



# LFB Quarterly Performance report

Quarter 4 2020/21

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**LFB**  
LONDON FIRE BRIGADE

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# Key to abbreviations and symbols used

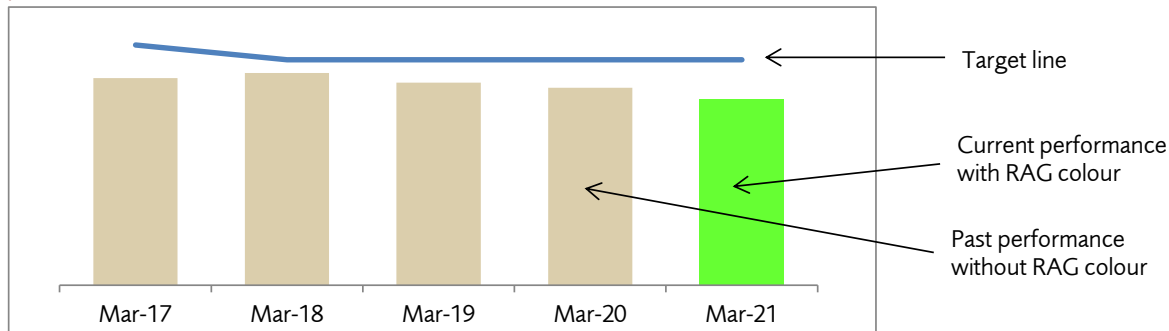
## RAG Status

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.

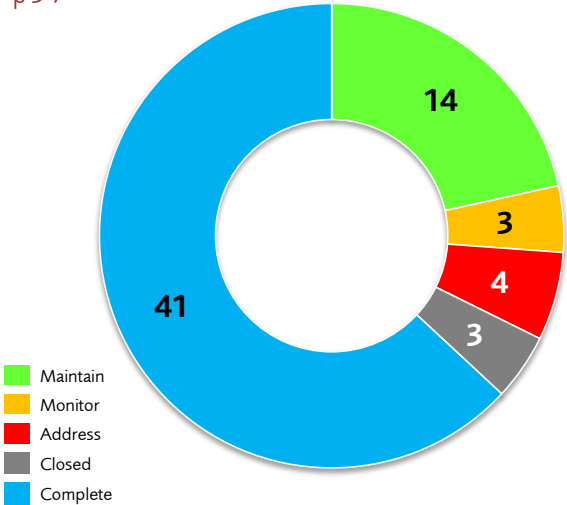
HX : A Performance Indicator



# Performance at a glance

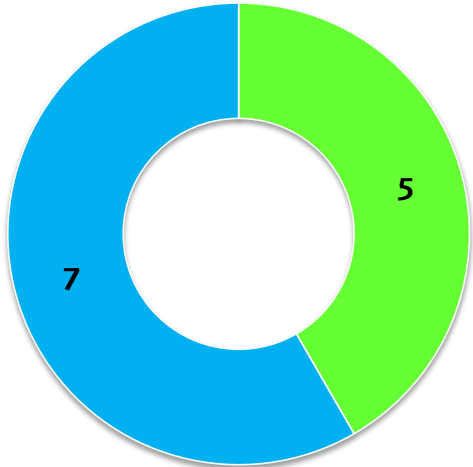
Transformation Delivery Plan

p 5-7



London Safety Plan

p 52



Corporate Performance Indicators

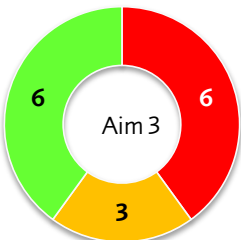
p 29 - 34



p 38 - 39

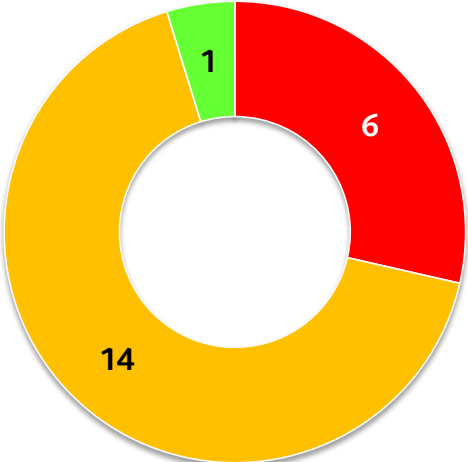


p 44 - 50



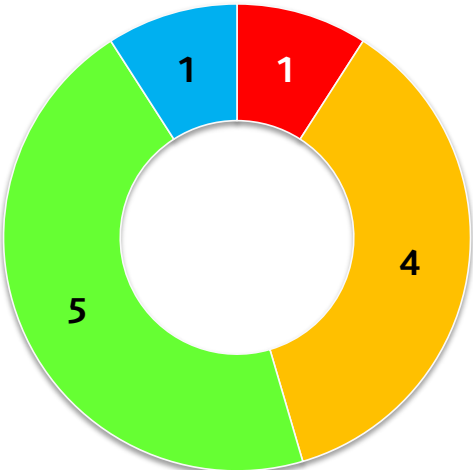
Strategic Risk Register

p 53



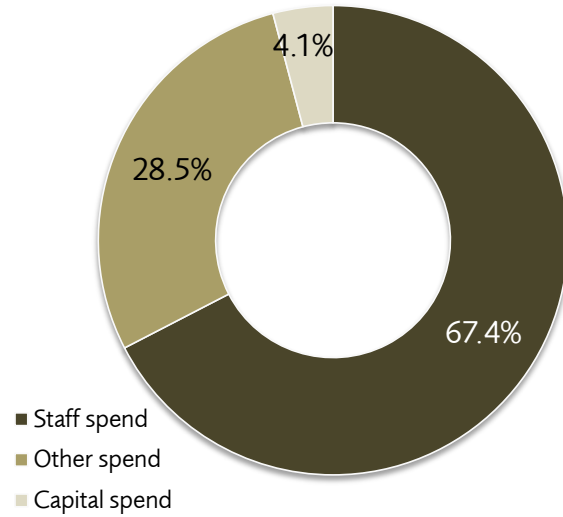
Corporate Projects

p 55



Finance

p 17 - 20



# Introduction

Welcome to the London Fire Brigade's performance report for quarter four 2020/21 (the information contained in this report covers the 12 months up to the end of March 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:

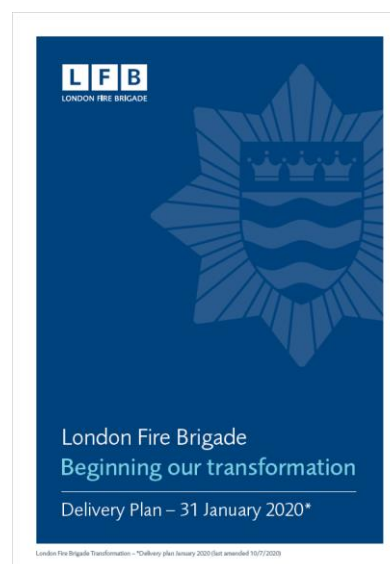
<https://data.london.gov.uk/dataset/lfb-financial-and-performance-reporting-2020-21>

## 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 be found in a dedicated section on beginning on page 11.



<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](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.

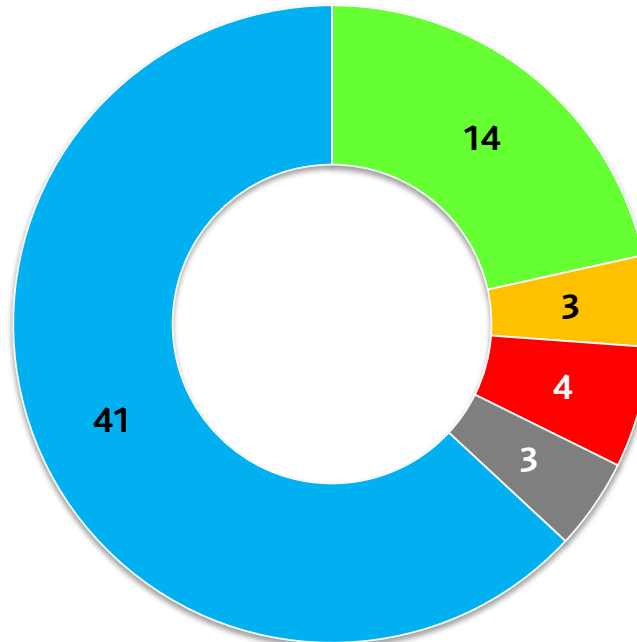
### Delivering excellence

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

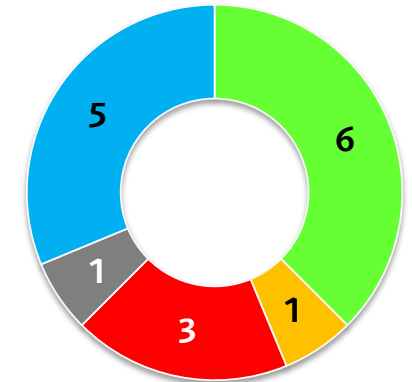
### Outward facing

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.

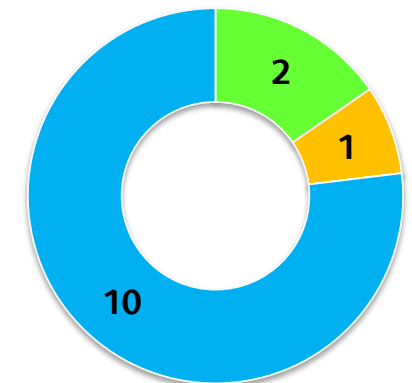
Overall performance against the TDP



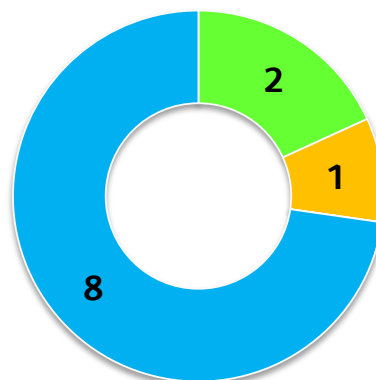
The best people and the best place to work



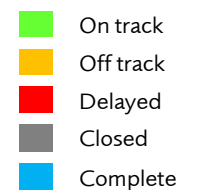
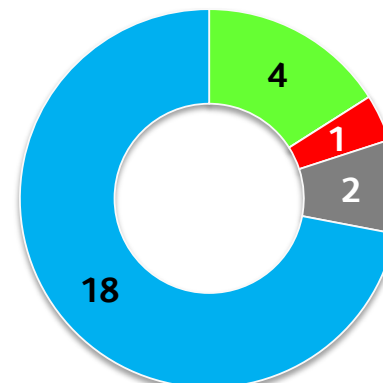
Seizing the future



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, 41 have now been completed, with 10 having completed during quarter four, these being:

- *Conduct a culture audit to assess and identify desired culture to deliver LFC's purpose, strategy and vision*
- *Dramatically shift how we engage with our people through new employee engagement processes*
- *Revalidate driver training*
- *Review medium term financial plan to ensure all options to deliver balanced budget are fully understood and evaluated*
- *Introduction of online home fire safety visit tools. Interactive home fire safety check list. Virtual 360 hazard house 'tour'. Online home fire safety visit*

- *Review and re-charter the Project Management support function*
- *Review existing work streams to ensure organisational support for Transformation Plan.*
- *Review, consolidate and simplify performance reporting on the delivery of improvement actions contained in TDP and GT / HMI action plans.*
- *Implement new email and conduct of meeting protocols*
- *Deliver on community outreach activities*

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, seven other actions that have been delayed or are off-track include:

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

### Progress summary

First Line Leaders Programme - on track, pilot underway with initial feedback being very positive.

