heritage premises and salvage planning, this includes risk critical information to firefighters when attending these types of buildings.

Resilience planning and recruitment is ongoing, with vacancies to be filled by end of quarter three, and risk critical work prioritised.

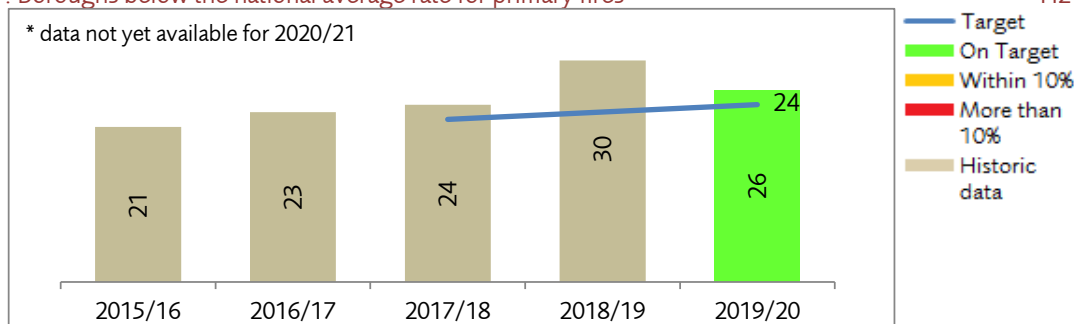
In terms of Suppression and Sprinkler activity work has begun in preparing LFB's response to the government consultation on BB 100, which is the current fire safety guidance used in designing schools. Engagement work has begun in collating responses and also engaging with the NFCC on this matter.

Fire Safety prosecutions

There have been no prosecutions sentenced during quarter one. However, court hearing are now restarting for our cases as Coronavirus restrictions are eased. A number of cases are now likely to be completed by the next quarter after an enforced hiatus of more than a year. We have a total of 23 current cases with our Enforcement Team, and there are a further 18 cases currently with the Legal Department.

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

H1 : Boroughs below the national average rate for primary fires

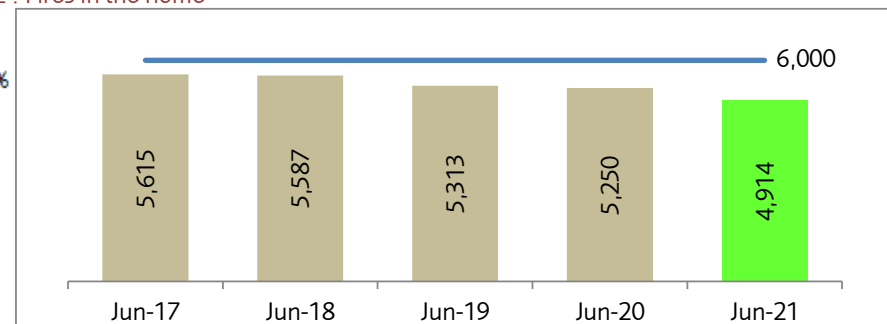


H1 Boroughs below the national average rate for primary fires

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.

Whilst the performance for 2019/20 is below what was achieved in 2018/19, this follows a similar national trend in primary fires. Closer scrutiny of 12 month rolling primary fire data for 2019/20 shows a reduction in the number of primary fires in 8 out of 12 months.

H2 : Fires in the home



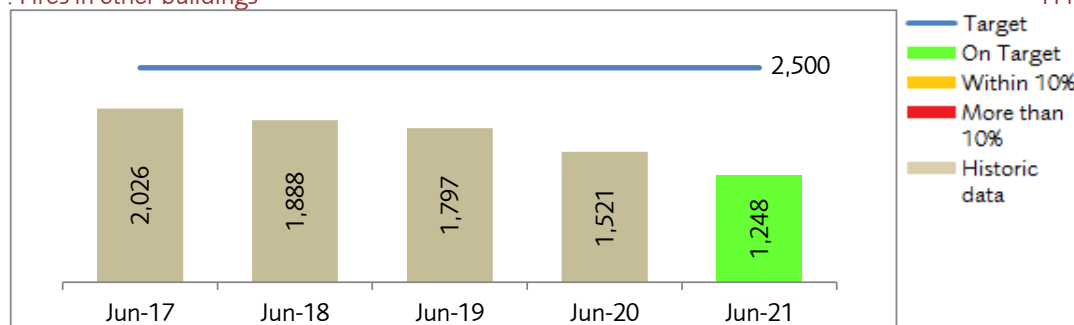
H2– Fires in the home

Dwelling fires continue to show improvement. They have fallen over 12.7% per cent over the last five years and are over 1000 below target (6,000).

The Brigade continues to work with partners to reduce dwelling fires, an example of this can be seen in the borough of Hammersmith & Fulham, where we are working with the local authority, voluntary and private sector partners to minimise the number of dwelling fires in the borough. The work is being undertaken with Fire Safety Awareness training for Adult Social Services and Local Authority housing teams. Carers who visit residents in their home are receiving bespoke training to increase awareness of the characteristics and behaviours that increase fire risk for vulnerable people, as well as the actions carers can take to reduce that risk using the person centred risk assessments. Maintaining relationships with partners and creating robust referral pathways are a key element to reducing fires in the home. The borough team attend safeguarding case reviews and high-risk panels to identify those most at risk residents and help tailor person centred multi-agency interventions. Ongoing activity for operational staff continues through borough based interventions, proactively identifying, and supporting vulnerable people during our day to day community safety work.

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

H3 : Fires in other buildings



H3 – Fires in non-domestic buildings

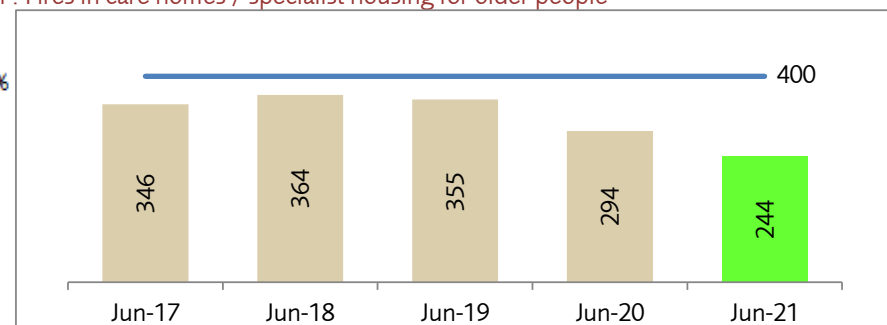
Fires in non-domestic buildings continues to decline and have fallen significantly over the last year compared to the gradual downward trend seen over the past three years. The current figure is 18% lower when compared to the same period last year, and 30.6% when compared with the same period two years ago. This could be as a result of changing behaviours and movement of people during the lockdowns and restrictions of the COVID-19 pandemic.

H4 – Fires in care homes and specialist housing

Fires in this sector continue to remain well below our target as we continue to see declines over the last three years. There has been a recent focused effort to identify issues in the care community and to increase fire safety support to that sector. There is both a central and local focus on informing the care community and embedding fire safety knowledge.

The Care, Health and Safeguarding team have delivered a number of Fire Safety webinars to the care sector within the last year. This presentation has also been shared with Borough Commanders who have requested resources to help inform the care sector partners in their own boroughs. The team have consequently developed a Fire Safety video aimed at domiciliary and non-domiciliary care providers - this will be released in the coming months. We are continuing to target

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



the care sector to ensure that fire safety is recognised as a vital part of a carer's role and have developed an action plan to support this ongoing piece of work.

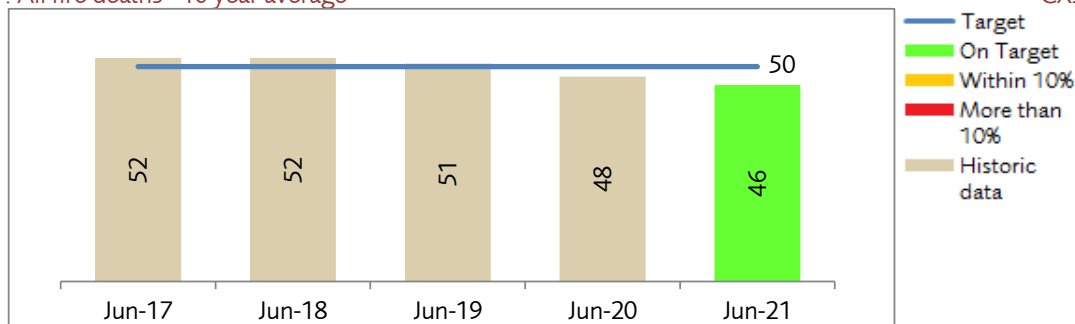
In terms of delivery, during the initial pandemic our approach was primarily focused on desktop audits in this sector, this has fluctuated over time as the restrictions have eased.

Comparison for care homes desktop audits (FS14)		
	Q1 2020/21	Q1 2021/22
Total	113	18

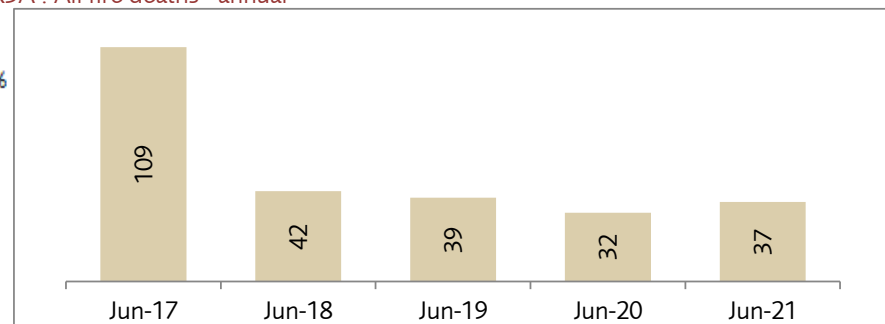
In addition, we are currently reviewing the policy and guidance notes (FSIGNS) related to specialised housing to determine the impact of the Fire Safety Bill and this work will continue throughout quarter two.

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

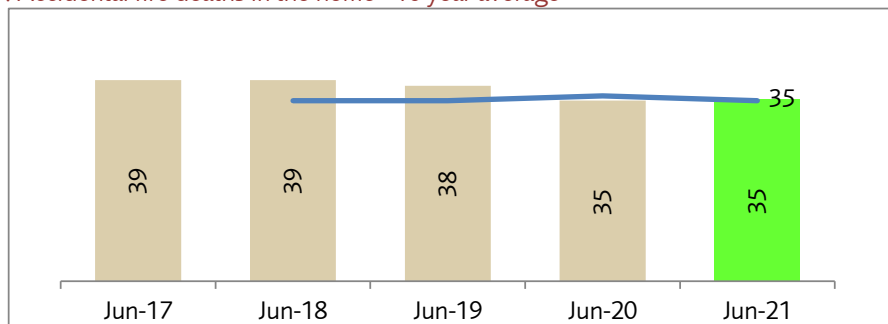
H5 : All fire deaths - 10 year average



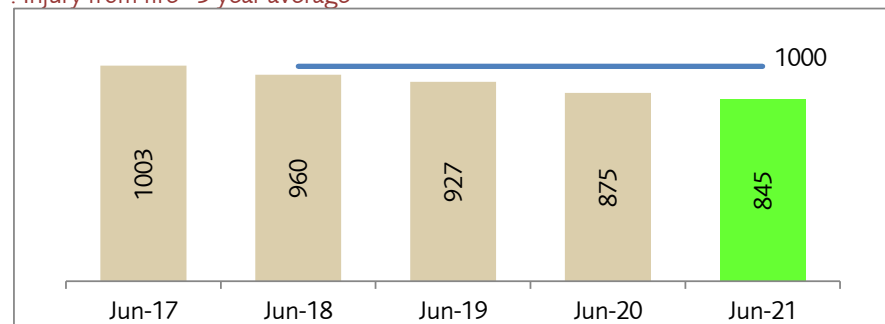
CX3A : All fire deaths - annual



H6 : Accidental fire deaths in the home - 10 year average



H7 : Injury from fire - 5 year average



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

The all fire deaths (10 year average) is reporting as on target at an average of 46. The accidental fire deaths in the home (10 year average) is also reporting as on target at an average of 35.

There were eight deaths at a fire in quarter one. six of these were as a result of an accidental dwelling fire.

Since July 2020 there have been 40 deaths at a fire. The Coroner has found that three of these were not as a result of fire related injuries, meaning that there were 37 fire fatalities in the rolling 12 months to the end of June 2021. Of these, 27 fire fatalities occurred during accidental dwelling fires. Accidental dwelling fires are preventable and many share similar characteristics and circumstances.

Following a fatal incident at an accidental dwelling fire the Brigade conducts a review. Where appropriate a letter is sent to the Coroner highlighting areas of concern and recommends that a Prevention of Future Death Notice be issued following the Inquest.