Middle Leaders Programme - we are facing further delays due to pace of work with procurement. Project governance with the lack of a person in the Group Commander role has been taken on by another team member. Working Groups have been set up accordingly.

The DAC promotion round concludes on Friday 26 March. Once we have results of the formal process we'll well know whether we can proceed with a different project manager or the original PM.

The DAC promotion round has resulted in a delay of two months in the recruitment process.

We are beginning to plan meetings with the Fire Stations appointed members of staff responsible for leadership development, to ensure we have alignment on the delivery of the behavioural workshops for Fire Station staff.

Funding has been put to one side for coaching interventions in the FY 21/22, which will increase support for newly promoted senior managers.

# Our Transformation Delivery Plan

- *Introduce new performance management processes for all employees across the whole organisation:*

## Progress summary

A performance & talent process was launched for Tier 3 (TMG) in 2020. We are proposing that the 2020/21 year-end process is simplified and focused on having quality conversations and we will not ask managers to rate individuals at 2020/21 year-end. This aligns with the 'defer and descope' decision made previously.

Participants in the Tier 2 process will be sent their 360 feedback reports on 29 March. Ahead of this, webinars took place in February / March for participants to help them interpret their reports and guidance has also been developed for their line managers to support them to have 360 degree feedback conversations with their direct reports. We are developing guidance and a form for objective setting and performance conversations for the 2021/22 performance year.

Work also continues to develop a 'light touch' performance process for Tier 1 staff for the 2021/22 performance year. There will be a simplified form and guidance videos explaining the process.

Materials for Tier 1 and Tier 2 are substantially developed as at end March and engagement with senior leaders and TUs has begun, however we believe engagement in the process (which is 'optional but encouraged') will be improved by taking time in April to conduct a short pilot and engagement across the organisation. We are therefore planning to delay the start of the new 2021/22 performance 'year' to start in May 2021 rather than April. A key benefit is that this will give more time for engagement with new processes and materials and encourage staff and managers to engage with the process.

- *Update High Rise response:*

## Progress summary

Publication of the PN633 is expected in mid-May following the Health and Safety Advisory Panel

- *Assure Quality of training:*

## Progress summary

The Operational assurance team carry out assurance of every operational training course alongside the relevant SME. QA of the 3 policies training is being delivered throughout phase 1 and 2.

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

## Progress summary

The path to Innovation Champions flows through the development of the risk registers and continuous improvement (CI) project. This activity is being used to identify who is interested in supporting people as improvements are made. This is now forecast to be in place by end of April 2021. The departmental level Risk Register refresh was completed at the end of March 2021. In early March 2021, a major CI project, focused on understanding the end-to-end training process, was launched. This project touches all directorates and actively draws in the leaders at various levels to make improvements. They form the basis for Innovation Champions and will be fully engaged by the end of April 2021. This should be complete by the end of Q1 2021.

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

## Progress summary

There is significant engagement at both a local and national level with the FBU on MCR and MTA response more broadly. As those discussions develop, we will be able to provide a definitive timeline.

- *Review attendance on national bodies:*

## Progress summary

The team have now met with all NFCC programme leads and are developing a paper/presentation for Directors and HoS to enable the approval of an agreed way forward. There is a possible delay due to time take to arrange required meetings and scope of action wider than anticipated

# 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 9 out of 12 indicators reporting as green, including fire fatalities, and against Aim 2 – Response and Resilience, with all six 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. Five key projects are progressing to schedule, however four are amber and one is red. 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 year 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 four 2020/21 shows that a majority of the indicators were meeting their target (21 out of 33). The positive performance highlights are:

- **All fire deaths (10 year average)** is reporting as on target (46), this is a reduction of three when compared to the same period last year (49). There were 35 fire deaths in the 12 months ending March, an increase of one compared with the same period last year (34).

- **Accidental fire deaths in the home (10 year average)** is now reporting as on target (35) for the first time since May 2017.
- The number of **injuries from fires (five year average)** (839) continues to fall, having fallen by 5.7 per cent over the last year and 15.5 per cent over the last five years.
- The number of **fires in the home** (4,959) continues to fall, having fallen by 5.7 per cent over the last year, and by 10.1 per cent over the last five years.
- The number of fires in **care homes/specialist housing for older people** (275) continues to fall, having fallen by 8.3 per cent over the last year, and by 14.6 per cent over the last five years.
- The number of **false alarms due to AFA non-domestic buildings** (17,052) has fallen for the fifth consecutive quarter and is down by 23.1% 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 times now below five minutes for the first time at 4 minutes 59 second, and second appliance average arrival times at 6 minutes and 11 seconds. This represents an improvement of 6.9 per cent and 7.9 per cent respectively over the last five years.
- The **trainee firefighter intake - % BAME** (33.3 per cent), **and trainee firefighter intake - % women** (22.8 per cent) continues to report as on target.
- The number **RIDDORS** (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) continue to report as on target (51) and have fallen by 30 per cent over the last five years.
- The number of **RTCs involving Brigade vehicles** is reporting as on target for the second consecutive quarter (380).

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

# Summary of LSP performance

- The number of **Home Fire Safety Visits (HFSVs)** (17,323) has fallen for the fourth consecutive quarter due to the Coronavirus pandemic and is off target for the first time since November 2009.
- The number of **young people educated on fire & other emergencies** (33,217) has fallen for the fourth consecutive quarter due to the Coronavirus pandemic and is off target.
- The **time spent by station staff on community safety** (5.39 per cent) has fallen over the fourth consecutive quarter due to the Coronavirus pandemic and is off target for the first time since the indicator was introduced in 2017.
- The Brigade is exceeding its **sickness** targets for all staff groups, with sickness above target levels for Operational staff (5.29 per cent), Fire and Rescue staff (2.89 per cent), and Control staff (7.02 per cent). However, performance for FRS staff has improved significantly when compared with the same period last year (4.13%),
- 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 (11.7%).

## Publicity and campaign news

### Coronavirus and the Brigade's response to COVID-19

Coronavirus continued to dominate the news agenda throughout the fourth quarter of the year with the third lockdown implemented, tighter restrictions and the declaration of a major incident due to the rapid spread of coronavirus across London. The Brigade continued to support and amplify priority public safety messaging about the pandemic with partners.

We continued roll out of the communications strategy to reassure all Londoners and stakeholders that the fire and rescue service would continue to provide a full emergency response during the pandemic continued. Media activity was carried out showing the Brigade to be ready, willing and able to support the national fight in combating Covid-19, explain role of London Fire Brigade in the joint emergency

service response to the pandemic through various partnerships, including firefighters driving ambulances.

To help deliver this awareness we promoted a video diary made by one of the ambulance-driving firefighters – which got good engagement online and was also broadcast on BBC London television news.

We noted the outcome of the HMICFRS inspection looking at the response to the COVID-19 pandemic which found that LFB was quick to review plans, staff wellbeing was a priority and the Brigade was swift to work with others, while continuing to satisfy its core statutory function. Communications activity also celebrated the commendations for staff who took part in Operation Braidwood which saw the Brigade deliver 20 million pieces of PPE, firefighters drove ambulances to more than 110,000 incidents and staff also delivered food and medicine to vulnerable people.

### Safety campaigns

The fourth quarter remained busy for safety campaigns. Media and digital content were produced and publicised around cooking fires in February, to coincide with pancake day and encourage people not to get complacent despite a drop in cooking fires.

In March, before Easter, and as outdoor socialising became permitted again, the press and digital teams worked together to raise awareness of barbecue safety. Officers conducted interviews on LBC and Heart Radio reminding Londoners to enjoy socialising safely and to avoid balcony, shed or grass fires.

### Calling for change in the built environment

We continued to push for change in the built environment by through continued conversations with Government on the Fire Safety Bill and the forthcoming Building Safety Bill. Officers have continued to provide briefing 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.

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

# Summary of LSP performance

## Culture and Transformation

The Brigade responded to the HMICRFS report against the post-Grenfell Tower Inquiry recommendations in February. In the Brigade announced an independent review of its culture, following an internal investigation into the death of firefighter Jaden Francois-Esprit. The announcement was coordinated across internal and external audiences and received significant media interest. The Commissioner's language and message in addressing staff and media was challenging and designed to cut through, paving the way for more detailed engagement in the weeks and months to come. Over the coming months, the Brigade will communicate regular updates on the review's progress as it gets underway.

Community engagement pilots were launched in eight London Boroughs and stakeholder engagement, publicity and social media activity supported participation from local communities and stakeholders.

The joint project between Community Safety and Communications to develop a 'Virtual Home Fire Safety Visit (VHFSV)', has continued to progress. After testing and development of the VHFSV, some technical changes were made and the VHFSV is due to launch in May.

## 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/>

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

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

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

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

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

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

# Coronavirus

## Background

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

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

## Recovery

Due to the continued national lockdown many usual New Year celebrations and school holiday events did not take place in this period, reducing the demand on our resourcing, allowing us to focus on maintain the expected level of service and direct resourcing to areas impacted through COVID-19. However, the lack of available activities meant that less additional leave was taken by staff, increasing the significant volume of owed leave carried over into the new year.

In terms of cases, the Brigade has remained in line with the London picture, with cases of confirmed COVID-19 and reported Self Isolation both dropping significantly in this quarter. This has allowed some training, testing and exercising to be scheduled and delivered and these will ideally continue to increase to capture current needs of the Brigade and its staff. With an improved understanding of the Governments Roadmap out of lockdown and related restrictions, the CoVCG Working Group has been largely focussed on response and recovery planning this quarter. It is anticipated that the next quarter will see the CoVCG reduce significantly in terms of tempo and operational importance, instead turning towards a Recovery Phase, focussing on the needs of specific areas of the organisations – expected to be Stations, Training & CFS due to the impact of suspended activity. Planning for this transition of the group began throughout February & March, using the National, London & LFB statistics to inform our direction of travel.

In terms of reporting, we have continued to capture lessons learnt, as well as responding to the initial Lessons Learnt report produced after the first wave. The team have been feeding into this work throughout the quarter and an updated report to reflect the second wave, actions required and ongoing recommendations is currently being produced. Regular returns were maintained throughout the

quarter as requested by the SCG and NFCC, with additional data provided to support business areas such as People Services & Communications as required.

## Human Impact

The Brigade continues to provide a proactive, professional and people focused mental, physical and workplace wellbeing service provision.

Resources, guidance and personal support options have evolved over the course of the coronavirus pandemic to meet changing needs, alongside the requirement of LFB to maintain its front line community focused service. More use has been made of social media platforms to reach the wider fire station based workforce, which has resulted in more staff presenting with wellbeing challenges that have seen increases in referral numbers to the Brigade's Counselling and Trauma service, in house occupational health service and other support agencies. The Brigade's continued engagement ensures that its workforce has the best options available to cater for its wellbeing needs.

## 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

# Coronavirus

## **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). Some further information and evidence is required from the Metropolitan Police Service (MPS) to finalise the document which will then be disclosed to the Grenfell Tower Inquiry and MPS. 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 revision to Policy Number 699 (London Fire Brigade Strategic Response Arrangements).

GTIRT has now completed its operational response analysis (ORA) to look at events on the night of the Grenfell Tower fire that both met and did not meet 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 be presented to internal and external stakeholders within the first half of 2021.

GTIRT and General Counsel's Department (GCD) continue 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. GTIRT and GCD are co-ordinating this work and providing information, support and guidance.

Face to face interviews conducted by the MPS with current and former Brigade staff were largely paused between January and the end of March 2021 due to COVID-19 restrictions. During this period though, GTIRT oversaw a further 18 interviews as part of the MPS Operation Northleigh investigation. These took place via on-line

meeting technology or in a COVID-secure venue in accordance with Government guidelines. With the easing of lockdown restrictions from the beginning of April the number of interviews will begin to increase again. At the time of writing a further seven interviews are scheduled and the team continue to contact witnesses for outstanding and new interview requests which will be undertaken in accordance with current COVID protocols.

Solicitors acting for the bereaved survivors and relatives (BSRs) have issued 860 claims against the London Fire Commissioner (LFC) and other core participants in the Grenfell Tower Inquiry. They have recently applied for a stay (or temporary suspension) of these proceedings until July. This application has been agreed by LFC and most of the other defendants as it would enable directions to be made for the management of these claims and the claims previously issued by emergency responders (firefighters, control room operators and Metropolitan Police Officers) against the same defendants at a combined hearing on the 7 and 8 July. There are 99 claims from firefighters and control room officers and 36 claims from Metropolitan Police Officers. It is expected that in July a further stay will be agreed for all claims to enable parties to engage in mediation.

LFC and other defendants have previously agreed, at the BSRs request, to participate in alternative dispute resolution (ADR), a form of mediation, to try and resolve claims without the need for litigation. Two facilitators have been appointed to draft a structure for the ADR and they are in the process of meeting with legal representatives to canvass views and identify areas of concern. It is anticipated that they will complete their proposals by May and hoped that ADR discussions can begin shortly afterwards.

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 and has now increased the level of resource committed to this work stream.

After being paused due to lockdown restrictions since the start of the year, Phase 2 of the Grenfell Tower Inquiry resumed Module 2 hearings remotely (via on-line meeting technology) on Monday, 8 February. Module 2 hearings, which focused on the "Analysis of cladding products used in the refurbishment, including their testing

# Grenfell Tower Fire

and certification and any advice given by the manufacturers specific to Grenfell Tower" concluded on Thursday, 25 March. Opening statements for Module 3, including the London Fire Commissioner's oral submission, were heard on Monday, 29 March and Tuesday, 30 March. Module 3 witnesses will begin giving their oral evidence on Monday, 19 April when limited attendance hearings begin again at the Inquiry's Paddington venue. Subject to coronavirus restrictions, the Inquiry has also announced that from Monday, 17 May, hearings will also be open to some bereaved, survivors and residents. Module 3 will focus 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. Four current and retired members of Brigade staff are scheduled to testify during Module 3 in the early part of June. This will be the first time that London Fire Brigade witnesses have given evidence during Phase 2 of the Inquiry.

# 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 January and 31 March 2021.

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

**Work Reprioritisation** – Since December 2020, the increase in COVID transmission has affected the London Fire Brigade's project delivery plans. Work related stress has increased since fewer people are available to deliver these projects. This paper recommends changes to specific project delivery plans to protect the wellbeing of our people.

**LFB Quarterly Performance Report - Quarter 3 2020/21** – This paper presents the Brigade's performance against the London Safety Plan as at the end of quarter three 2020/21 (data to the end of 31 December 2020). This report covers performance against budgets, key indicators, risks and projects.

**Monitoring of Health and Safety Performance 2020-21 - Half year report** – This is the half-year Health and Safety update and monitoring report for the year 2020/21. This report covers performance against a number of key health and safety indicators and measures.

**Temporary Labour Supply Project** – The London Fire Brigade (LFB) entered into a contract with Hays Specialist Recruitment Limited (Hays) as of January 2016 following a collaborative Procurement with the TfL/GLA Group. The current TfL contract which the Brigade has access to is due to expire on the 30 June 2021, and a new competitive tendering process, to continue to provide temporary labour services started on 30 July 2020.

**Replacement of Respiratory Protective Equipment (RPE)** – This report seeks authority to accept a tender for the provision of new Respiratory Protective Equipment and the associated repair and maintenance of such equipment. In

January 2018 an options paper (FP0888) was submitted to the Commissioner's Board recommending that a project be set up to research, plan and implement the replacement of our current breathing apparatus (BA) provision. This paper was accepted, and the project started in July 2018.

**Review of Policy 341 - Decision Making Model** – This report details further work around the review of the Decision Making Model (DMM) in conjunction with National Operational Guidance (NOG). The previous report (21 May 2020) recommended the incorporation of the decision controls within the Decision Control Process (DCP) into the DMM to produce a hybrid model. In order to provide a degree of further scrutiny on this recommendation it was decided to seek an independent view.

**Fire Survival Guidance - Policy Number 0790 – Update** – This report provides an update on policy PN 0790 Fire Survival Guidance (the policy). The policy underwent major revision in 2020 to address challenges relating to fire survival guidance that were identified during Phase 1 of the Grenfell Tower Inquiry (GTI). The revised policy was formally approved by the London Fire Commissioner (LFC) (decision number LFC-0390-D), noting that the implementation date was subject to training and that the policy was likely to be subject to further amendment.

**Evacuation and Rescue from Fires in Premises Policy – Update** – This report provides an update on the new Evacuation and Rescue from Fires in Premises Policy (originally the Evacuation and Rescue Policy) (the Policy). The policy was created to address the challenges related to evacuation and rescue identified during Phase 1 of the Grenfell Tower Inquiry (GTI).

**2021-22 Budget** – This report presents the London Fire Commissioner's (LFC) final draft revenue and capital budget for 2021/22 for approval.

**Treasury Management Strategy 2021/22 and Future Years** – Under Authority Financial Regulations, the Director of Corporate Services, being the statutory finance officer for the London Fire Commissioner (LFC), is required to report to the LFC on the Treasury Management Strategy Statement and Annual Investment Strategy it is proposed to adopt in the coming financial year.

# London Fire Commissioner's Decisions

**Environmental Management System (EMS) Update** – This report forms the annual management review of the London Fire Commissioner's (LFC) Environmental Management System (EMS), as required by the International Standards Organisation (ISO) 14001 certification. It provides an update on the progress of the Brigade wide EMS and recent recertification audits by the British Standards Institute (BSI), at which the Brigade's recertification to ISO 14001:2015 Standard was confirmed following the external audits by the BSI.

**Extension of Cleaning provision across the London Fire Brigade Estate** – As a consequence of the serious health risks posed by COVID-19 there is a continued requirement for enhanced cleaning across the London Fire Brigade estate.

**Statement of Accounts** – This report presents the London Fire Commissioner's (LFC's) audited Statement of Accounts 2019/20, including the Annual Governance Statement, attached at Appendix 1. The draft Statement of Accounts were presented to Commissioner's Board in November (LFC-0438), and published on 30 November with a statement that these were unaudited, and did not constitute the LFC's final accounts, to ensure that the LFC is compliant with the requirements of the Accounts and Audit Regulations 2015.

**Zero Emission Pumping Appliance Project - Requesting Approval to Spend** – The Zero Emission Pumping Appliance Project (ZEPA1) objective is to deliver the UK's first Zero Emission (no tailpipe emissions) or Zero Emission Capable (hybrid, capable of performing part of its operation in zero emission mode) appliance, supported by dedicated heavy vehicle charging at the trial station.

**LFB Digital Strategy 'LFB in a Digital World' - Annual Update 2021** – The Brigade's three-year information and technology strategy – LFB in a digital world – was originally approved by the London Fire Commissioner (LFC) in December 2018 (LFC-0094-D). This original version covered the period 2019 – 2021 with the intention that the strategy would be updated and rolled-forward annually. The first annual update in 2020 (agreed by the LFC in March 2020 (LFC-0315-D) covered the three years 2020 – 2022.

**Incident Command Operating System** – This report seeks approval of expenditure to procure and manage software to replace the existing Command Support System (CSS) utilised on command units for collation and storage of

information at operational incidents. The procurement of a new incident command operating system (ICOS) will allow the incident commanders and remote monitoring officers/control to have a greatly improved situational awareness of an incident.

**Heathrow Fire Station - Lease Renewal** – This report seeks approval for the taking of a new ten year lease with Heathrow Airport Limited (HAL) in respect of the existing Heathrow Fire Station (G56), at an agreed annual rental of not more than [REDACTED] per annum. The figure represents a nil uplift on the annual rent payable as part of the current lease and has been confirmed as the market rent for these premises.

**Procurement of New Radios** – This report discusses the background to the procurement of new four-watt analogue/digital radios to replace those currently used by operational staff at incidents. It recommends the procurement of radios and ancillary equipment through a Crown Commercial Services (CCS) Framework.

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

**LFB OneRisk Solution - Agreement to Funding** – The report outlines a proposition to replace the Brigade's different systems that collect and manage building risk information with a solution that provides an integrated view of building fire-related risk (agreed in principle by the London Fire Commissioner in June 2019 (LFC-0212)). This report seeks agreement to the funding for the design, development and implementation this 'one risk' solution (LFB OneRisk).

**Replacement Human Resources (HR) and Payroll solution - Agreement to Expenditure** – This report seeks the approval of expenditure or the procurement of a new Brigade HR and Payroll solution for a term of five years from contract award in the financial year 2021/22

**Extension of Mobile Communications Contract** – This report seeks authorisation to extend the existing mobile telephony contract for a further 12 months when it expires in March 2021. The contract was awarded to Vodafone in 2017 for a period of 2 years with an option to extend for a further two years (by two one year periods).

# London Fire Commissioner's Decisions

**Youth Review** – This report outlines the findings of a review into the current London Fire Brigade's (LFB) children and youth provision. The review makes recommendations on how to improve the effectiveness and efficiency of this provision. Community Safety have considered the proposed recommendations outlining those that are or are not agreed and how the changes will be implemented.

**Inflatable Rescue Boats and Outboard Motors** – Fire Rescue Unit (FRU) vehicles carry specialist equipment to assist with incidents such as water rescue emergencies on open water. The Current FRUs carry Inflatable Rescue Boats (IRBs) and detachable Outboard Motors which are both at the end of their serviceable life and require replacement.