Following the fatal fire reviews of incidents that occurred between July 2020 and June 2021, ten of these warranted a letter to the Coroner. The themes of all 10 of the letters are concerning issues around: carers not recognising fire risk and reporting it to the Brigade; the over reliance on manual triggers to alert telecare monitoring centres to an emergency; and the telecare system not being linked to smoke detection. These continue to be common factors in fatal incidents and by highlighting these issues to the Coroner the Brigade is raising further awareness of the associated fire risks that, if addressed, would play a part in saving vulnerable

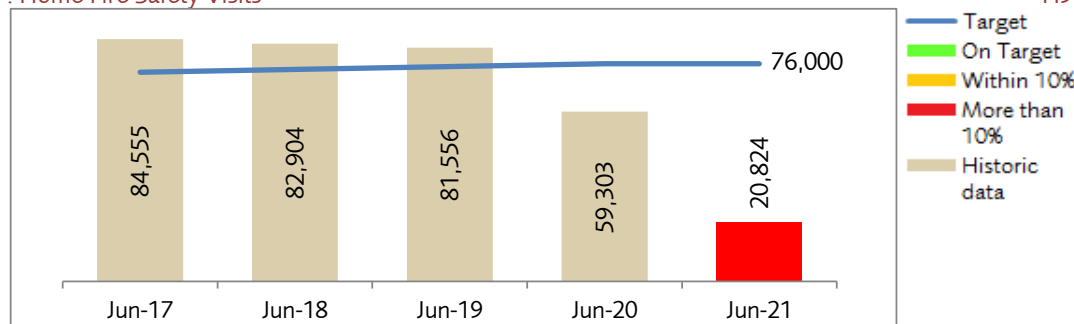
Prevention and Protection – where fires are happening and who we're targeting

people from death as a result of fire. The Brigade continues to work with Local Authorities and commissioners of telecare services to promote the need to link telecare systems to smoke detection. The Brigade actively promotes and provides Fire Safety training for carers who are caring for people within the community to ensure that they can help to make those more vulnerable to fire safer in their homes and know how to report fire risk to the Brigade.

Injuries from fire (5 year average) continues to report on target, having fallen by 18% over the last 5 years. COVID-19 has had a significant impact on the Brigade's delivery of face to face prevention activities

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

H8 : Home Fire Safety Visits



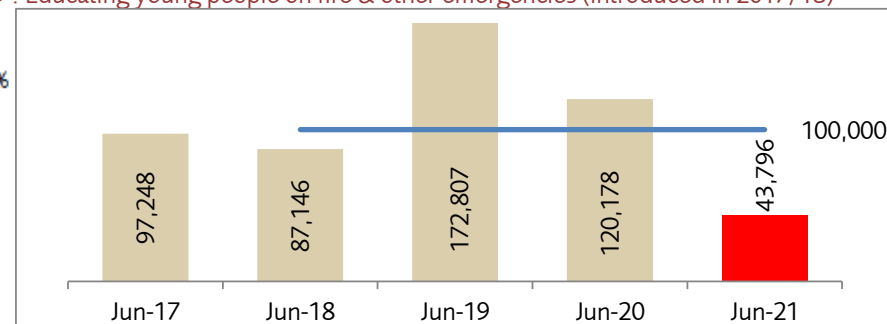
H8 – Home Fire Safety Visits

During quarter one 6,212 visits were carried out with COVID measures, such as pre-screening questions and the wearing of appropriate PPE. On 17 May 2021, with the loosening of restrictions, the Brigade resumed its general delivery of HFSVs, which had been suspended in March 2020. Of the 6,212 visits that took place, 69% (4,293) of those had at least one high risk factor in place, with 74% (3,196) of living with a decreased ability to escape from fire or smoke.

Over the last quarter, the most common risks recorded at HFSVs have been hoarding, with 199 rated at 5 or above on the clutter image rating, most likely generating a safeguarding referral to the local authority. Borough Commanders continue to work closely with Community Safety and our Communications department to target those the most vulnerable residents in London through targeted communications and local partnership work.

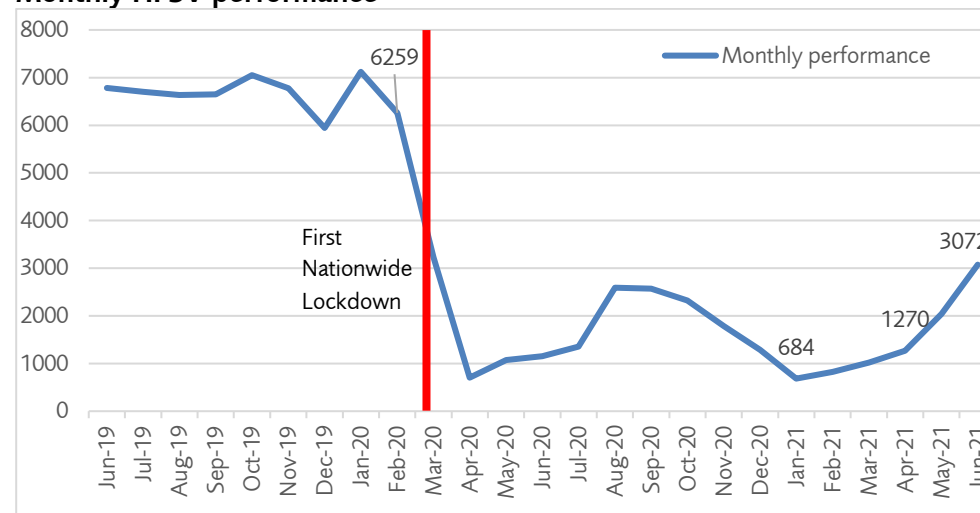
In May 2021, the Brigade launched the Home Fire Safety Checker; a new tool designed to give the less vulnerable a digital alternative to the in-person HFSV, whilst focusing those in-person visits on those that would benefit more from a physical intervention. Last quarter, the checker's triage phase was completed 1,114 times, with 70% of those residents being directed to completing the online checker and the rest being directed towards either more information or towards the booking form for in-person visits. The checker is being promoted through a variety of digital and physical channels, with articles being written for safety newsletters, letters

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



being drafted for social landlords, promotion through our community engagement function and via social media, with more promotion scheduled in for the future

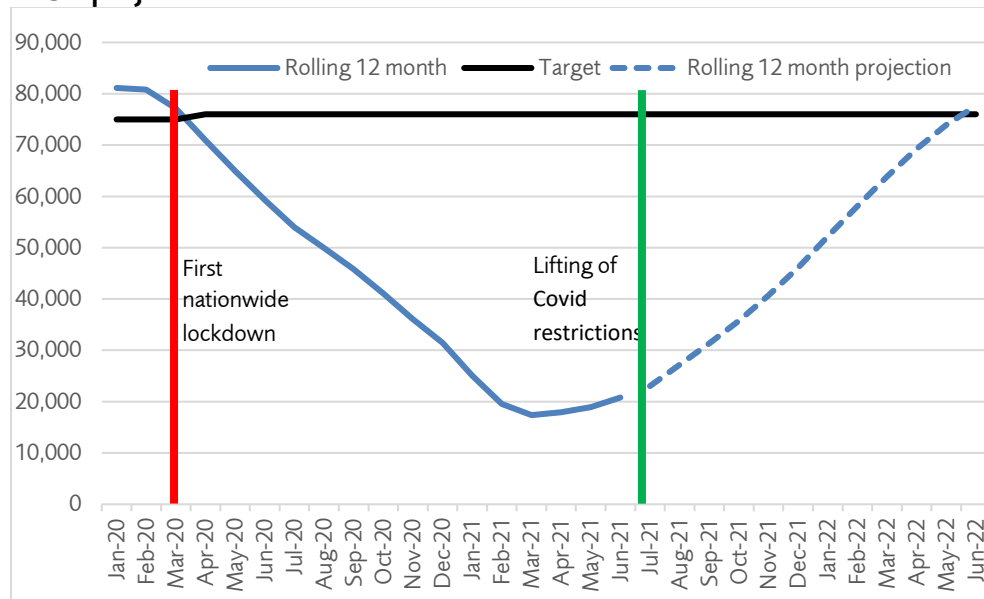
Monthly HFSV performance



Monthly HSFV totals have increased steadily between January and April, roughly doubling in this period, from 684 to 1,270, with the easing of lockdown measures this increase has subsequently accelerated with the monthly total for June at 3,072, this represents an almost threefold increase over the April monthly total.

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

HFSV projection



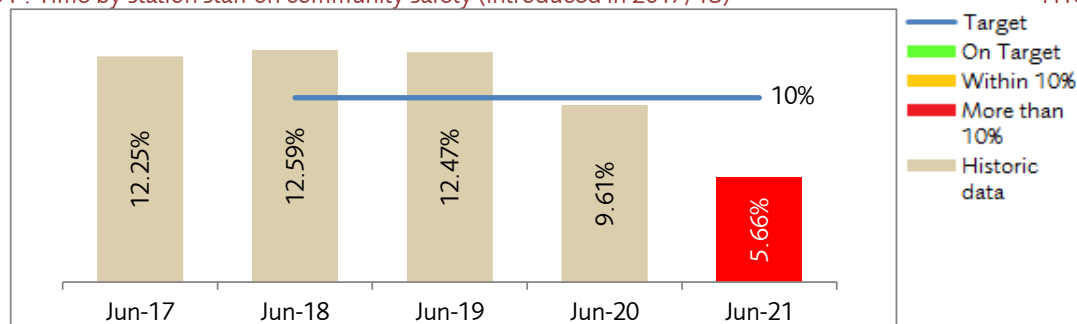
The mean monthly HFSV rate for the 12 months prior to the Coronavirus pandemic (March 2019 to February 2020) was 6732, assuming this monthly rate can be maintained from August 2021 onwards, the current HFSV target would be met by June 2022.

H9 – Educating young people on fire and other emergencies

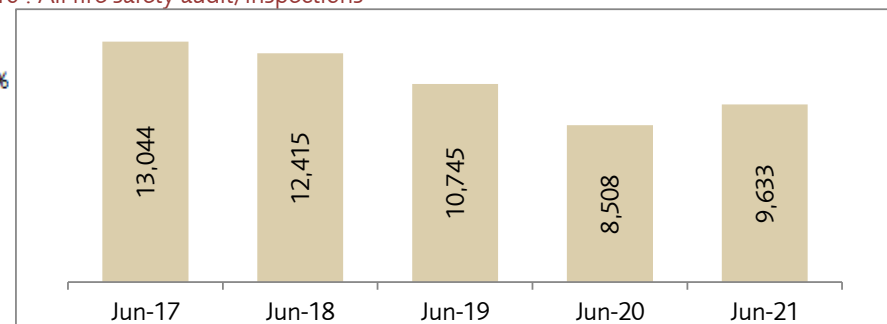
This indicator captures the number of young people reached by the Brigade's youth activity work focussed on behaviour change. The target was to drive work to reach more young people over the four-year life of the London Safety Plan. The delivery of youth schemes has been severely affected by the COVID-19 pandemic and SDSA has been unable to deliver since quarter one 2020/21 due to COVID-19. However, the Brigade have been engaging with young people virtually where possible. All 33 borough Cadet units have opened and were engaging virtually until in-person engagement commenced again on 19 April 2021. Junior Citizens are now being booked for quarter two from July 2021 and Safe Drive Stay Alive should return from quarter three.

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

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



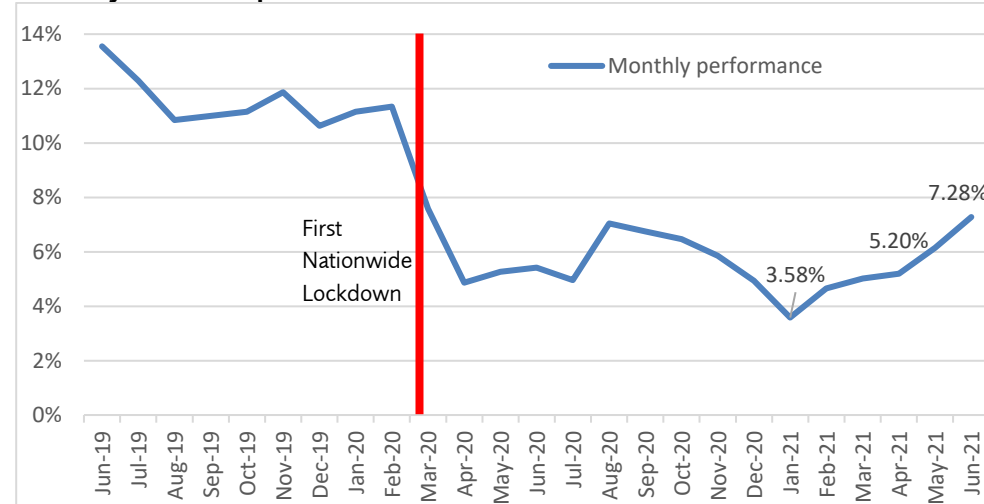
H10 : All fire safety audit/inspections



CO1 – Time spent by station staff on community safety

This indicator measures the percentage of available time utilised on community safety activity by fire station staff. Since the Government's launch of the COVID tier restriction system in October 2020, London was placed in a new period of lockdown in November 2020, this shift in government priorities to protect the safety and wellbeing of the community has an adverse effect on the ability of station staff to further engage with communities. In February following the launch of the governments four step roadmap to recovery, fire stations have moved forward with community safety activities, such as in Bexley where they have appointed a community engagement officer who work with partners across the borough as part of the community engagement project Bexley is involved with. This work includes working with local businesses community engagement officers to liaise on joint initiatives leading to increased community safety work with local authority partners, charities, care homes and support groups such as domestic violence support groups. As we move through the governments roadmap to unlocking, Bexley have utilised neighbourhood watch newsletters to support the local community engagement as well as raising the profile of the LFB when attending partnership meetings and during recent community engagement sessions.