**Disposal of former Clerkenwell Fire Station** – This report seeks approval to progress the marketing and sale of the freehold property known as Former Clerkenwell Fire Station, 42-44 Rosebery Avenue, London, EC1 R 4RN. The property would be marketed for sale on the basis that vacant possession would be ensured by London Fire Brigade (LFB) ahead of completion. During the 20/21 financial year, the anticipated holding cost of this property is [REDACTED] for security, utilities and maintenance.

**Facilitating Flexible Working for Staff at Union Street HQ** – Since the lockdown in March 2020, most of the Brigade staff who are normally based at Brigade Headquarters (HQ) have been working from home. ICT have provided a range of equipment to staff, ranging from laptops to tablets and associated peripherals, as a tactical response to the COVID-19 pandemic. The proposals in this paper supports and facilitates the proposals from the Assistant Director, Property in her report "Opening Up Fire Stations: Workplace hubs".

**Internal Audit - Quarter 3 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 third quarter of 2020/21. It provides an assessment of the adequacy and effectiveness of the internal control framework within the Brigade.

**Cyber Defence System: Contract Extension** – This report seeks authority to extend the contract with BT in accordance with its terms for the provision of the cyber defence system for two further years when the contract expires in July 2021.

**Legal Costs Related to the Grenfell Tower Fire** – Under the Mayor's Direction of April 2018, prior authority is to be sought from the Deputy Mayor for Fire and Resilience to incur expenditure on legal costs relating to the Grenfell Tower fire. This report seeks an increase to the 2019/20 - 2020/21 approval and sets out the projected legal costs for 2021/22, the position regarding reimbursement via the insurance policies and seeks the Commissioner's agreement to continue to arrange legal advice and representation.

**Major Incident Procedure - PN263** – This covering note explains details regarding the submission of Policy Note 263 - Major Incident Procedure for agreement prior to implementation.

**Fire Rescue Units - Portable Power Units** – The Fire Rescue Unit (FRU) Vehicles carry specialist equipment to respond to incidents such as Road Traffic Collisions (RTC) and emergencies that require specialised heavy cutting equipment which is more powerful than that which is carried on the Pumping Appliances. As these FRU power units are nearing the end of their serviceable life the London Fire Brigade(LFB) propose to replace these petrol units with battery operated portable power pumps.

**Occupational Health Contract** – 'company redacted' was appointed by the London Fire and Emergency Planning Authority (predecessor to the London Fire Commissioner - LFC) following a competitive tendering process, to provide occupational health services for a period of three years with effect from 1 April 2018.

**Joint Emergency Services Interoperability Principles – JESIP** – This covering note provides details regarding the submission of the Joint Emergency Services Interoperability Principles - JESIP Policy for agreement prior to implementation.

**Counselling and Trauma Service - Creation of Additional Staff Counsellor Posts** – Following the recommendations of the Grenfell Tower report and a visit to the Counselling and Trauma Service (CTS) by the Deputy Mayor for Fire and Resilience, the London Assembly was supportive of the capacity of mental health provision in London Fire Brigade (LFB) including direct counselling, being increased.

# London Fire Commissioner's Decisions

## **Appointment of Interim Director of Communications – Report LFC-0488**

explains that the Director for People has determined that the current communications function is subject to a formal review which will determine its long-term structure and leadership requirements and it is recommended that this review is led by an external interim appointment.

# Financial Performance

LFC Revenue (£000s)	Budget	Forecast Outturn	Forecast Variance
Operational staff	278,364	281,657	3,293
Other staff	64,099	60,862	(3,237)
Employee related	24,526	24,016	(510)
Pensions	21,321	21,162	(159)
Premises	39,550	39,823	274
Transport	16,972	16,724	(248)
Supplies	28,661	32,395	3,735
Third party	1,800	1,957	157
Capital financing	8,050	8,553	503
Contingency	178	0	(178)
Income	(42,116)	(52,539)	(10,422)
<b>Net revenue expenditure</b>	<b>441,405</b>	<b>434,612</b>	<b>(6,793)</b>
Use of reserves	1,425	1,425	0
<b>Financing Requirement</b>	<b>442,829</b>	<b>436,037</b>	<b>(6,793)</b>
Financed by:			
Specific grants	(41,329)	(48,905)	(7,576)
GLA funding	(401,500)	(401,500)	0
<b>Net Financial Position</b>	<b>0</b>	<b>(14,369)</b>	<b>(14,369)</b>

LFC Capital (£m)	Q3 Forecast	Outturn	Movement
ICT Projects	1,621	996	(625)
Property Projects	7,206	5,931	(1,275)
Communications	119	176	£57
Fleet and Equipment Projects	12,025	11,915	(110)
Operational Policy	0	0	£0
Disposal costs	0	138	£138
<b>Total capital expenditure</b>	<b>20,971</b>	<b>19,156</b>	<b>(1,815)</b>
Financed by:			
Capital Receipts	1,529	1,911	£382
Grants	0	0	£0
Third Party Contribution	1,865	1,865	£0
Borrowing	17,577	15,830	(2,197)
<b>Total</b>	<b>20,971</b>	<b>19,156</b>	<b>(1,815)</b>

## Revenue Position

The provisional outturn position for 2020/21 on the revenue budget is an underspend of £9,369k (2.1%) after the impact of the £5m in year funding reduction from the Mayor due to the impact of Covid-19.

The provisional outturn position at the end of March excluding the in year funding reduction would be for an underspend of £14,369k, a decrease of £17,430k from the forecast position reported at the end of December 2020 (LFC -0478). The position at outturn results from the significant progress made to identify in year expenditure reductions, as well as in securing additional funding in year, to address the forecast overspending position, and so reducing the impact on reserves allowing balances to maintained at increased levels.

The revenue outturn includes the following additional underspends since last reported to LFC as at the end of December 2020 (LFC-0478):

- £5,322k additional grant income following the successful application to the Home Office on Covid-19 costs. This additional grant income significantly exceeded expectations and was well in excess of the £252k received following the first round Covid-19 application.
- £2,015k additional income for cost recovery of Ambulance Driver Assistance (ADA) to the London Ambulance Service as part of our Covid-19 response, in the last quarter of the year. This income offsets costs incurred by operational staff on overtime and allowances, although the increase on ADA costs is offset by reductions in other overtime as part of a Brigade initiative to address underlying requirements for overtime, as well as the impact of timing differences between overtime being worked and claims being submitted and paid.
- £3,092k (1% of budget) reduction from the forecast overspend on the budget for operational staff due to operational staff vacancies. The Operational staff budget included a budgeted vacancy margin of £1.6m based on expected average vacancies of 30, at end of March 2021, the average vacancy level was 56.

# Financial Performance

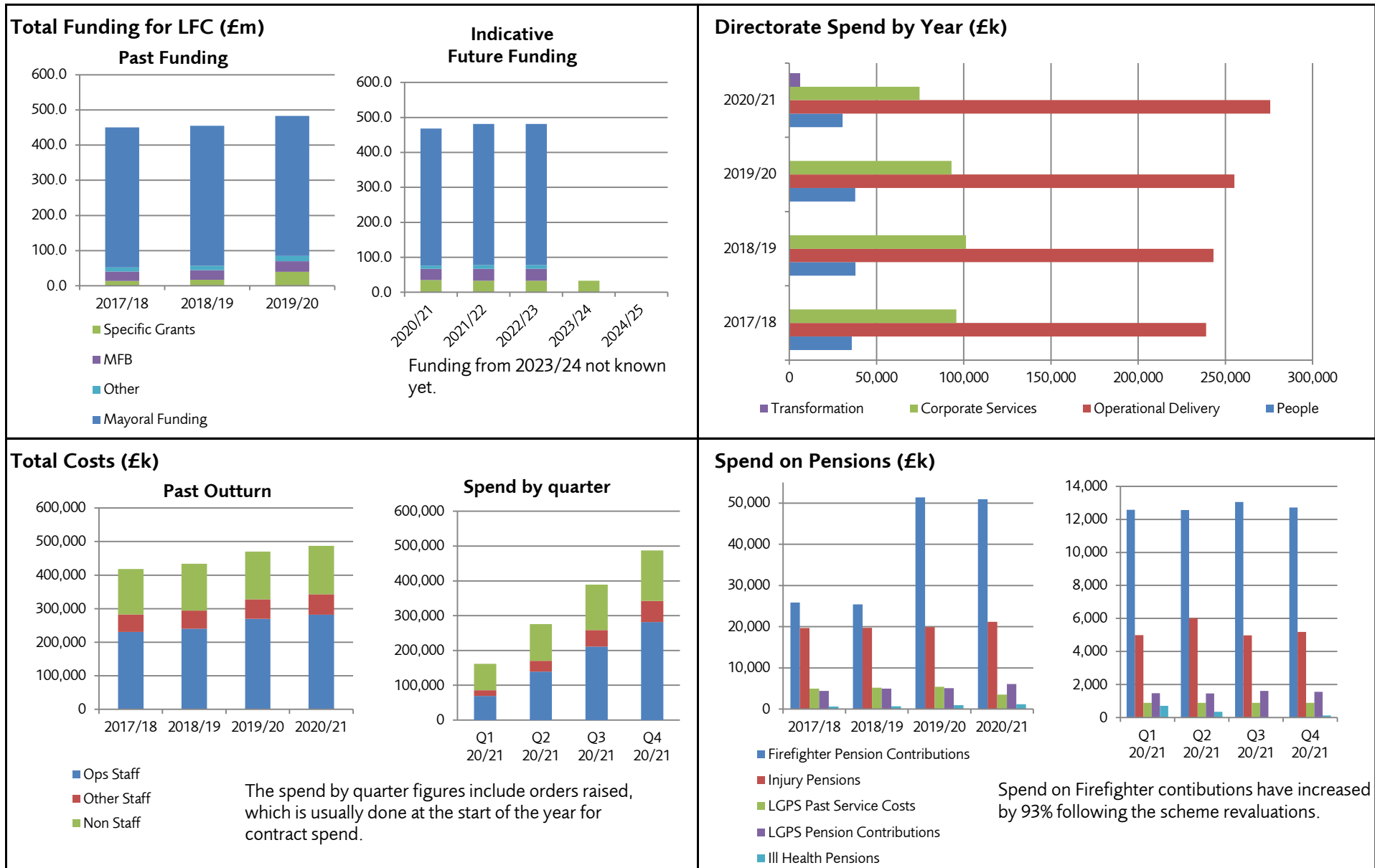
- A further movement of £1,327k on FRS staff budgets increasing the underspend to £3,397k. This reflects the impact of enhanced recruitment controls in 2020/21, as well as ongoing challenges in recruiting during the pandemic.
- £1,730k on a number of budget lines with an overall reduction in spend due to the Covid-19 pandemic including spend on ICT including Communications and Hardware and Software (£635k), on professional services mainly on ICT related spend (£655k),
- On smoke alarms because of limited home visits (£230k), on general office expenses (£210k) and on catering (£81k).
- £1,069k on building maintenance due to a reduction in overall spend on Mechanical, Electrical and Plumbing planned works due to the impact of the Covid-19 pandemic, and KPI performance deductions throughout the year (£280k).
- £715k on professional development on firefighter apprenticeships due to a change to the payment schedule from the Brigade's apprenticeship levy account to the contract provider, reducing the cost of the contract, as well as reduced spend on the End Point Assessments (EPAs).
- £550k savings achieved in year through changes to staff structures from department initiated changes which can impact on the numbers of staff, also the grading of posts.
- £413k on compensation budgets with the position on claims developing through the year, including cases in which the Counsel costs will now fall in 2021/22. It is proposed to transfer £1,000k into the compensation earmarked reserve to allow the reserve to be maintained at its existing level to meet any additional compensation costs in future years.