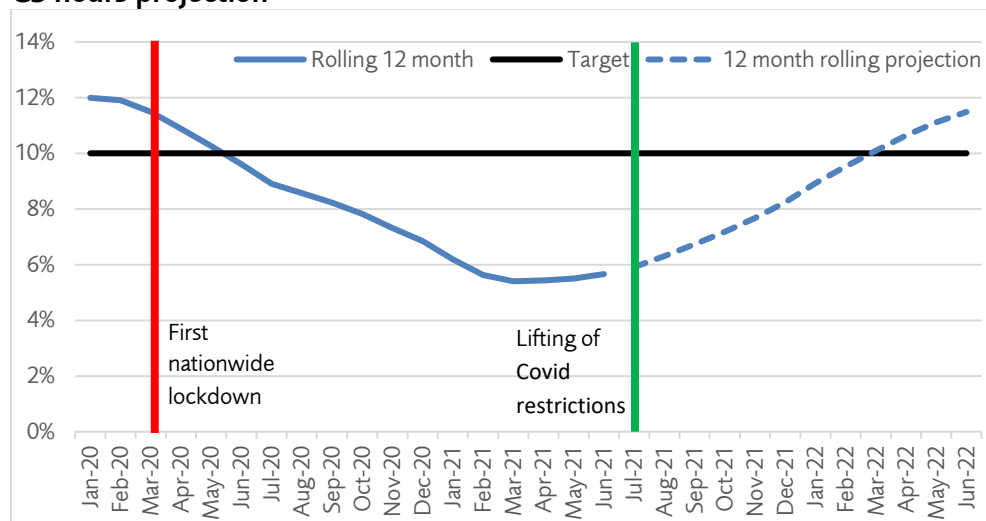
Monthly CS hours performance



The monthly hours spent on community safety activity have increased steadily between January and April, from 3.58% to 5.20%, with the easing of lockdown measures this increase has subsequently accelerated with the monthly hours for June at 7.28%, this represents a twofold increase over the January figure.

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

CS hours projection



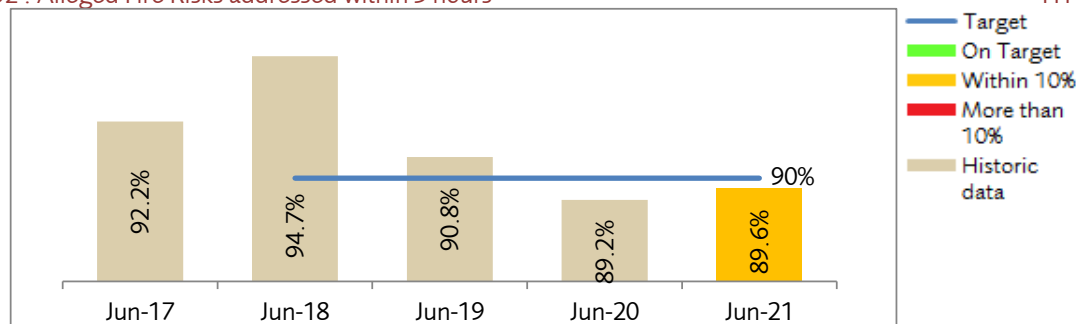
The mean monthly percentage of community safety hours for the 12 months prior to the Coronavirus pandemic (March 2019 to February 2020) was 11.8%, assuming this monthly rate can be maintained from August 2021 onwards, the current target would be met by the end of 2021/22.

H10 - All fire safety audits / inspections

Audit numbers have been strong in spite of the pandemic, with 2,318 audits conducted this quarter. Of those 1,768 were at high risk premises, equating to approximately 78% of the total, which is particularly positive given the continued challenge of the loss of experience from our workforce.

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

CO2 : Alleged Fire Risks addressed within 3 hours

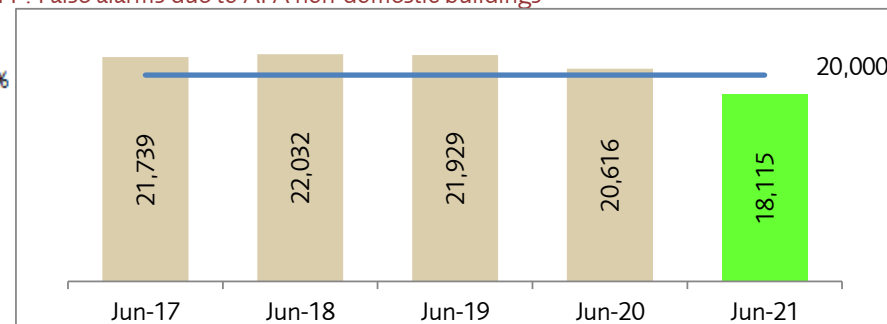


CO2 – Alleged Fire Risks

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

The rolling 12 month figure for June is slightly off target, due to previous quarter's performance. Within quarter one 91% of alleged fire risks were addressed in the three hour time frame.

H11 : False alarms due to AFA non-domestic buildings



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

The remaining Unwanted Fire Signals (UwFS) reduction officers continue to engage with businesses and organisations who produce a high level of UwFS. These officers use their knowledge and experience in false alarm reduction techniques to assist those responsible to put measures in place to drive down or eliminate UwFS in their buildings. The learning from these officers has contributed to a draft new appendix to our auditing guidance to further address false alarm management during inspections. This appendix is part of a wider revision of our auditing guidance.

A training package to share learning from the work of the UwFS reduction officers and further increase knowledge across the organisation, has been developed, with plans to make this training available currently in progress.

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.

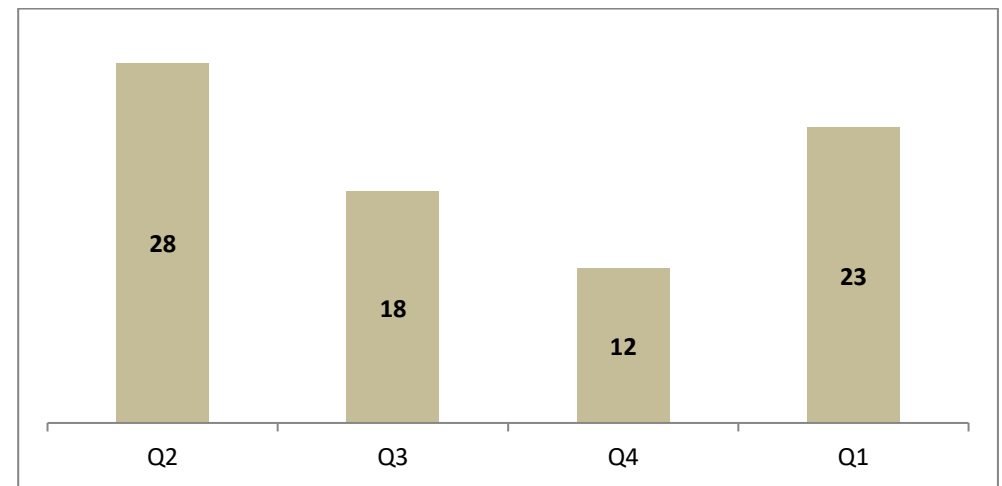
London Resilience

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

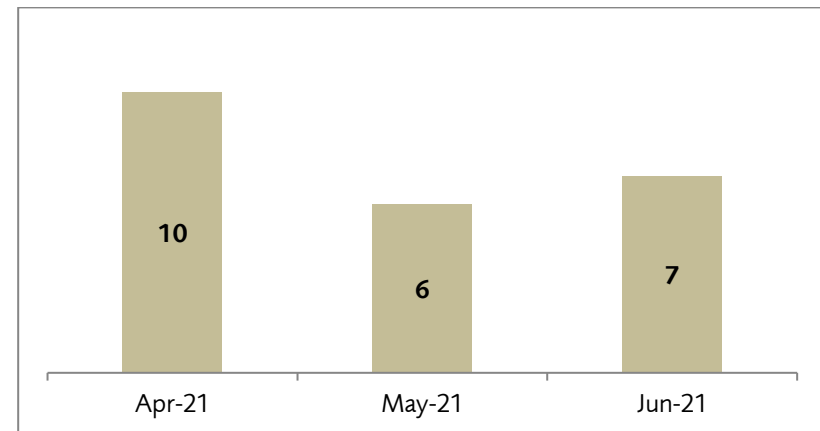
Typically, a response will be to an incident that:

- 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 quarter for last 12 months.



Number of incidents responded to in quarter one, by month



On average LRG responds to over one incident each week (6.75 incidents per month over the previous 12 months). The graph above shows that in quarter one LRG responded to 23 incidents, an average of 7.5 per month, considerably higher than the previous quarter.

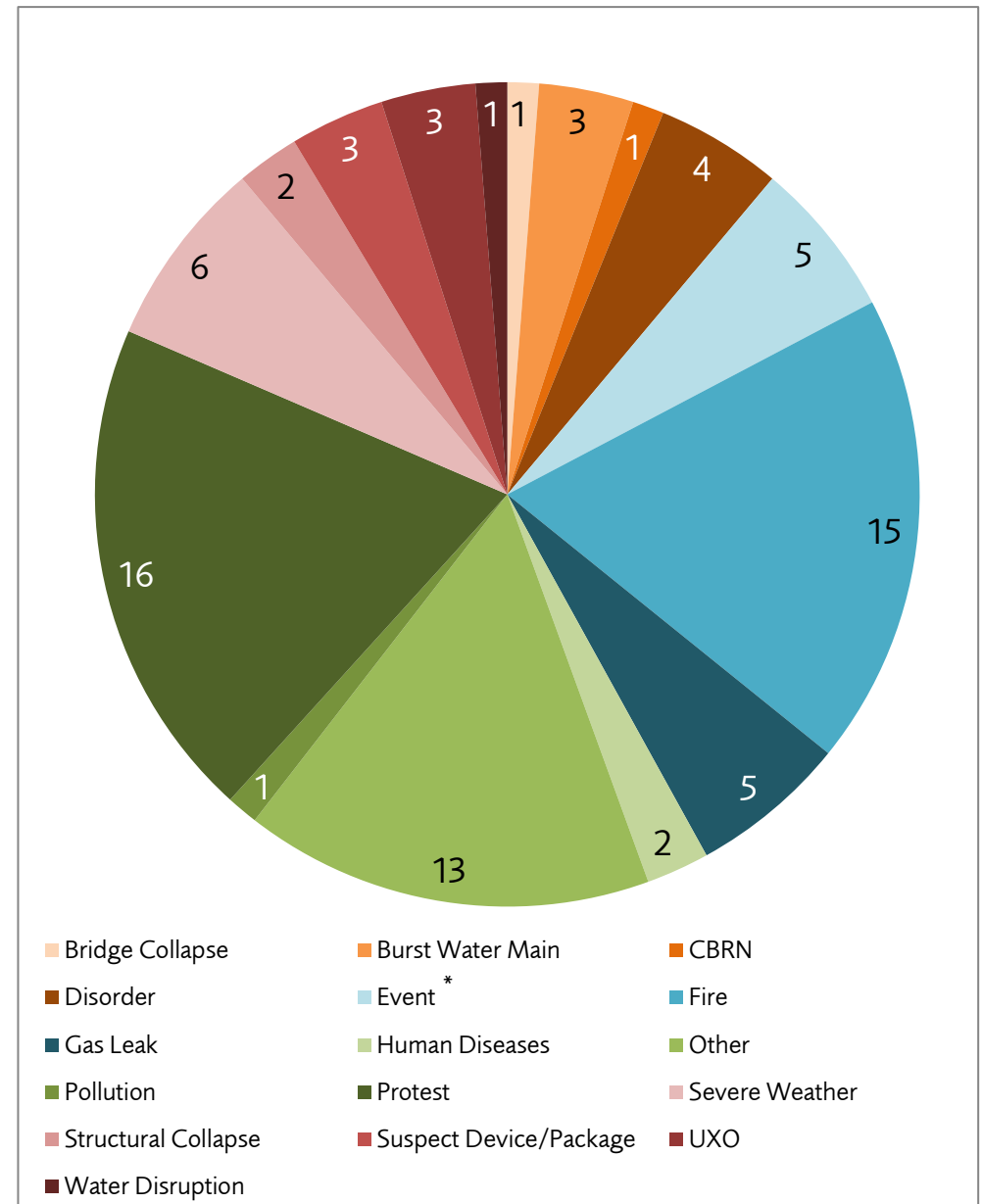
Response and Resilience – providing a high quality, effective response

Incident responses can vary from a weeklong response supporting partnership teleconferences and providing communications to the partnership and key stakeholders to a couple of hours response to determine that no further action is required and to assure key stakeholders that an adequate response is already in place. Since July 2020 the average response duration per month was 21 hours. The spike in response hours during April 2021 was due in part to supporting Operation Forth Bridge. May and June show an upward trend as lockdown eases.

The incident types responded to over the past 12 months have been varied and demonstrates the wide range of incidents we response to. The high proportion of fires responded to is in part due to the complexity and potential for media attention this type of incident receives, and in part due to the good working relationship between LRG and the Brigade, who provide early notification of such incidents. The high proportion of protests responded to can be attributed to the various partnership meetings, in particular for the Black Lives Matter and Extinction Rebellion protests over the summer, and recent activity around anti-lockdown, anti-vaccine, and the Reclaim the Streets protests. A variety of incidents are included in the 'other' category, these range from an Airwave outage, cyber-attack, to an incident in which a car crashed into a police station. There has been an increase recently in the number of protests, disorder and events activity, including the Euros, that LRG have been involved in.