## Capital

The capital outturn for 2020/21 is £19,156k. This is a reduction of £1,815k from the position reported as at the end of Q3 of £20,971k (LFC-0478). This is mainly due to budget re-phasing to 2021/22 of £3,076k, offset by budgets brought forward from 2021/22 of £1,207k.

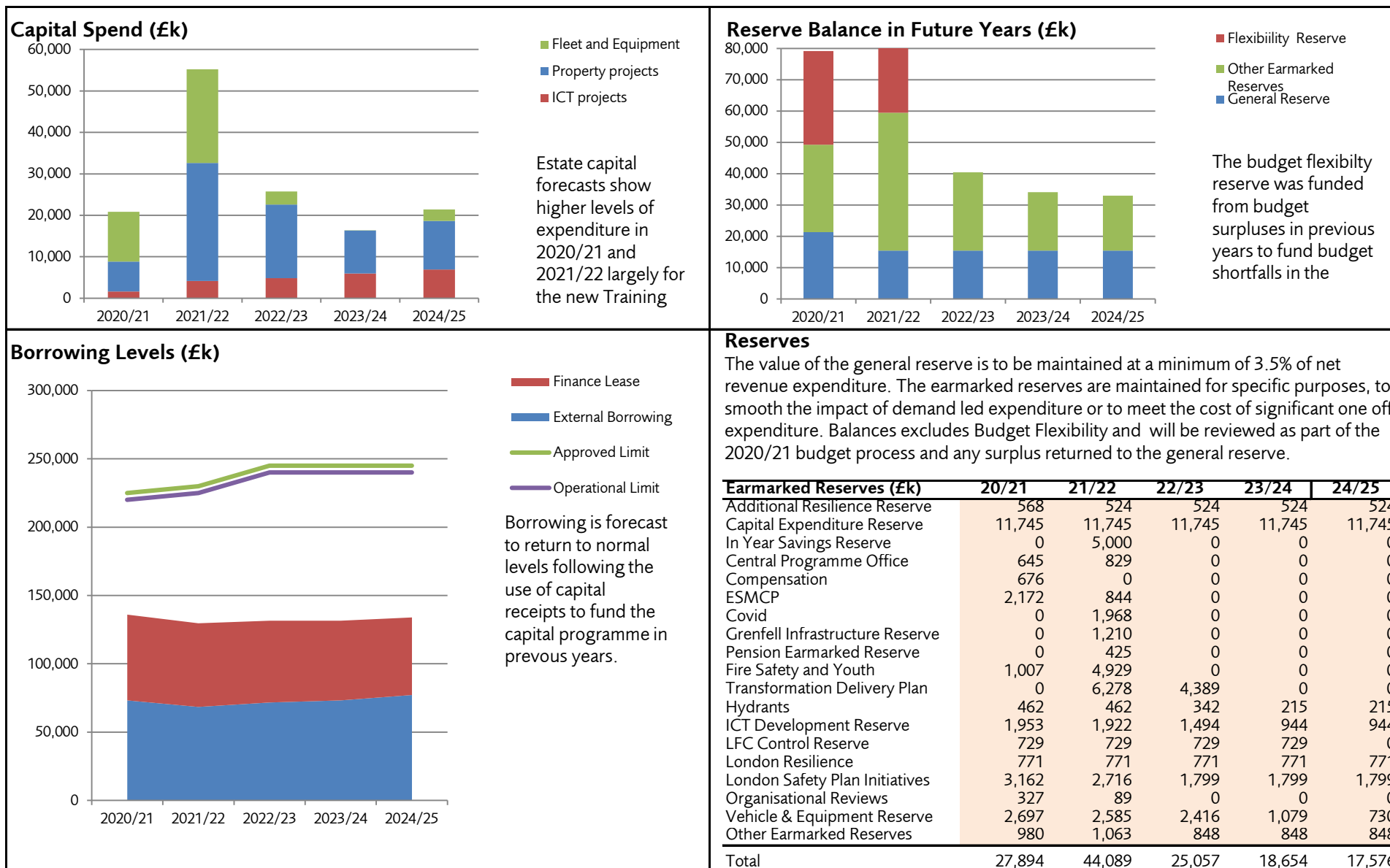
# Financial Performance

## Financial trends



# Financial Performance

## Capital, borrowing and reserves



# 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

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

programmes delivered by the Brigade are attended by a wide range of participants and provide the opportunity to increase awareness of the Brigade amongst diverse communities. 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 a minimum of 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.

During 2021/21, the impact of COVID-19 meant that prevention activities which were mainly delivered through face to face activities, 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.

### Local Intervention Fire Education (LIFE)

Local Intervention Fire Education (LIFE) programme discontinues from April 2021 with resources permanently diverted into Fire Cadets and Community Safety.

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

## **Crossfire**

Crossfire discontinued from April 2021 with resources permanently diverted to the Education Team and Community Safety.

## **Juvenile Firesetters Intervention Scheme (JFIS)**

In quarter four, JFIS received 12 referrals and currently have 58 open cases across London. 129 phone monitoring, virtual or face to face sessions were completed by caseworkers with the families and 12 cases were processed for closure during this quarter. At the end of March 2021 all referrals to JFIS had been allocated to caseworkers for intervention to be delivered in line with government and NYA guidelines. Five HFSVs were completed as high priority upon referral to the scheme. Due to COVID-19, JFIS are now able to offer online visits and will also offer face to face when restrictions allow. Work continues to support Borough Commanders on reducing arson particularly in the top five affected boroughs.

JFIS are currently offering their service users fire safety intervention through face to face sessions with the young person either in school or at a COVID secure 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 and the delivery method is guided by the carer, technology available and learning needs of the child as well as the COVID restrictions in place at the time.

## **Education Team**

Throughout January and February 2021 schools remained closed due to lockdown. During this period the Education team were able to reflect on service delivery and identify opportunities to expand on what is offered by the team. Education Officers are currently completing research and consulting with the relevant teams in order to expand on the topics delivered to include water safety, road safety and burns.

A review of the Fire Station Education Packs has also started to gain feedback from operational staff on how these packs are used and identify any areas for improvement. The Education packs created by the Education team are used by station staff when delivering sessions to "low" and "medium" risk schools.

In January the Education team participated in a virtual Junior Citizens event through video link at The Sutton Life Centre. It was estimated that this reached an audience of 14,331 young people.

As schools returned on 8 March 2021 virtual sessions have been able to resume and there has been a high uptake for this service. Between 8 and 31 March the Education team have completed 79 virtual visits within 70 schools. The total number of children visited during this period is approximately 7,110. Evaluation of the sessions is ongoing and feedback from schools so far has been positive with teachers commenting on how engaging and informative the sessions are.

## **Safety First**

Safety First is a new joint initiative delivered by the blue light emergency services including London Fire Brigade, Metropolitan Police and London Ambulance Service. It involves one full day of workshops delivered to all year 8 classes at secondary schools. Throughout the day a number of prevention messages are delivered on the following topics: Arson, Road Safety, Water Safety (LFB), Sexting, Child Exploitation, Serious Youth Violence (MPS), Choose Well, Consequences of Knife Crime, Drugs & Alcohol (LAS). The aim for these workshops is to help reduce crime and anti-social behaviour, promoting safety to help create a safer place to live in.

Safety First aims to deliver to at least two schools per week in each borough in London, prioritising schools in priority boroughs identified by Metropolitan Police. Safety First have since moved towards delivering virtually to schools and have presented multiple sessions in three schools since January. To date, Safety First have made five additional bookings and have up to 17 enquires soon to be confirmed bookings. Virtual delivery to schools has been well received and schools are welcoming the delivery from the Blue Light Collaboration Services.

COVID-19 has had a major impact on the launch and rollout of Safety First due to the interactive nature of the day. The Brigade have worked with the Met and LAS to develop a virtual approach which is available until face to face delivery in schools can be delivered. Safety First aims to deliver and visit/provide inputs to 60 schools annually.

## **Fire Cadets**

During quarter four Fire Cadets returned to virtual delivery due to the amendment in COVID-19 lockdown requirements. All 33 Fire Cadets units, including the 15 new Mayoral units, opened successfully. The team started to virtually deliver BTEC

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

content utilising editable PDFs, specifically developed for this purpose at the end of 2020.

All Fire Cadets units successfully completed Module 1 – Induction, followed by two weeks of enrichment sessions which saw delivery from other LFB departments. Face to face delivery is planned to commence on 19 April in line with updated Government guidance.

During this period we virtually recruited another 30 Cadets bringing the total to 276.

The Leading Volunteer process was implemented in January which saw 13 Leading Volunteers recruited. These individuals will now undergo enhanced training in order to commence taking on more responsibility at Fire Cadet units. Due to the amendment in Government guidance, training of volunteers was suspended during quarter four, however this is planned to resume in April 2021. Given the impact of COVID-19, to launch all 33 Cadet units virtually has been a major success. The ability to embrace technology to deliver units and train volunteers have increased options for future delivery. Fire Cadets is one of the 14 nominated Fire safety projects and will be regularly reviewed to ensure it is on track particularly around delivery and funding. In 2021/22, further work will be carried out on creating sustainable career pathways for fire cadets and volunteers into LFB and the wider public sector.

## Protection

The principle law of 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 Brigades protection work. In order to further ensure the safety of Londoners and visitors to the capital, the Brigade 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.

2020/21 has seen some changes to the ways in which we continue to complete our protection core function, COVID-19 has meant that we have refocused our inspection programme, concentrating on higher risk premises, but also allowed us to develop and refine working practices which should make us more resilient in future years.

### **Building Risk Review and High Risk Premises**

The Government introduced phase two of the Building Risk Review (BRR) in April 2020, with 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. A team was established supported by government grant funding and work is well underway and has been performing ahead of the planned trajectory submitted to NFCC and the Protection Board. With an initial projected figure of 8005 buildings in London that need assurance, as of 28 March 2021, the BRR team have provided returns of 5650 buildings, which is 1978 ahead of the trajectory. The High Risk Premises Team (HRPT) is managed as part of the BRR and is 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. As of 28 March 2021, we have 750 buildings where a temporary change to simultaneous evacuation is in place as a result of combustible cladding and/or general fire precaution issues, such as compartmentation breaches – this is an increase of 143 from the quarter three report and highlights the continuing challenge within the built environment. 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, with a waking watch normally being required until that time (there are variables and a waking watch may also serve more than one building if on the same site).

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

The merger of the BRR Programme and the Operational Risk Information (ORI) project has been completed, delivering improved efficiencies and data sharing between fire safety, fire stations and other key stakeholders. Both the BRR and ORI sit under the 'Delivering Excellence' pillar of Transformation Delivery Plan, as part of the work to 'understand and communicate risk information to better deliver our service'. Fire station crews have been undertaking visits to high-rise buildings as part of the ORI program which feeds into the Operational Risk Database (ORD). As of 28 March 2021, 7234 Premises Risk Assessments (PRAs) have been triaged and completed, resulting in 4454 electronic Premises Information Plates (e-PIPS) being completed. The next steps for the project are to implement an improved quality assurance regime to provide assurance and then formulate a legacy plan to bring the ORI into business as usual.

As we move into 2021/22 we will continue to evaluate the risks of the built environment, actively reviewing how we approach high risk premises in London; keeping a keen eye on developments from the NFCC as the Building Safety Bill and Fire Safety Bill continue their way through Parliament.

## Legislation

The revision of the Fire Safety Order (FSO) is progressing. The amendments will enable the Grenfell Tower Inquiry (GTI) Phase 1 recommendations to become law under the FSO, primarily through clarification of the application of the FSO to include external walls and structure of residential blocks; and the front doors of flats. The Fire Safety Bill is currently in 'ping pong' between Lords and Commons in respect of potential amendments relating to the costs of remediation for leaseholders and implementation of the GTI Phase 1 recommendations. Details of the secondary legislation that the Home Office intend to make under the new Act are currently awaited but are not expected to be released until the Fire Safety Bill has been passed.

Guidance from NFCC, in the form of a toolkit, on amended fire safety audit processes for external wall systems have been received. This is being evaluated for the best way to implement the principles and suggested practices within our existing fire safety audit and enforcement methodology. The toolkit is in effect a range of potential short term fixes to be used while the wider risk based national audit and enforcement methodologies are reviewed centrally at NFCC. The initial

toolkit sees methodologies the Brigade has suggested brought in as an alternative to wholesale change to IT systems and audit forms and so is expected to allow us to progress quickly over the coming months. The wider review has potential for the need for changes to our existing IT solutions. Fire safety staff are, and will continue, to work with NFCC and other colleagues over the coming year to develop the revised working necessary as the legislative regime changes.

The Building Safety Bill (BSB) is now expected to be brought before Parliament in late May 2021. Officers, with NFCC, are participating in discussion with Home Office and The Ministry of Housing, Communities and Local Government (MHCLG) about integration and working of the new regime with the FSO. That co-operative working is paying dividends in ensuring a regime that will work with the FSO with a number of practical points; such measures for the identification of those responsible under the BSB (and under the FSO); and co-operation between those responsible under the two regimes being taken up and which we expect to see reflected in future drafts of the Bill. The Government intention remains that Gateway 1 of the BSB regime (planning consent) will be brought forward in advance of the Bill. Discussion with the NFCC and the shadow regulator continue around points of detail such as how the gateway will be applied where existing (and new) Permitted Development Rights exist for change of use.

## Fire Engineering and Building Regulations Consultations

Our Fire Engineering Group (FEG) engages with various technical committees and steering groups as well as providing support on a national level to the NFCC. This quarter the group have worked with colleagues in operational policy to develop guidance to support incident commanders understanding of modern methods of construction. This work has been alongside external engagement on this key area which is helping to drive forward better industry understanding of the fire performance of these construction methodologies. Our engineers are also offering their expertise to support a newly developed Building Regulations consensus reaching panel, which seeks to provide a means of finding agreement where fire services and building control bodies don't agree on technical matters. Fire Engineers have also been supporting the development of further electronic working to improve efficiency on statutory consultation work. The Group has also been looking

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

to ensure competence levels and having development plans in place for new fire engineer technicians.

In addition, in response to the growing demand and complexity of Building Consultations together with the HMICFRS recommendation to improve our response to these consultations, FEG have been supporting the development of the newly formed Building Design and Consultation Hub (BDCH). 2020/21 saw 2270 building consultations received despite the COVID-19 pandemic and so by seconding an engineer as project manager, enabled the progress of this project throughout 2020/21 despite COVID-19 restrictions.

## Recruiting and retaining staff

The Brigade employs both Inspecting Officers and Fire Safety Advisors (who conduct 'simple' audits and should develop into Inspecting Officers) to undertake these fire safety audits/inspections. The current establishment is at approximately 82% against a peak in 2017 of 93% - this is an increase of 7% against the last quarter. With circa 40% of our Fire Safety Advisors (FSAs) and Inspecting Officers being on development, along with continued public and private sector market pressures for competent technical fire safety staff, we continue to explore ways to ensure that we bring in new talent and support our staff to competency. We are working on bringing back recently retired staff with appropriate qualifications and experience, on fixed term part-time contracts to not only undertake audit work, but also to help develop and mentor our newer staff, however supply and demand for competent staff across both public and private sector, continues to provide challenges. With the full lockdown having been implemented during this last quarter, the progress of our latest cohort of FSAs at the Centre of Learning & Excellence (CLE) has been slowed. However, remote learning and additional COVID control measures have been implemented to ensure that we maintain the training of our FSAs. Further to this, work is underway to develop a second 'pop-up' CLE to ensure that our ambitions for on-boarding new staff can be realised. Additional recruitment of FSAs and Inspecting Officers is scheduled for the coming months, while work with the Fire Brigades Union (FBU) continues, to ensure that operational staff can be attracted and brought into the inspecting roles.

## Fire Safety prosecutions

There have been no prosecution hearings during quarter four as cases stand adjourned by the court due to Coronavirus. We have a total of 33 current cases with our Enforcement Team, and there are a further 17 cases currently with the Legal Department.

## Notice of deficiencies and Enforcement activity

Throughout the COVID-19 pandemic, Inspecting Officers have continued to undertake audits ensuring appropriate control measures are in place. The number of audits completed remains steady, with an increase this quarter in both the number of Notices of Deficiencies and Enforcement Notices issued. 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	No. of ENs	% of ENs
Q4 20/21	2109	431	<b>20.43%</b>	76	<b>3.6%</b>
Q3 20/21	2199	337	<b>15.97%</b>	57	<b>2.7%</b>
Q2 20/21	2230	460	<b>20.77%</b>	75	<b>3.39%</b>
Q1 20/21	1911	382	<b>19.98%</b>	70	<b>3.66%</b>
Q4 19/20	2876	574	<b>19.9%</b>	142	<b>4.9%</b>
Q3 19/20	828	496	<b>27%</b>	115	<b>5.2%</b>

In addition to our Inspection regime, we have renewed our focus to make better use of Alterations Notices. Alterations Notices, under Article 29 of the Order, require

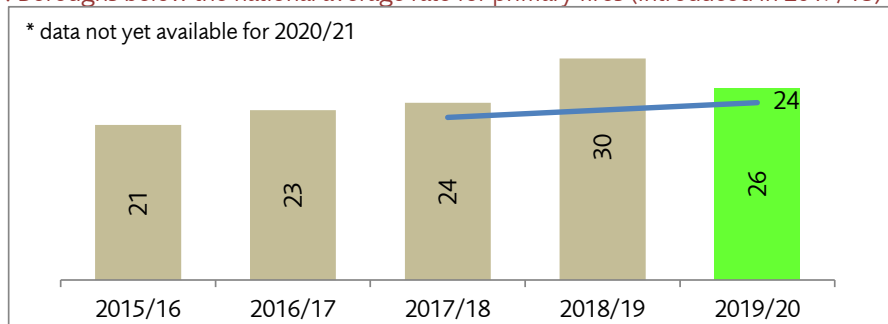
# Prevention and Protection – where fires are happening and who we're targeting

the responsible person to notify the Brigade of any changes they propose to make the premises which may result in a significant increase in risk to persons in the event of fire. The Brigade only serves these notices to premises which either constitute a serious risk to relevant persons or where the likelihood of such as risk is reasonably foreseeable, due to the nature of the premises and their use. The use of Article 29 allows us to target notices on those premises we consider pose the greatest risk to safety (or which might do so if there was an alteration to the premises).

In quarter four, we issued one Alterations Notice and have identified a further 30 premises where an Alterations Notice could be of benefit. In addition, our policies and procedures relating to Alterations Notices have been reviewed and updated and we are in the process of designing a package to be delivered to Inspecting Officers, Fire Safety Advisors and administration officers to raise awareness of this facility.

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

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

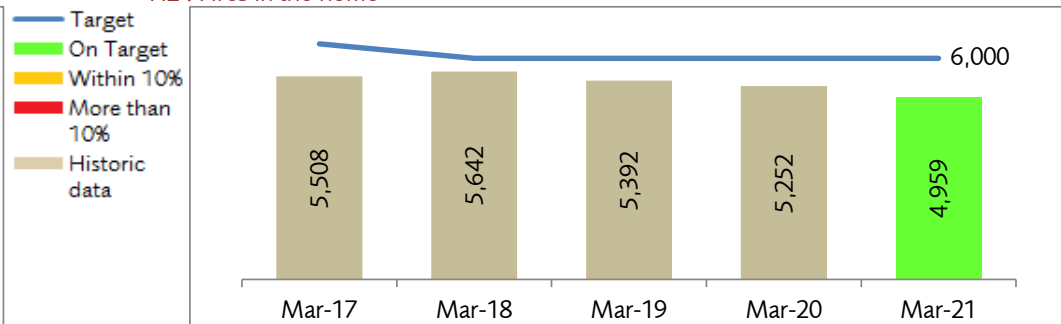


## H1 Boroughs below the national average rate for primary fires

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

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

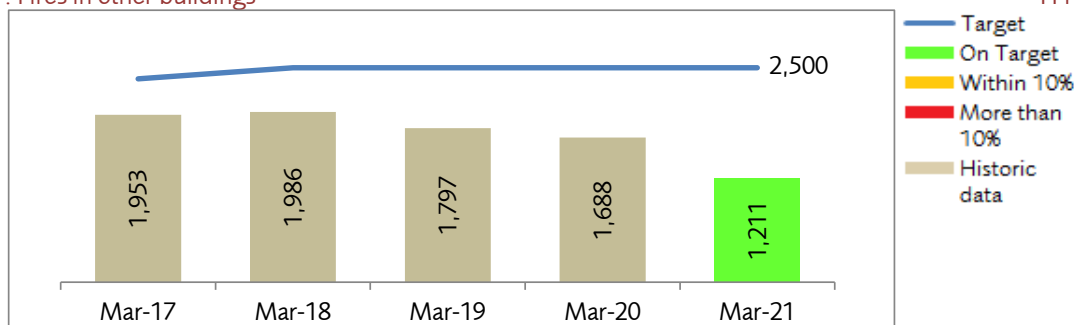
Dwelling fires continue to show steady improvement. They have fallen by 10 per cent over the last five years and are over 1000 below target (6,000).

The Brigade continues to work with partners to reduce dwelling fires, an example of this can be seen in Wandsworth, where we are working with the local authority, voluntary and private sector partners to minimise the number of dwelling fires in the borough. The benefit of this work can be seen with a reduction of 78 fire related incidents over the same period last year.