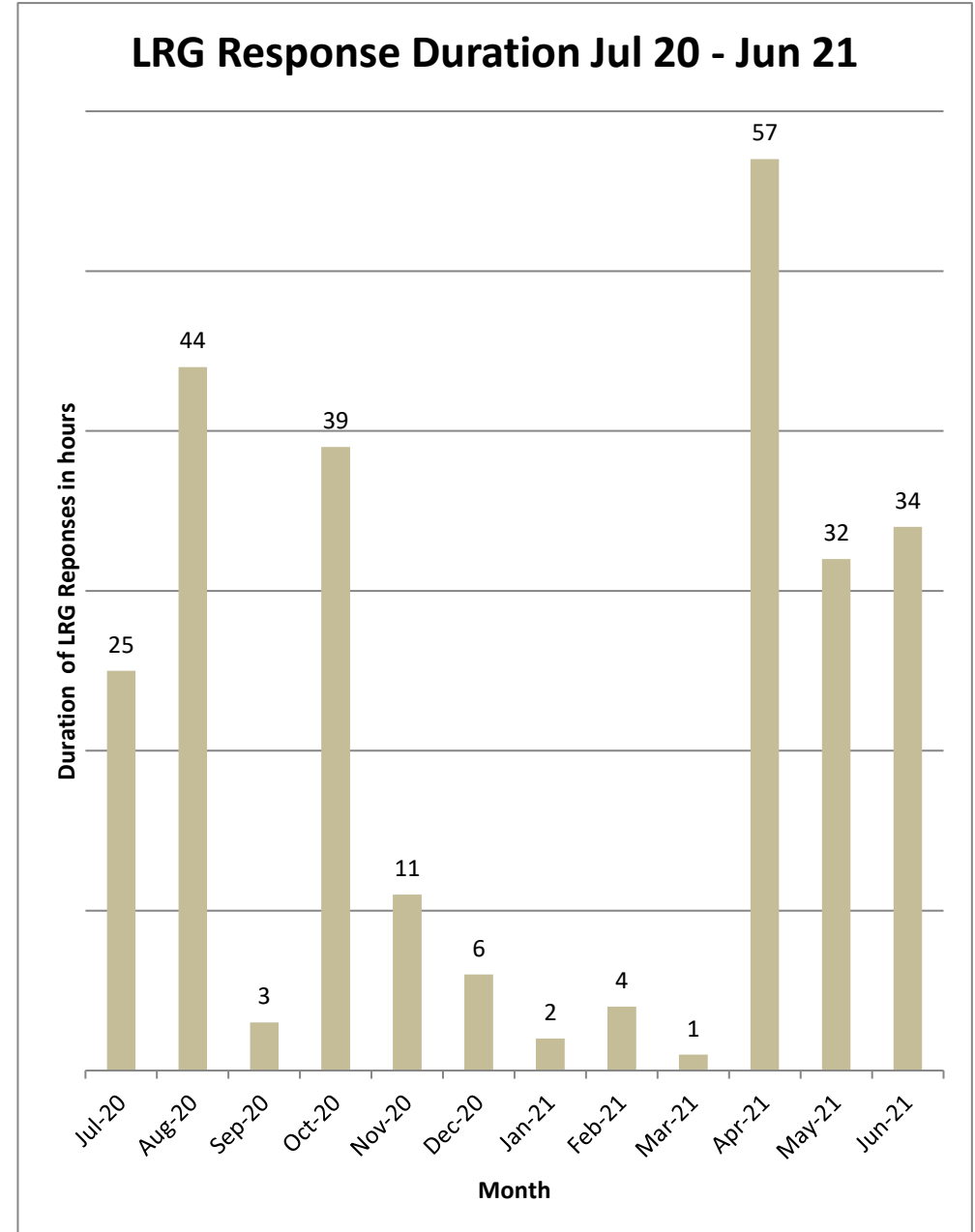
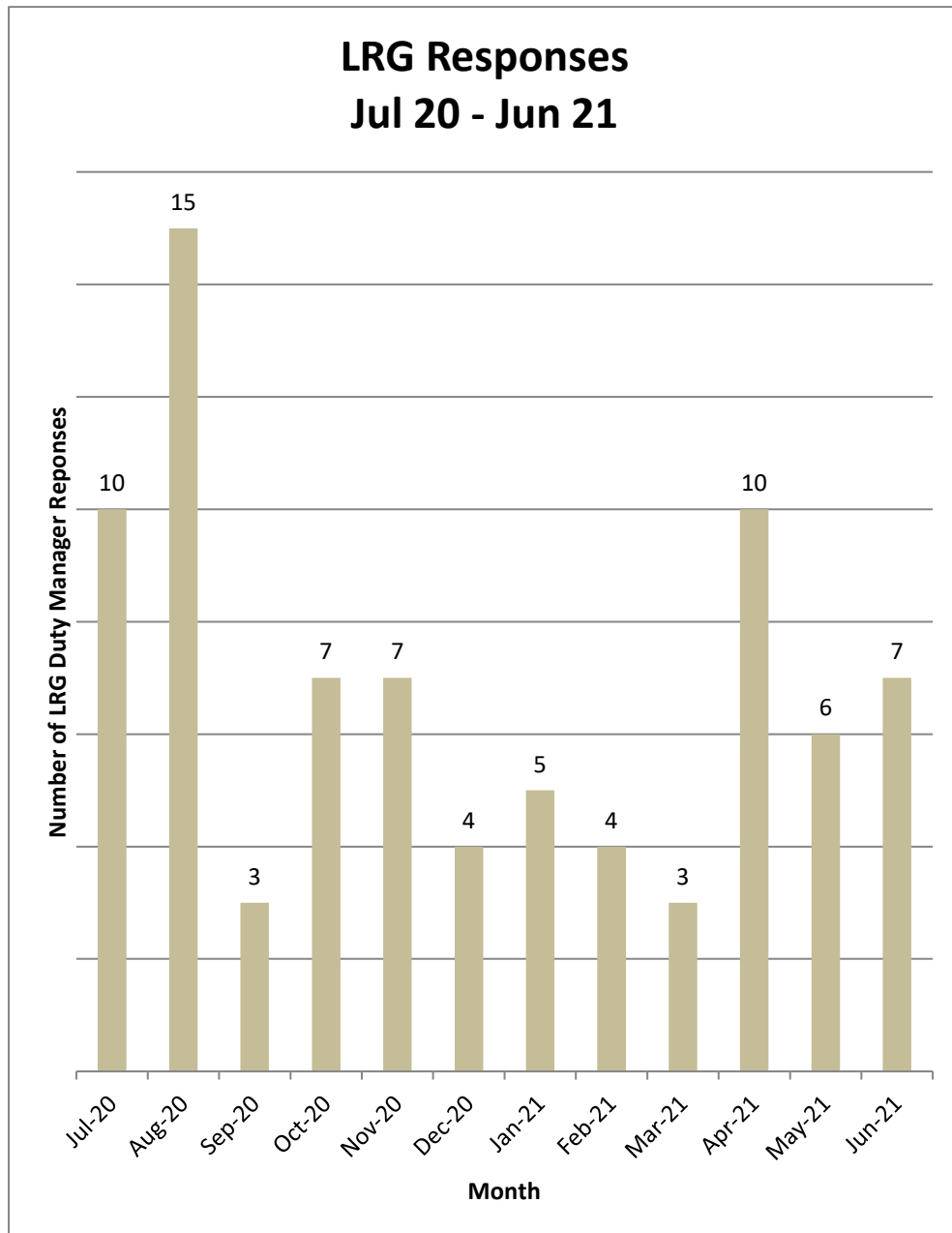
It should be noted that during this period there is no time recorded in support of the COVID-19 response which continues to be a daily commitment.

Incident by type 12 months ending June 2021



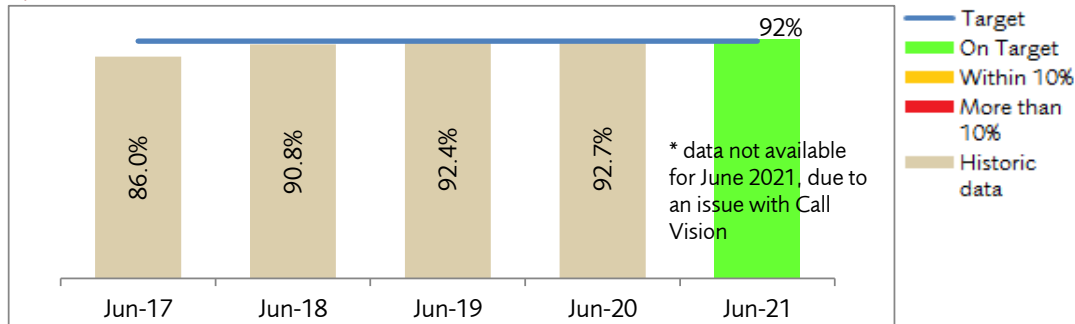
*High Profile Event (e.g. Conference)

Response and Resilience – providing a high quality, effective response

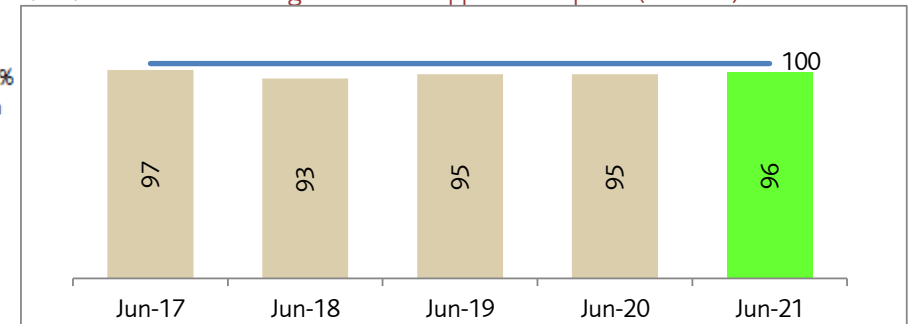


Response and Resilience – providing a high quality, effective response

CO3 : 999 calls answered within 7 seconds



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



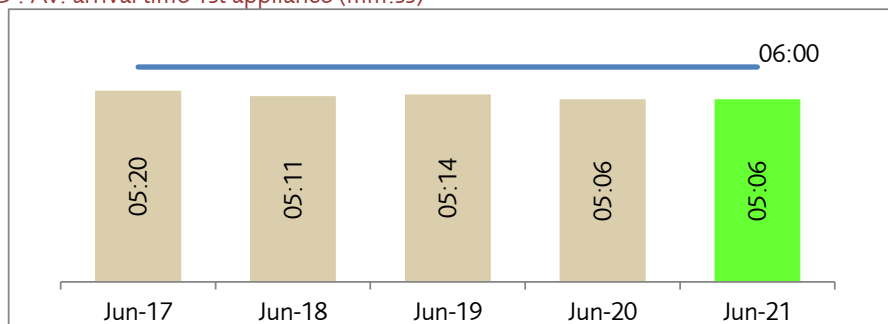
CO3 and H12 – Call handling

For quarter one, control's call handling performance has remained resilient and consistent, which continues to be very encouraging given a number of external challenges such as the COVID-19 pandemic. Although we are not able to produce data for June 2021 due to a technical issue with the mobilising system, it is very likely that we remain on target given that for the 12 months ending April 2021 we were at 92.82% and in May 93.07%.

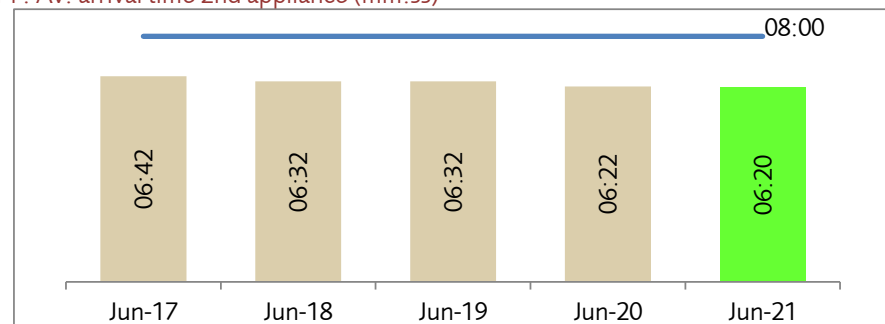
The hard work and dedication of Control officers supported by the Brigade's IT engineers and Capita is helping deliver a better and more robust service to the people of London. Control will continue to use these targets as a baseline for further improvement over the medium and longer term. It also further informs the key drivers behind the Control Improvement Plan (CIP) and the Transformation Delivery Plan (TDP) around continuous improvement and excellence in service delivery.

Response and Resilience – providing a high quality, effective response

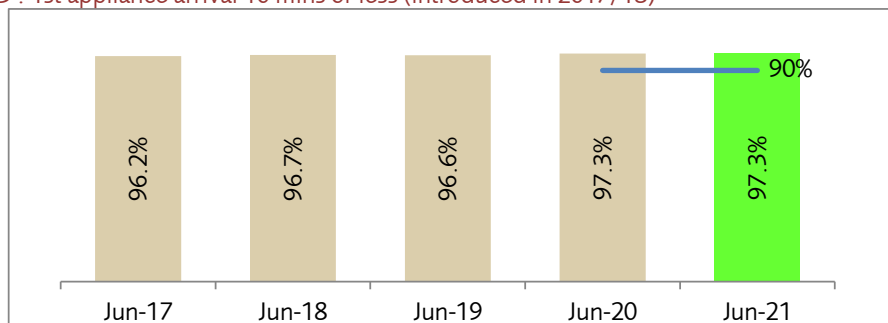
H13 : Av. arrival time 1st appliance (mm:ss)



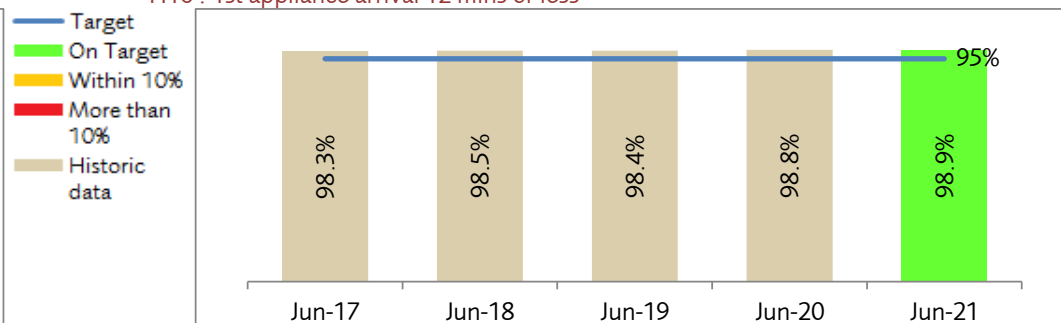
H14 : Av. arrival time 2nd appliance (mm:ss)