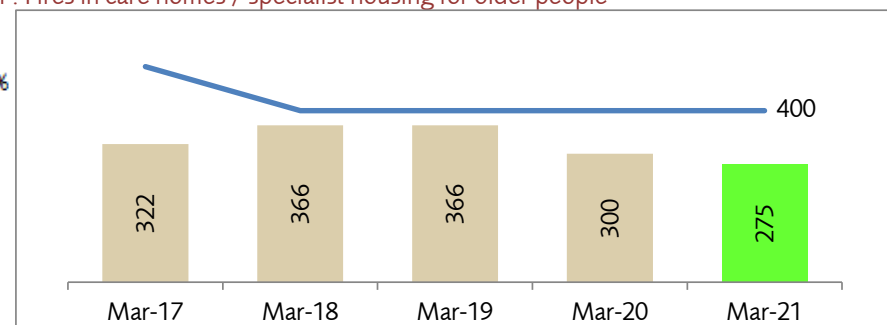
Another example of the work being undertaken in the borough is the Fire Safety Awareness training for Wandsworth Adult Social Services and Local Authority housing teams. The teams visit residents in their home and using the Brigade's bespoke training to increase awareness of the characteristics and behaviours that increase fire risk for vulnerable people, as well as the actions carers can take to reduce that risk. Maintaining relationships with partners and creating robust referral pathways are key to this success. The borough team attend Community Multi-Agency Risk Assessment Panel meetings once a month to identify difficult to engage residents and help to tailor person centred multi-agency interventions. Ongoing activity for operational staff continues through borough based training interventions, helping to proactively identify and support 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



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



## 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. 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.

As well as being a focus for our programmed inspection activity, Fire Safety Regulation has, throughout 2020/21, taken a proactive approach to prevention and protection work in premises that house our most vulnerable residents such as care homes and specialised housing. The Brigade has worked in collaboration with the Care Quality Commission (CQC) and approximately 20 London Boroughs to deliver training workshops with the intention of raising fire safety awareness amongst care home staff, and the standards of fire safety management and emergency evacuation.

COVID-19 had a significant impact on this workstream, with access into these premise types restricted, we could no longer host physical workshops. In order to continue to provide advice on fire safety in residential care homes during the

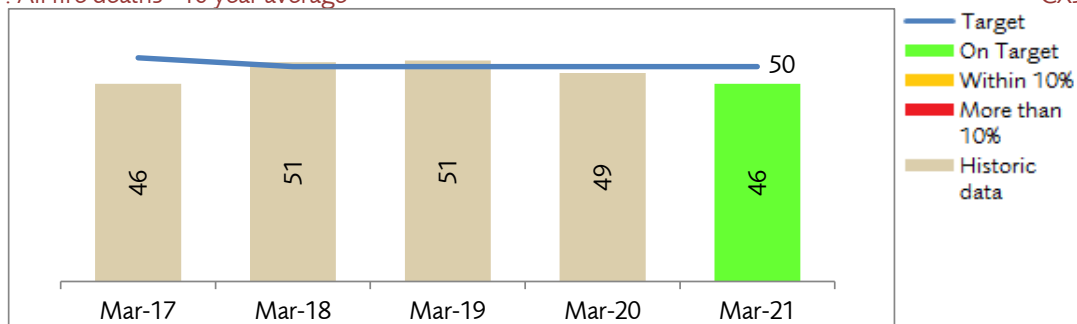
COVID-19 period it was essential to convert these workshops into virtual webinars, with 15 delivered to a number of London Boroughs by the end of quarter four.

Fire Safety audits within the care and specialist housing sector have continued where possible and appropriate with 192 audits completed across 2020/21 in care homes, with 35 completed in quarter four.

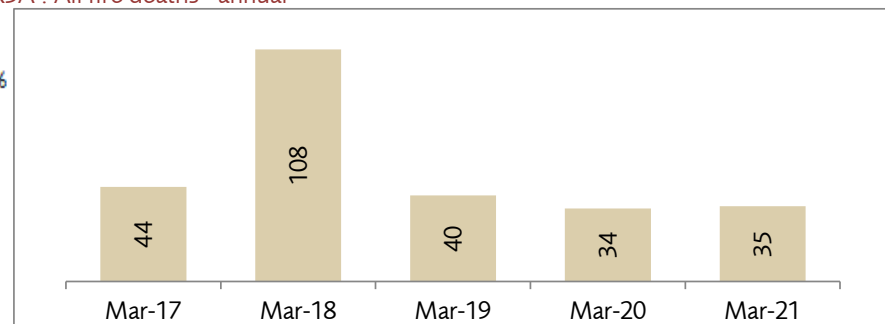
As part of our Care prevention work a video has been developed, which will be utilised to educate and inform care agencies about fire risk. We have been working with LADASS (London Association of Directors of Adult Social Services) and delivering virtual sessions, however, with around 1300 domiciliary care agencies we can expedite this work with a video resource. We are continuing to support Borough Commanders with their commitment to the care sector by agreeing to share the video with them so that they can build better relationships with the care sector in their own boroughs. Where appropriate or necessary we have agreed to deliver face to face 'training' for individual boroughs but would rather encourage the use of our resource which is close to sign off.

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

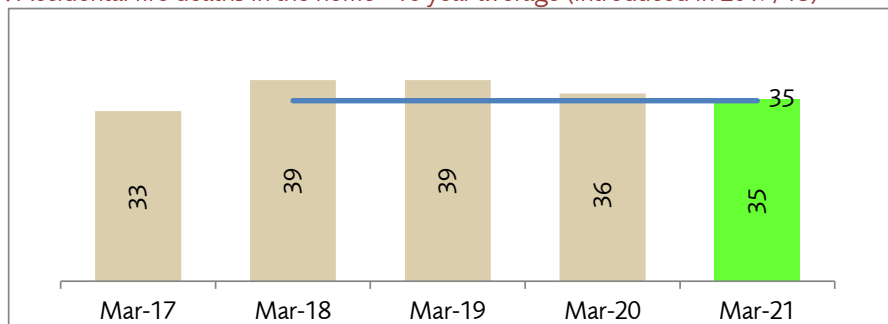
H5 : All fire deaths - 10 year average



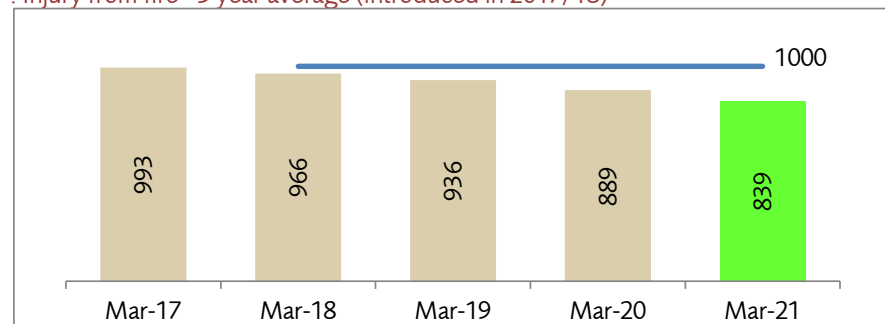
CX3A : All fire deaths - annual



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



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



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

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. This is in comparison to 39 as of December 2018 and 37 as of December 2019. It is worth noting that the Grenfell tragedy is included in these figures

Since April 2020 there have been 37 deaths at a fire. The Coroner has found that two of these were not as a result of fire related injuries, meaning that there were 35 fire fatalities in the rolling 12 months to the end of March 2021. Out of these, 26 fire fatalities occurred during accidental dwelling fires.

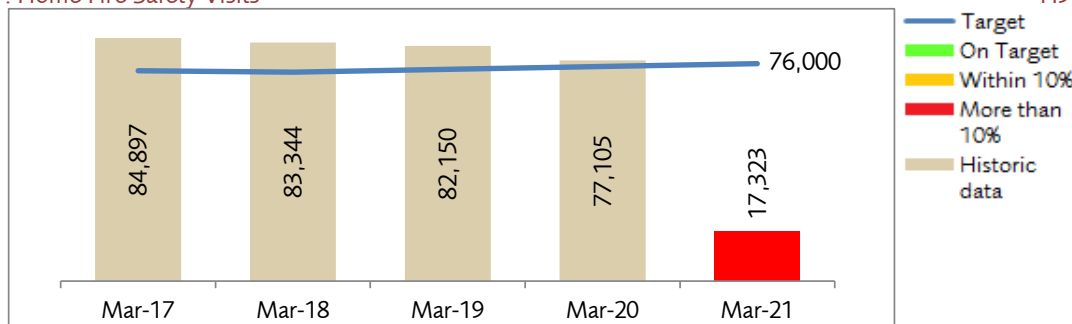
There were 14 deaths at a fire in quarter four. Two of the 14 incidents are still under investigation and have not yet been confirmed as accidental or deliberate fires.

COVID-19 has impacted on timeframes for police investigations, post-mortem findings and Coroner's Courts and as a result for some incidents there are significant delays in confirming if a death is directly attributable to fire.

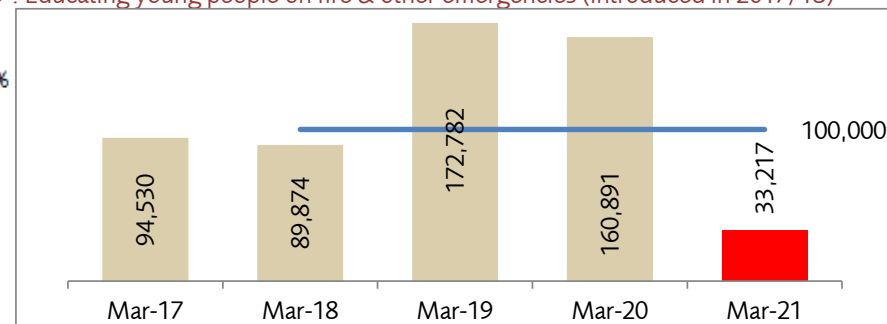
Injuries from fire (5 year average) continues to report on target showing improvement year on year, having fallen by 21% over the last 5 years. The Brigade continues to actively look at ways it can target the most vulnerable for HFSVs as well as actively developing digital delivery methods. Borough Commanders are enacting individual borough plans, working with local authorities to drive down risk in their areas.

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

H8 : Home Fire Safety Visits



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



## H8 – Home Fire Safety Visits

2,740 HFSVs were carried out over the last quarter with COVID-secure measures such as pre-screening questionnaire and appropriate PPE. At the announcement of a further government lockdown and, following government advice on minimising contact, there was a general suspension of HFSVs in order to protect both the community and members of staff from the new variants of the virus. However, whilst there has been a general suspension of HFSVs, we continued to visit those where a risk to life has been identified (such as in cases of Arson or where there is a suspected Safeguarding concern).

Of the 2,740 visits carried out last quarter; almost a quarter (633) were conducted after a resident had a fire and 69 per cent of residents disclosed a disability which could affect their ability to react to, or escape from fire; with 40 per cent disclosing a mobility issue that would affect their ability to escape from fire. This coupled with the 355 serious outstanding risks identified since January shows that whilst HFSV numbers are below the average target for the year; the Brigade is prioritising those most vulnerable in the community with a full resumption of the HFSV programme expected on the 17 May at the earliest.