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



H16 : 1st appliance arrival 12 mins or less



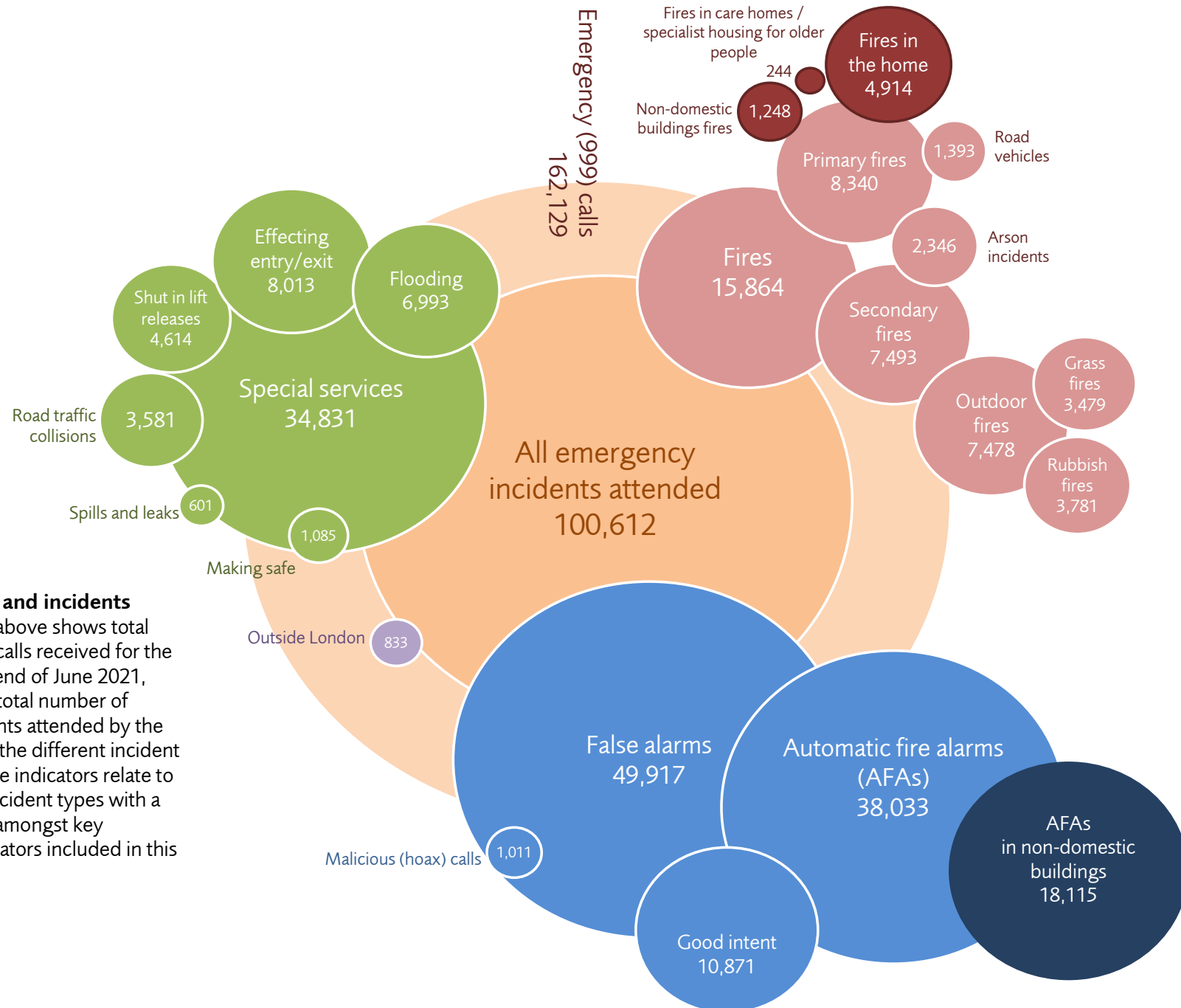
H13 and H14 – Attendance times 1st and 2nd appliance

These indicators measure the Brigade's London-wide performance for the time it takes for the first fire appliance to arrive at an incident, within an average of six minutes, and the second fire engine, within an average of eight minutes. First and second appliance arrival times have continued to improve steadily. Turnout times are also a key focus for station management teams such as in Southwark Borough who have been working with partners in Southwark Council to report access problems faced by fire stations. This collaborative approach has led to the improved attendance times within the borough, with the first appliance arrival times now of 4min 27sec and second appliance 5min 44sec.

H15 and H16 – Attendance arrival times 10 and 12 minutes

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

Operation in Numbers



Emergency calls and incidents

The bubble chart above shows total emergency (999) calls received for the 12 months to the end of June 2021, together with the total number of emergency incidents attended by the Brigade, and how the different incident based performance indicators relate to each other. The incident types with a darker colour are amongst key performance indicators included in this report.

People and Resources – delivering a positive and healthy culture

Key points

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

We'll deliver this aim by:

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

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

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

Annual indicators

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

CO10A : Pay ratio between highest & median salary

CO10B : Gender pay gap - all staff (median)

CO14 : Spend with SMEs

CO15 : CO₂ reduction from 1990 levels (%)

Inclusion

In July the Togetherness Strategy became a year old and it continues to underpin our Transformational Delivery Plan. The Togetherness Board has met four times and has provided a steering, scrutiny and direction setting and continues to monitor implementation, driven by senior leadership, advised by our representative committee and the three external community members who provide expert professional inclusion advice based on their lived experience to the Board. The Togetherness Representative Committee is bedding into the governance arrangements, comprising trade unions and equality staff networks. This committee has asked questions directly of the Togetherness Board and feeds into the formal accountability mechanisms and governance for the strategy.

The Togetherness Strategy Action Plan is in the process of being refreshed at the one year mark. New projects which have arisen will be included and other changes in priority as a result of the pandemic will be updated. In addition, the document will reflect an evolved approach to portfolio management, which is being led by the Transformation Directorate.

A roll out of online inclusion training for all is scheduled to begin with a pilot by September 2021 as well as a new neurodiversity package, and a programme of subject specific inclusion workshops to enhance and develop departments. Business in the community has worked with us to commission 'leading race conversations' training for all senior leaders, and an externally developed pilot with Right Track providing dedicated tailored training for recruiters and assessors focusing on inclusive recruitment has concluded with evaluation being conducted. A review of EIA processes including a publication schedule is underway, with the first EIAs being published this month, increasing transparency with supporting training and resources to support staff to use inclusion to improve processes and to build inclusion into their decision making.

Mental Health Wellbeing

With LFB's new Mental Health and Trauma Team Coordinator taking up her role in May 2021, it has been possible to focus this resource on establishing a more

People and Resources – delivering a positive and healthy culture

sustainable framework of operation for all LFB Mental Health First Aiders. LFB Mental Health Aiders; 30 trained staff and over 70 staff waiting to be trained, now have a dedicated lead for mental health first aid with the availability of supervision, regular meetings, and clear reporting lines now in place. Face to face Mental Health First Aid 2 day training courses delivered by Mental Health First Aid England are being programmed from August 2021 with the expectation that all staff awaiting a course will be trained by February 2022.

Work has also been able to recommence on establishing a peer trauma support team network with a specific focus on determining how many staff would be interested in volunteering for such a role, how the role would function alongside the work of LFBs Counselling and Trauma Service, and what training these volunteers would need to be effective. A standalone mental health policy has been drafted and is with trade union colleagues for comment. This new policy is closely aligned to LFBs refreshed wellbeing strategy that has been developed using the World Health Organisation definition of wellbeing and an action framework of Promote, Prevent and Treat so that LFB staff are clear about what LFB is doing in respect of their wellbeing needs. Using the strategy framework and membership of the National Suicide Prevention Alliance officers are also seeking to undertake research into the prevalence of suicide amongst blue light workers, with the aim of acquiring a better understanding as to what awareness and/or other interventions could be put in place to mitigate such instances occurring. Babcock Training Ltd have now appointed specialist mental health trainers so it will be possible to pilot LFBs new Recognising and Managing Stress Anxiety and Depression training course during September 2021

Employee Engagement and Recognition

A new approach to staff surveys is estimated to begin in October 2021. This is later than originally planned following engagement and agreement with the FBU to take the advice of the Chair of the Culture Review (when appointed) to determine when and how the LFB survey should be conducted during the review period, and how it can contribute towards the Culture Review. The engagement survey will begin with a broader annual baseline survey, followed by two shorter pulse surveys approximately four months apart to drill down into any key areas from the baseline.

The new survey platform will produce results and analysis available to staff 72 hours after the survey closes. Managers will also get their team and department results and analysis, with suggested actions, learning to implement and insights from a community of users. Results will also be addressed corporately, with single wider issues to be focussed on in a manageable way.

LFB Culture Cards have been developed, trialled, and implemented. This is a box of 200 thought-provoking cards with quotes, images, questions, and advice that link to LFB behaviours, with the aim of kick-starting conversations about Compassion, Togetherness and Accountability. Teams can run a Culture Card session where individuals chose cards and discuss their experiences of the topics and what they can do to bring the behaviours to life. The cards also help foster great team relationships as staff will learn more about each other.

Progress is being made with the creation of 'A Virtual Mess Table', to begin in August 2021, slightly later than planned following discussions with the FBU. This is a forum that brings Operational, FRS and Control staff together to help shape upcoming projects and organisational strategy. This makes sure that topic owners develop products and services that work for the organisation and our people, and that staff have a direct connection to those topic owners. The concept has gained good traction with staff, and discussions with the FBU are ongoing.

Plans are being developed for a "Safe to Speak" programme, where staff can confidentially raise concerns around safety and behaviour in a safe space that aims to remove any fears around speaking up when things aren't as they should be. Discussions are currently ongoing with trades unions regarding this programme.

The first LFB People Awards event was delivered on 13 May 2021, streamed over Microsoft Teams. The event received excellent feedback and proved popular, so proposals for the LFB People Awards 2022 are being developed for September 2021, considering hybrid events that will have an in-person celebration, however still offering the reach and inclusiveness that streamed events benefit from. In-year formal recognition of Manager and Commissioner Commendations are being launched in July 2021, to recognise accomplishments in a timely manner throughout the year. Also, an Awards Committee will be launched in July 2021 to ensure fairness and due process is given to seeking the best nominations for external

People and Resources – delivering a positive and healthy culture

Queen's Birthday and Christmas Honours and other Fire Service medals. These recognition programmes inform each other, while still remaining open to all staff throughout the year.

Sustainable Development Strategy

The Brigade's Sustainable Development Strategy covering 2016-22 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 such as the implementation of the Ultra Low Emission Zone. Following approval of the extension of the Strategy to March 2022, it now incorporates actions set out under the Responsible Procurement Implementation Plan, the Ultra Low Emission Fleet Plan, the Carbon Reduction Strategy, and the Single Environment Plan.

The initial SD strategy had 47 actions. A further action has been completed:

- The action to improve environmental awareness through our youth engagement programmes delivered a number of initiatives and has been completed. The final initiative planned for this action to establish a green Cadets unit in Kingston Borough, based at New Malden Fire Station, has been up and running since April 2021

As of the end of quarter one, the progress on the one remaining outstanding action was as follows:

- The action to incorporate Responsible Procurement into our Contracts Management Database is with the Enterprise application delivery team, and the target time frame to complete the database project remains as October 2021. This project is not currently a priority, due to COVID-19.

Internal audit plan

Work against the 2020/21 annual audit plan continues:

- 37 final reports have been issued: 13 risk and assurance, three advisory and 21 follow ups.

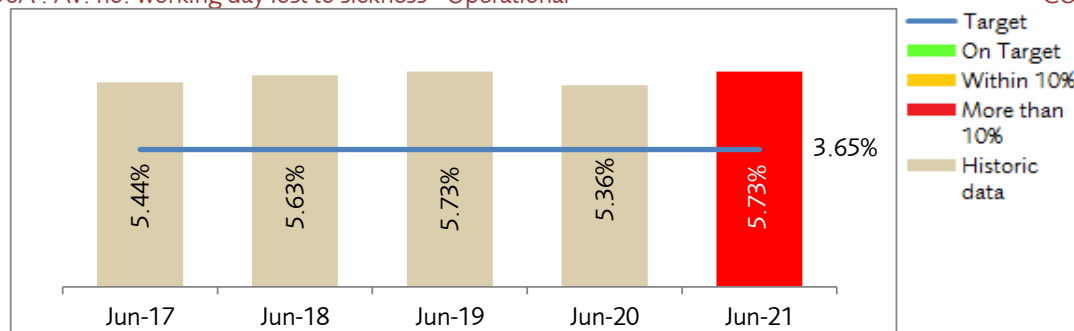
- Five draft reports are currently with management and are in the process of being finalised; two risk and assurance and three follow up, and the issue of these reports as final will complete the 2020/21 annual plan.

Work against the 2021/22 annual audit plan has commenced:

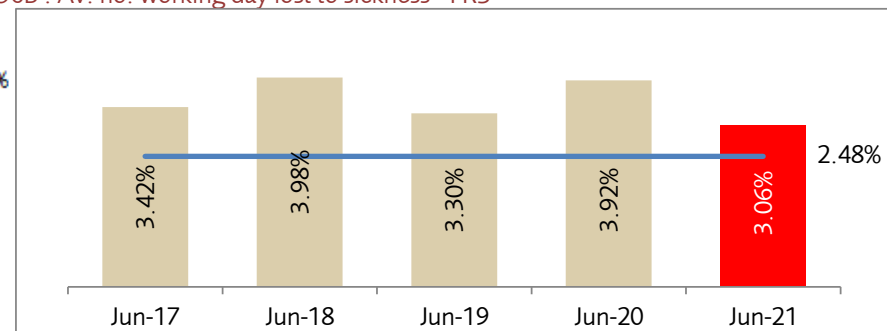
- One risk and assurance final report has been issued.
- Four reviews are at fieldwork stage; one risk and assurance and three follow up.
- Five risk and assurance reviews are being scoped.

People and Resources – delivering a positive and healthy culture

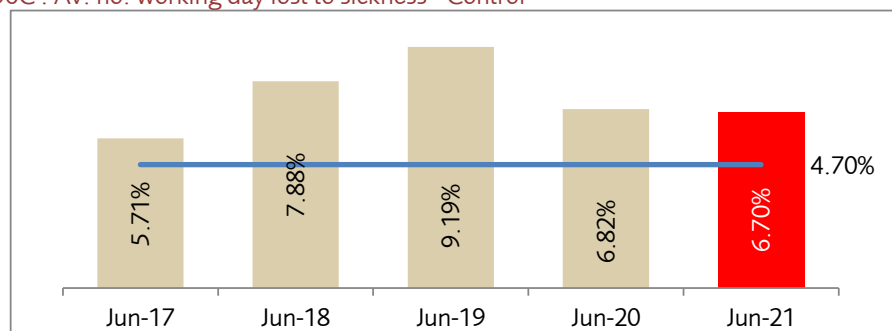
CO6A : Av. no. working day lost to sickness - Operational



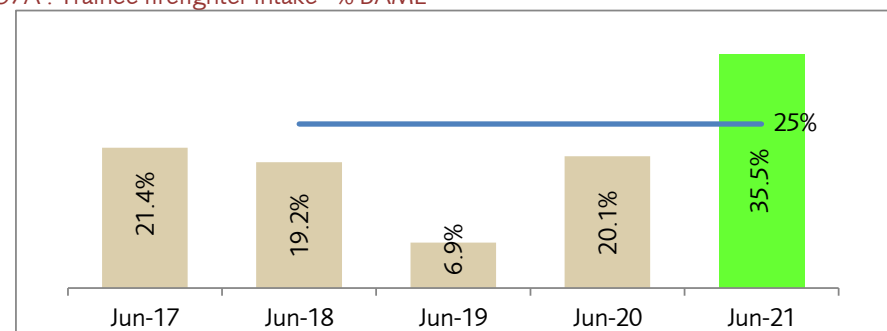
CO6B : Av. no. working day lost to sickness - FRS



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



CO7A : Trainee firefighter intake - % BAME



CO6A, CO6B, CO6C – Sickness average days lost

Operational employee sickness absence has increased from 5.36 per cent to 5.73 per cent during the past twelve months. FRS sickness experienced a decrease from 3.92 per cent to 3.06 per cent, however this has increased from 2.88 per cent in quarter four. There has been a marginal improvement in Control sickness which has seen a steady decrease since quarter four. All staff groups sickness absence remains above target and in excess of national FRS sickness levels.

The Brigade continues to take a more proactive approach to supporting staff to remain healthy at work which in turn should contribute to the further reduction of sickness absence. Wellbeing activities will be more focussed on promotion and prevention whilst maintaining and continually improving our treatment provisions. A refreshed Wellbeing Strategy is being presented to People Board in July 2021. Recognising the feedback from stakeholders and HMICFRS, greater focus is being

placed on raising staff awareness of the resources available to them. Wellbeing Allies and Local Wellbeing Partners will be recruited across all levels and staff groups to enhance information sharing, local support, and drive accountability for Wellbeing.

CO7A&B – Improve the diversity of firefighters

There has been a further increase in the percentage of Black, Asian, Minority Ethnic (BAME) trainee firefighters in quarter one. The percentage of trainee firefighter in this intake who are BAME increased to 50.0 per cent (from 33.5 per cent in quarter four). There was a decrease in the percentage of women trainee firefighters in quarter one, 12.5 per cent, (compared with 22.8 in quarter four). A small number of candidates from recruitment campaigns dating back to 2019 are in reserve awaiting to be placed, due to reasons beyond our control.

People and Resources – delivering a positive and healthy culture

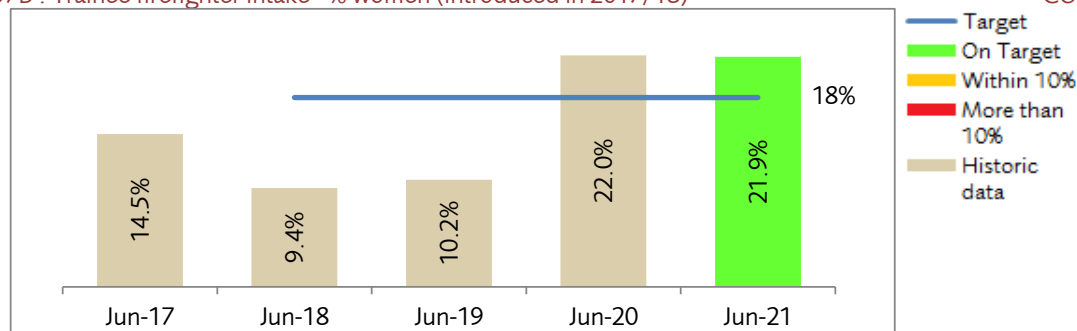
Overall, from the April 2019 campaign, 204 successful candidates have now commenced training, 62 of which are female (30 per cent) and 71 are BAME (35 per cent). Additionally, from the 2019 campaign, a further 2 people have received provisional offers to start training, of which, one is female.

The 2020 campaign continues and to date, 90 successful candidates have now commenced training, 14 of which are female (16 per cent) and 33 are BAME (37 per cent). From the 2020 campaign, a further 24 people have received provisional offers to start training February 2021 onwards, of which, six are female and ten are BAME.

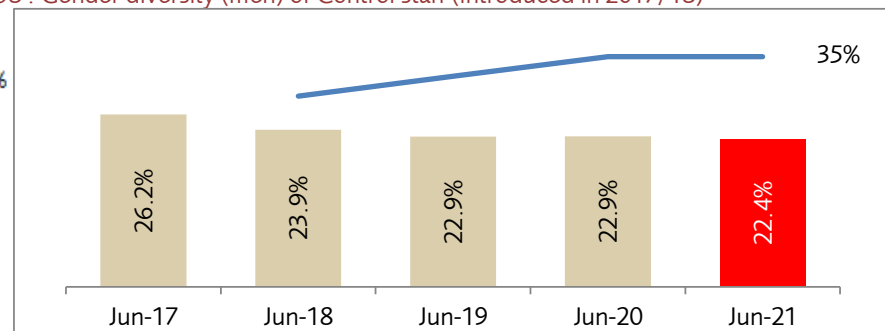
54 candidates are still in process from the 2020 campaign of which, 24 are female (44 per cent) and 25 are BAME (46 per cent). It is anticipated that some of these individuals will be allocated provisional offers in the near future to fulfil existing training school places if they are successful at all assessment stages.

People and Resources – delivering a positive and healthy culture

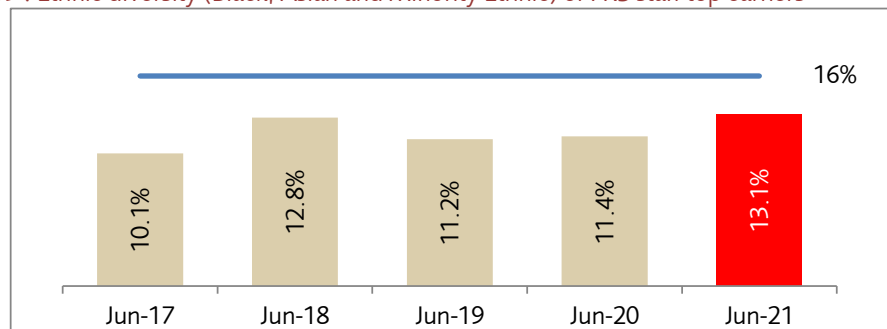
CO7B : Trainee firefighter intake - % women (introduced in 2017/18)



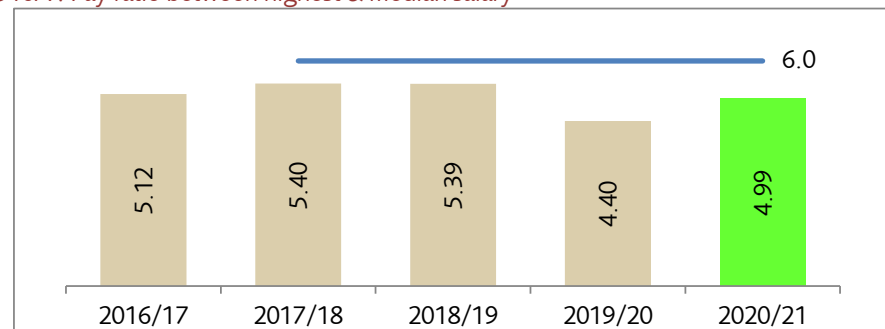
CO8 : Gender diversity (men) of Control staff (introduced in 2017/18)



CO9 : Ethnic diversity (Black, Asian and Minority Ethnic) of FRS staff top earners



CO10A : Pay ratio between highest & median salary



CO8, CO9 – Gender and ethnic diversity

Progress in these areas (gender diversity in Control, and diversity (ethnically diverse, or Black and Minority Ethnic) of FRS staff top earners) has been not yet been significantly impacted by the recruitment freeze. The recruitment freeze came into effect from April 2021, so has not yet bore a significant impact on our workforce composition. In recent years, our trainee intake has resulted in an increase to the total proportion of women and ethnically diverse employees within our Operational workforce – the % of women has increased from 7.4% to 8.9% between March 2019 and March 2021, and the % of ethnically diverse staff has increased from 13.1% to 14.4% over the same period.

Our current projections estimate that with no further recruitment, there would only be a slight increase within these groups (mainly due to operational staff leaving).

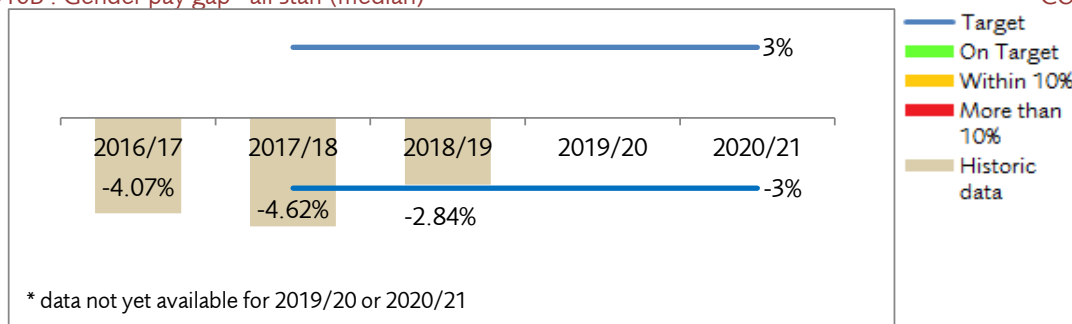
This is likely to stall any progress that has been achieved in increasing such representation over recent years.

CO10A – Pay ratio

The pay multiple data for the preceding year is included in the LFC's annual pay policy statement which there is a statutory obligation to publish; we are about to publish the 2021/22 pay policy statement now that we have the 2020/21 pay multiple data. As indicated, there is a long-standing commitment to keep this pay multiple within 6.0 which we have achieved again in 2020/21.

People and Resources – delivering a positive and healthy culture

CO10B : Gender pay gap - all staff (median)

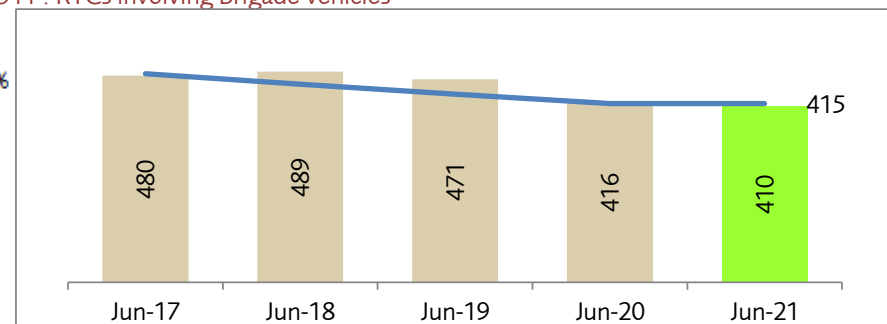


CO10B – Gender pay gap

Statutory reporting of the gender pay gap was suspended by the government for 2020 to enable organisations to focus their response to COVID-19 and this is still the case. Despite this, LFB reported to the GLA on both gender and ethnicity pay gaps in August 2020 and still awaits sign off from the GLA in order to publish externally. This is now expected in October 2021, but we are still awaiting direction.

Work is being undertaken by the Inclusion Team and across the Brigade as part of its pillar work to address this through the Togetherness Strategy and significant initiatives introduced by the Talent and Recruitment Team which include interim solutions and long term assessor training for operational and FRS roles.

CO11 : RTCs involving Brigade vehicles

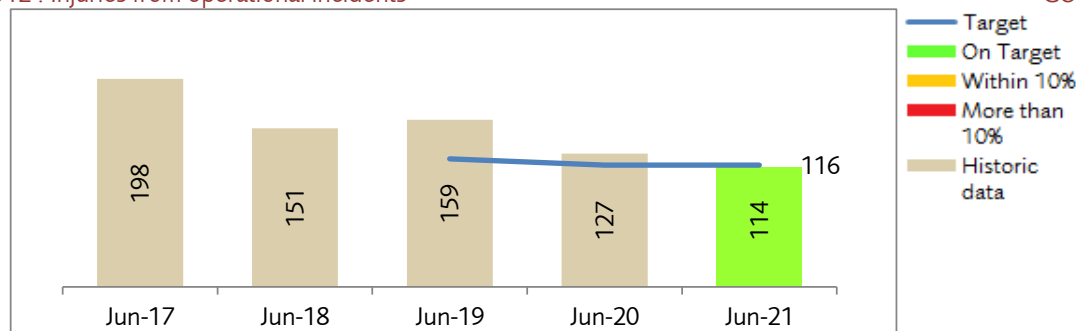


CO11 – RTCs involving Brigade vehicles

The target for Road Traffic Collisions (RTCs) involving Brigade vehicles is being met (412 versus a target of 415). Road traffic collisions have reduced slightly when compared with the outturn for the same reporting period last year (416). It is likely that some of this effect is due to reduced vehicle journeys during the coronavirus pandemic. The Emergency Response Driver refresher training programme has continued this year; over 90 per cent of appliance drivers have now completed the Emergency Response Driving Revalidation (Appliance) course. This training includes a reassessment of driver skills. Staff have also recently been provided with information and instruction in preventing accidental damage to the fire appliance when attending incidents. A pilot of the use of CCTV on fire appliances to better inform road traffic collision investigations has now completed and CCTV will be enabled on all appliances at their 13 week scheduled maintenance/inspection.

People and Resources – delivering a positive and healthy culture

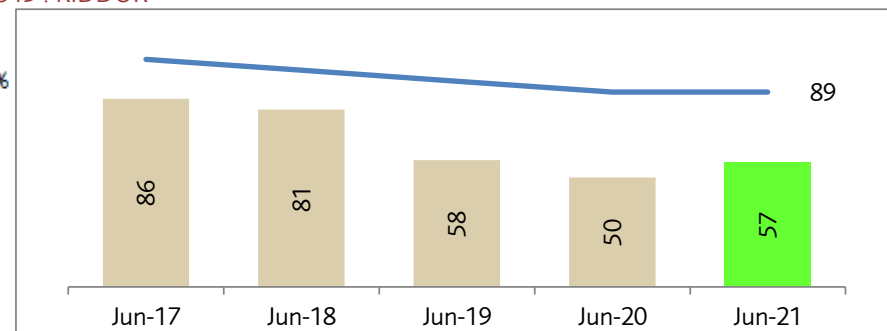
CO12 : Injuries from operational incidents



CO12 – Injuries from operational incidents

The target for injuries from operational incidents is being met (114 versus a target of 116). Injuries from operational incidents have reduced by 14 per cent when compared to the outturn for the same reporting period last year (133). Officers are currently working on operational policy, including the introduction of operational risk assessment, to make general improvements to incident ground safety, which is undergoing consultation with the representative bodies. Officers are also working to improve data analysis by integrating injury investigation data with incident monitoring data to better identify how we can further target reductions in operational injuries.

CO13 : RIDDOR

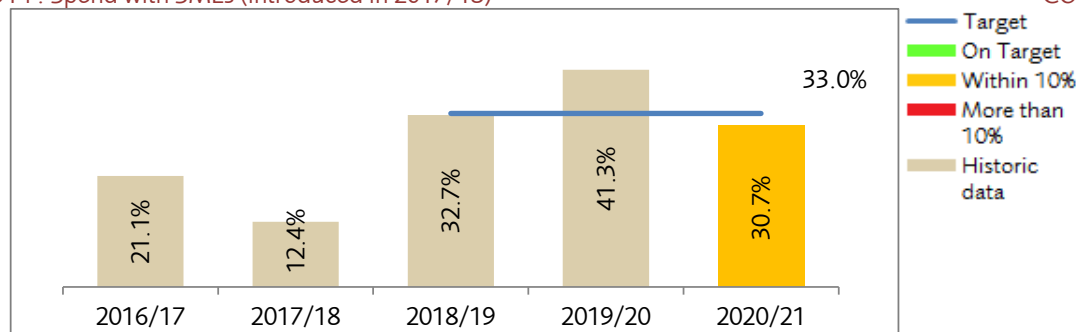


CO13 – RIDDOR

The target for injuries reportable to the Health and Safety Executive (HSE) under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) is being met (57 versus a target of 89); long term performance has seen significant improvements with a 40 per cent reduction when compared with the same reporting period in the 2016/17 financial year (86).

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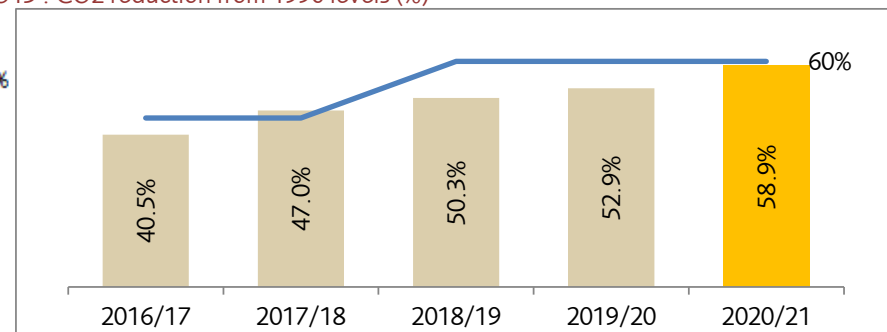
CO14 : Spend with SMEs (introduced in 2017/18)



CO14: Spend with SMEs

SME spend dropped during 2020/21, primarily as a result of the impacts of COVID-19 delaying property works at fire stations that were not considered as critical to operations, to reduce the risk to staff and contractors. Additional spend reductions were the result of a significant drop in business travel, reduced need for legal services following the end of phase 1 of the Grenfell Inquiry, and some suppliers moving from being a small to large, due to the revised SME definition considering turnover as well as employee numbers. Key supplier spend with SMEs has reduced considerably, in part due to a lack of data submission and reduced capital spend with Babcock Critical Services where a significant proportion is then spent with tier 2 SME suppliers.

CO15 : CO2 reduction from 1990 levels (%)

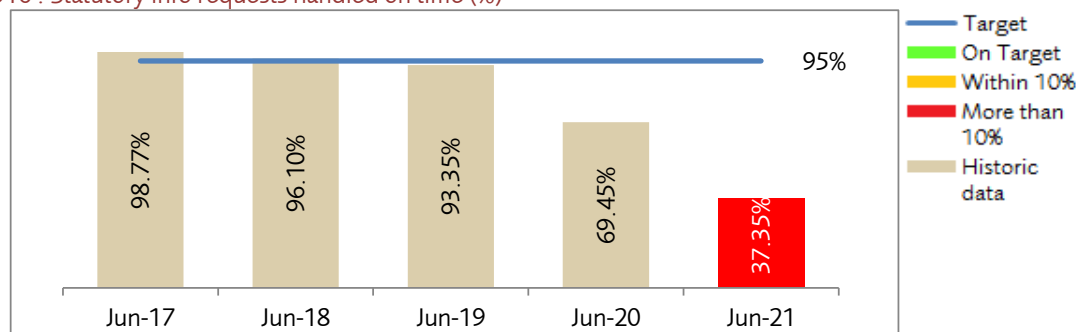


CO15: CO₂ reduction from 1990 levels

CO₂ emissions have reduced by approximately a further 6% from the previous year. It is expected that a large portion of these reductions are related to COVID-19, with over 90% of the emissions reduction due to reduced fuel use by frontline fleet vehicles. This goes against the recent trend of increased fuel consumption, thought to be due to the introduction of the new Euro 6 series 2 pumping appliance, which has continued to be rolled out through 2020-21. The temporary suspension of HFSVs (down 77%) and training activity, along with reductions in incident attendance, which may in part be a result of COVID-19 and reduced movement of people (total incidents down 8%; all fires down 4.5%; RTCs down 27%) substantially reduce the mileage and fuel consumption of frontline vehicles. Proportionally, there has also been significant emission reductions for grey fleet and air travel, that can be largely linked to changes due to COVID-19. Smaller reductions are attributed to buildings, with carbon reduction works on buildings undertaken during 2020/21 are expected to demonstrate emission reductions in the next years reporting cycle.

People and Resources – delivering a positive and healthy culture

CO16 : Statutory info requests handled on time (%)



CO16: Statutory information requests handled on time

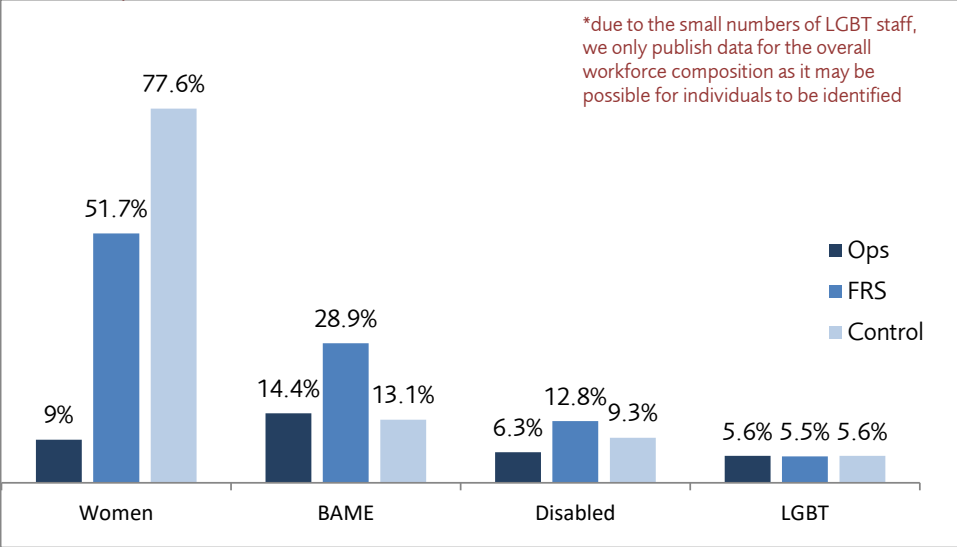
This indicator measures how well the Brigade is meeting the statutory deadlines for responding to information requests under the Freedom of Information Act (20 working days) and the GDPR/Data Protection Act (one calendar month). There was a 16 percent increase in 2020/21 in data protection requests (which are more complex to deal with) with FOIA requests slightly lower. Performance at the end of quarter one continues to be impacted by a number of extensive and time-consuming data protection cases during the year involving large numbers of documents (linked to staff grievance, discipline, or employment tribunal cases). Some requests require significant numbers of documents to be reviewed before being provided to the requestor. Additional impacts from GDPR related work (e.g. data protection impact assessments, producing contract schedules, and investigating/recording data breaches), is recognised as having an impact on the team.

The ICO has recently updated their COVID-19 regulatory approach and say that they have a "... commitment to continue taking into account the challenges organisations ...face, but also makes clear the value of information rights. We expect organisations should be able to deal with complaints they receive from members of the public, for instance, and we expect organisations to have robust recovery plans in place to reduce any backlogs."

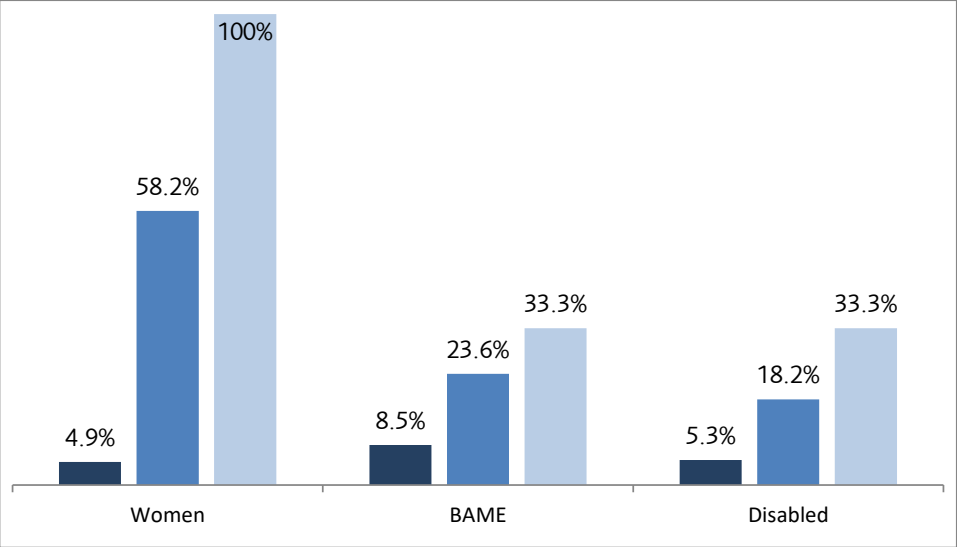
An additional staff member is in place and active recruitment is underway to secure a further member of staff to help deal with the workload. The team are working hard to reduce the backlog of requests, and the time taken to deal with requests has improved over the last few months. This means that requestors are waiting less time for responses. However, this improvement may not be reflected in the performance indicator until such time as requests can be handled within statutory deadlines.

Key People and Resources Information – workforce composition

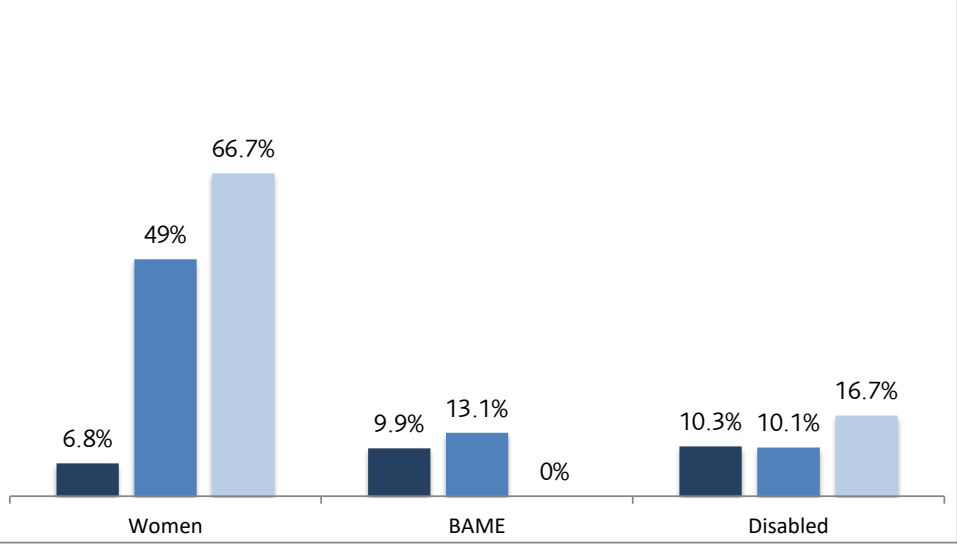
Workforce composition*



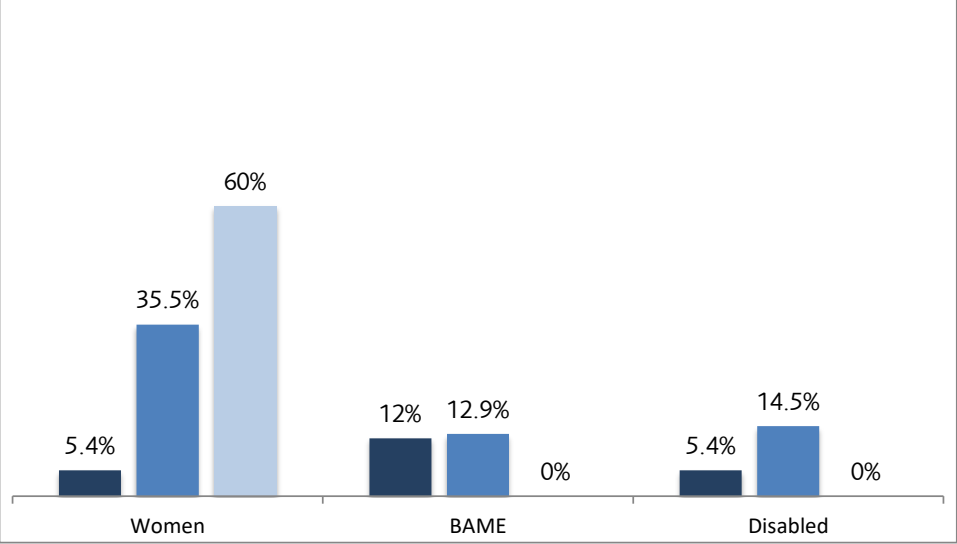
Workforce promotions



Workforce top earners



Workforce voluntary leavers



Delivering on the London Safety Plan Commitments

Background

Current LSP performance reporting against the commitment has been revised to align with the TDP. Many of the commitments are aligned with actions in the TDP and we now report against them in the regular TDP action updates. Other commitments have progressed to a stage where they have become business as usual.

LSP Commitments update

The five remaining LSP Commitments have been absorbed in business as usual by the relevant departments and will no longer be reported against as specific items.

- *LSP8 : We will continue to promote sprinklers as part of our prevention work including supporting proposals put forward by the Association of British Insurers (ABI) to ensure sprinklers are installed in more high-risk buildings.*
- *LSP9 : We want to increase our engagement with the development of innovative technology to influence partners to install appropriate Automatic Fire Suppression System (AFSS)/detection (including sprinklers) and alarms to protect the most vulnerable and for firefighter safety in all housing tenure. We'll also build on our existing relationships and develop new partnerships with housing providers, care providers, local authorities, regulators and trade associations to reduce risk and raise awareness of fire risk and the benefits of installing Automatic Fire Detection (AFD)/AFSS.*
- *LSP11 : We will continue to engage with English Heritage and other relevant heritage stakeholders to identify risk and to provide fire prevention advice, support and guidance in relation to salvage plans.*

- *LSP14 : We will:*
Resource and develop the staffing of the new London Resilience Group (LRG).
Consider and adopt best practice in resilience both national and internationally.
Update the London Resilience risk register considering both national and London specific risks.
- *LSP25 : We will keep a watching brief over what happens to Heathrow and maximise any opportunities they present for more collaborative working with airport fire services.*

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 last performance report at the end of quarter four 2020/21, the Brigade's risk management strategy has been updated alongside a refresh of the organisation's most significant risks. The risk management system has been updated as part of the Brigade's transformation blueprint which will introduce further changes to how we report on performance. A five by five matrix is now in use for risk assessment, and accordingly, any risk scoring '20' or over is now considered a corporate risk requiring regular monitoring by the Commissioner's Board and oversight by the LFC.

The risk register refresh has led to the identification of six new red risks against the Brigade priorities as follows:

Code	Risk Description	Score
CS1	Cuts in Government funding in part as a result of inability to demonstrate effective utilisation of staff and additional externally driven costs (e.g. COVID, Brexit, legal challenges) result in a financial shortfall reducing the overall size and capacity of the Brigade to effectively deliver BAU and LFB's 'change/transformation' agenda	20
TF1	Completion of the TDP and development of the core transformation capabilities (portfolio blueprint, risk and assurance, continuous improvement, CRMP) fail to deliver the change that the Brigade needs to make to thrive as a modern fire and rescue service leading to LFB not fulfilling our mission	20
OD1	The increasing complexity of the built environment and lack of capacity to influence Building Regulations Consultations reduces the fire safety of buildings (i.e., compartmentation, cladding) and exposes the safety of our staff, our partners, and the public	20
OD2	Failure to adequately address concerns about the Brigade's incident command framework (including training) leads to LFB being placed in special measures	20

Code	Risk Description	Score
P1	Lack of support afforded to trainees during their apprenticeships leaves trainees isolated from the Brigade and at risk from harm	20
P2	Lack of training assurance means we do not know / have evidence to support whether or not our people are competent or safe to effectively undertake their day to day activities	20

In terms of how the Brigade is assuring itself that the risk controls are effective, the following should be noted:

CS1 – Budget cuts (Director for Corporate Services)

This area will be addressed predominately through scrutiny by the Audit Committee and External Audit, and by the Fire and Resilience Board which routinely receives financial and treasury management reports. There remains uncertainty over the potential impact of the government's spending review.

TF1 – Failure of TDP (Director for Transformation)

This area of risk is routinely being examined by Internal Audit, and throughout the Audit Committee work plan. The key risk around the delivery of the Transformation Delivery Plan and the GT / HMI action plan is also scrutinised by the Fire and Resilience Board, who supplement routine monthly scrutiny with quarterly deep dives into delivery of the GT / HMI recommendations. There are several new controls in development for this risk which should provide additional assurance.

OD1 – Built environment challenges (Deputy Commissioner)

This risk will be considered initially by the Operational Assurance Advisor during quarter two 2021/22 as part reviewing and assuring the Brigade's operational learning arrangements facilitate the collection and use of intelligence to drive improvements in safety, both in respect of staff and communities. The Assistant Commissioner, Fire Safety has also reviewed the controls for this risk and has asserted that the risk should be reduced following successful roll out of fire safety awareness training to firefighters which is due for completion by the end of December 2021.

OD2 – Incident command failure (Deputy Commissioner)

This risk is being addressed through audit and assurance activities by Internal Audit and by the Operational Assurance Advisor, specifically looking at training and competency outcomes in quarter one through into quarter two.

Our Risk Perspective

P1 – Trainees at risk (Director for People)

Internal Audit are currently evaluating the Brigade's provisions around Health, Safety and Wellbeing and the subsequent outcomes. The Director for People has also initiated a deep dive to identify further new trainee controls to bring the target resolution date forward from its current 2023 date.

P2 – Lack of training assurance (Director for People)

The importance of assuring the quality of the Brigade's training provisions and the outcomes delivered is recognised as crucial to the delivery of services to London, so in being examined by both the Operational Assurance Advisor and Internal Audit. The risk is also under review by the newly appointed Assistant Commissioner for Training and Interim Assistant Director for Training and Professional Development.

Securing business continuity

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

Underpinning the BCM work that is undertaken across the Brigade are the International Standard for Business Continuity Management (ISO 22301) and the statutory requirements imposed on us as a Category 1 responder by the Civil Contingencies Act 2004, which requires all Cat1 responders to put BCM arrangements in place and to test those arrangements through staged exercises. The focus for the Brigade over the last quarter has been our response to the coronavirus (COVID-19) pandemic, this is explained in detail on page 11.

Business Continuity Planning

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

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

Business as usual

As a Category 1 responder the Brigade continues to ensure wider risk / resilience and business continuity issues are addressed.

Brexit

The Brexit Coordination Group has not been required to meet on a regularly scheduled basis in this quarter due to limited impact of the initial Brexit response since the agreement was activated on 1 January 2021. However, the Brexit risk register is being maintained and we are keeping a watching brief to factor in new and existing plans as they are raised, continuing to review the impact, and considering risk documents produced by the Pan-London partnership and Mayors Office, NFCC and other FRS. Our own contingency plans remain in place, and we are prepared to activate further agile BCG response activity as quickly as possible if/when we are alerted to any impact or anticipated disruption.

New Providence Wharf

On 7th May 2021, a fire occurred at New Providence Wharf (NPW), a high-rise residential building of 19 floors in the Borough of Tower Hamlets, in the north east of London. The building is partially clad in Aluminium Composite Material (ACM) cladding.

The fire originated in a flat on the 8th floor and spread externally up the building affecting balconies directly above on the 9th, 10th, and 11th floors. The flat of origin was subsequently 80% damaged by fire. An initial investigation has identified an electrical consumer unit (commonly known as a fuse board) as the likely cause of the fire.

A full debrief and report was produced on this incident to capture and embed learning from the incident.

Delivering on Change – Corporate Portfolio

Project Management is one of the key methods of delivering complex change in the Brigade in a planned and organised manner. At the end of June 2021, there were 10 active 'A' governance projects (those which affect multiple directorates; have a significant business impact and/or are of particular risk to the Brigade).

Governance	Project/Programme Name	Q4	Q1	Budget (£m)	Estimated Spend (£m)	Stage	Original End Date	Forecast End Date
Active Projects/Programmes								
A	Command Unit Replacement (CURP)	R	G	£5.3m	£5.3m	Plan	31/03/2019	31/01/2023
A	Integration of National Operational Guidance into LFB	G	G	£850k	£177k	Deliver	31/12/2018	02/08/2021
A	Respiratory Protective Equipment (RPE)	A	A	£8.35m	£8.35m	Plan	31/12/2021	31/07/2022
A	Zero Emission Pumping Appliance 1 (ZEPA1)	G	G	£1.85m	£816k	Deliver	31/12/2023	31/12/2023
A	Fire Survival Guidance Technology Solution	A	A	£100k	£227k	Deliver	31/12/2020	30/09/2021
A	Replacement Mobilising System	N/A	G	TBC	TBC	Define	31/05/2025	31/05/2025
A	Business Intelligence Solution	G	G	£1.8m	£1.8m	Deliver	31/03/2020	31/03/2022
A	Finance and Procurement System Replacement	G	G	£510k	£478k	Deliver	31/03/2022	31/12/2023
A	LFB Museum	A	On Hold	£4.4m	£4.4m	Plan	30/11/2025	30/11/2025
A	HR and Payroll System Replacement	G	G	£950k	£950k	Plan	30/06/2022	30/06/2022
A	Lambeth River Station - Pontoon Refurbishment	A	A	£3.75m	£3.3m	Plan	31/12/2021	02/05/2022

Seven of the projects are currently reporting as green, these are: Command Unit Replacement, Integration of National Operational Guidance into LFB, Zero Emission Pumping Appliance 1 (ZEPA1), Business Intelligence Solutions, Replacement Mobilising System, Business Intelligence Solutions, Finance and Procurement System Replacement and HR and Payroll System Replacement and HR and Payroll Replacement System. Three projects are currently reporting as amber.

Respiratory Protective Equipment (RPE) and Radio Replacement Project

This project is reporting amber (off target) due to addressing the RPE bidder clarification questions, which has resulted in an extension of the standstill period.

LFB legal advisors are still addressing clarification questions raised by the unsuccessful bidder. Although it was anticipated that the standstill period would end in April 2021, there has been a series of further questions posed which has extended this timeframe and therefore details regarding the winning supplier cannot be published at this time.

The Incident communications practical trials are underway. Once complete, scores will be collated and moderated and a preferred bidder will be selected. A radio charging and appliance stowage modification meeting has taken place with Fleet and Babcock at Ruislip workshops. Further work is needed to rationalise this and has been scheduled. The Radios Implementation Plan has been drafted and is currently pending clarification from the Procurement Department. All milestones have been re-baselined. A meeting is due to be scheduled with Operational Policy and Assurance Incident Command to scope out the content relating to the radio training packages before presenting to Training and Professional Development and Babcock.

Funding for the radio repeaters has been approved and drawn down. An order for 11 x Repeaters and accessories has been placed. Work is now underway on the training scope, content, and delivery for operational personnel while work continues on how the deployment of the new repeaters with other activity around Command Units can be integrated.

Fire Survival Guidance Technology Solution

The FSG app now been signed off. However, training activities are unlikely to achieve their target completion by Q2 2021/22 as the interface to the mobilising system failed testing again. As at this date, we do not have a schedule for a resolution, which is on the critical path for the training activities and subsequent rollout of the product. This has been flagged as a major issue for the project and escalated a number of times to Capita (supplier). The project is currently marked as Amber and is likely to move to a Red status next month, until a clearer picture is received from Capita and the overall impacts to the project's dates can be

Delivering on Change – Corporate Portfolio

ascertained. Towards the end of July and over August key resources will be on leave and this is going to have an additional impact on the delivery date.

Lambeth River Station – Pontoon Refurbishment

The project is currently in RIBA stage 3 (Developed Design). The project tender has concluded for stage one of two. A preferred contractor has been identified and the process of signing the contractor up to the Pre-Construction Service Agreement (PCSA) is on-going.

The current project status is amber due to the forecast end date being beyond the original planned end date. Previously a revised project plan had been communicated to the board, but with the signing up of the contractor; a new project plan will be agreed (the contract project plan). Once agreed by the board, the project plan will be re-baselined.

The (Rapid Response Team) RRT move is proceeding as planned and the crews began relocation to Clapham from 12 July.