Community Safety continues to work closely with the Communications department to build an online function which would allow residents in London to conduct their own HFSVs and access the necessary advice, tailored to them (based on their input) in order to provide safety advice to those that we are either unable to visit, or would prefer not to have an in-person visit. The 'Home Fire Safety Checker' is now live.

Full launch communications are being finalised including promotion with partners and stakeholders across London

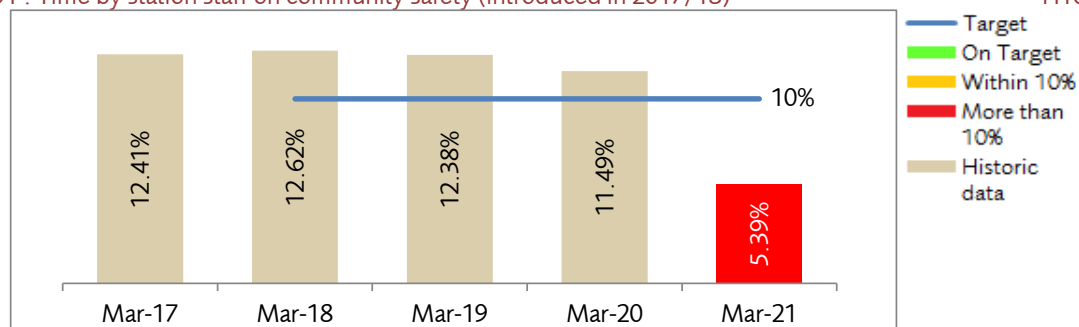
## H9 – Educating young people on fire and other emergencies

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, Crossfire, and SDSA have all been unable to deliver since quarter one due to COVID-19.

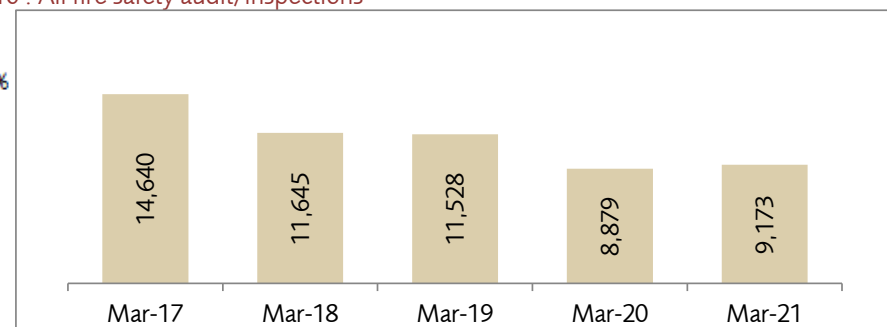
However, we have been engaging with young people virtually where possible. In January the Education team participated in a virtual Junior Citizens event through video link at The Sutton Life Centre, it was estimated that this reached an audience of 14,331 young people. During quarter four we virtually recruited another 30 Cadets bringing the total to 276. All 33 borough Cadet units have opened and have been engaging virtually until in-person engagement started again on 19 April 2021.

# 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, London was placed in a new period of lockdown in November, 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 been looking forward and planning which community safety activities can be introduced. Although the London-wide figure has fallen below the 10 per cent target, boroughs have been working to support their local borough partnerships through the pandemic: including supporting COVID-19 vaccination initiatives to promote the uptake of the vaccine at pop up hubs in areas of vaccination hesitancy. Whilst acknowledging the offers from the Brigade, some boroughs prefer to use their own resources during the pandemic and keep the Brigade free to assist other more needy areas which is why their CFS figures are lower.

## H10 - All fire safety audits / inspections

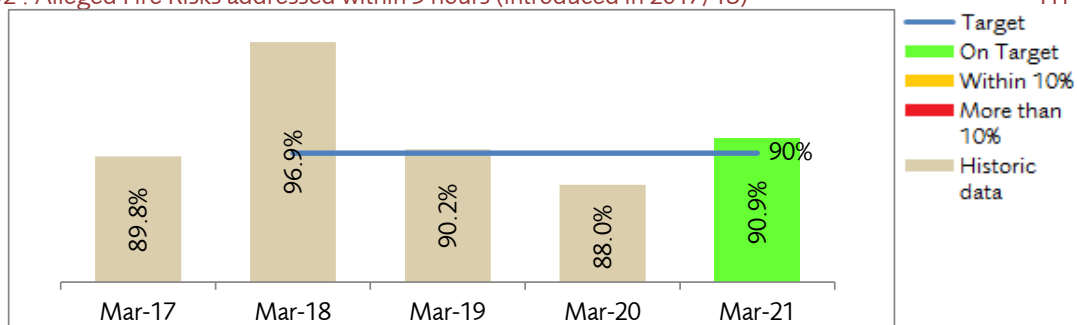
Throughout this last year we have continued to undertake physical audits and have introduced 'desktop' audits for venues such as care homes where access has not been possible. The COVID-19 pandemic has created additional burdens such as the

need for COVID related control measures, risk assessments and additional pre-planning for physical audits. In this coming year, key projects include a review of our Risk Based Inspection Programme, which will link into national work underway to review the definition of a higher risk building and to determine the frequency for re-inspections. Additionally, work has started to review how we deliver our audit and inspection regime, in order to increase the effectiveness of how we deliver our service to the people of London, improve support for our staff and seek efficiencies where possible.

During quarter four London has been back in lockdown due to the COVID-19 pandemic. However, with the control measures to support safer working, staff have continued to conduct audits which have focused on higher risk premises, with 'desktop' audits where appropriate. This proactive activity which allows the audit regime to continue, contributes to the risk reduction to the people of London and our operational fire crews. Audits numbers for this quarter have remained strong with 2109 being completed. This is a drop of only 4% compared to the previous quarter despite the capital moving into a full lockdown. However, 1721 of these audits have been for high risk premises, which represents 80% of the total audit number – an increase of 10% against the last quarter which is due in part to focusing on high rise higher risk buildings identified by the BRR Programme.

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

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

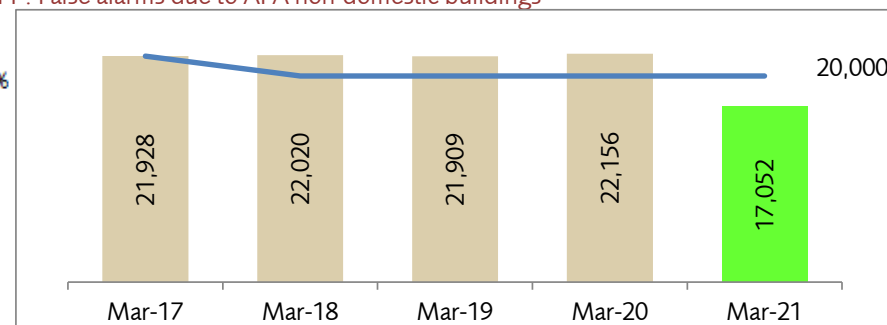


## CO2 – Alleged Fire Risks

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

This is now reporting as on target at 90.9% for the 12 month rolling period. Within quarter four 92.3% 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

Attendance at AFAs continue their downward trend, with a 16.9% reduction in quarter four when compared to with the same period last year. Due to the national restrictions from the ongoing pandemic, it is difficult to measure if the overall reduction in AFA attendance is a result of reduction initiatives or the effect of temporary business closures. Further analysis on the impact from COVID-19 on AFA figures will be undertaken into 2021/22 as restrictions continue to ease.

The pandemic has had a continued impact on the delivery of this workstream through quarter four due to closure and access restrictions of commercial premises. The Unwanted Fire Signals (UwFS) reduction officers have continued to work remotely, engaging with the highest producers of UwFS to encourage the implementation of reduction initiatives. As restrictions ease and commercial premises begin to re-open, the reduction officers will recommence with site visits.

A training package to share learning from the work of the UwFS reduction officers and further increase knowledge across the organisation, is in development. This package is to be delivered to Fire Safety Advisors, Inspecting Officers, Control staff and Operational managers throughout 2021/22.

# 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.

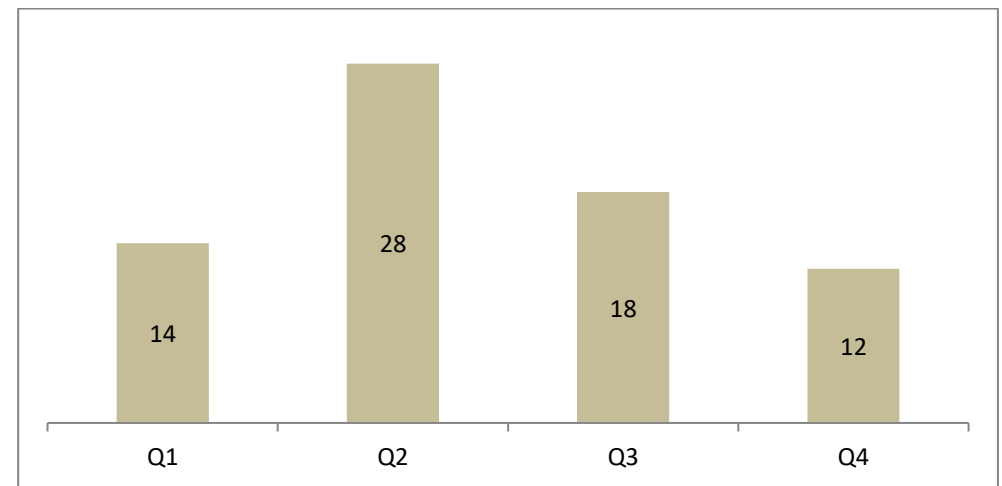
## London Resilience

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

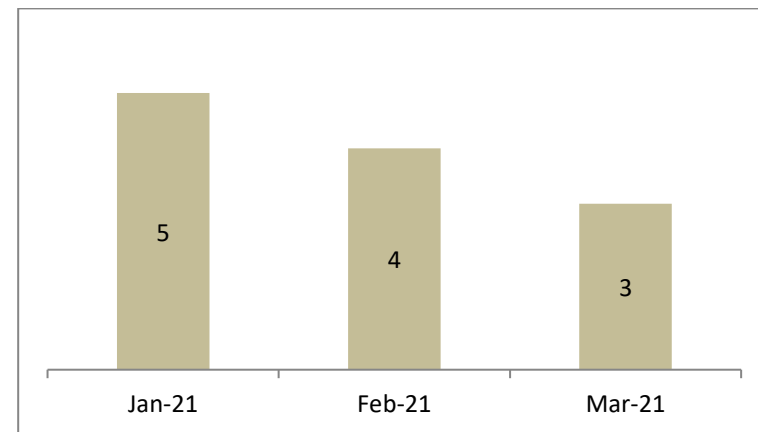
Typically, a response will be to:

- 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 Q4, by month



On average LRG responds to over one incident each week (six incidents per month over the previous 12 months). The graph above shows that in quarter four LRG responded to 12 incidents, an average of four per month.

Incident responses can vary in length. From a week long response supporting partnership teleconferences and providing communications to the partnership and

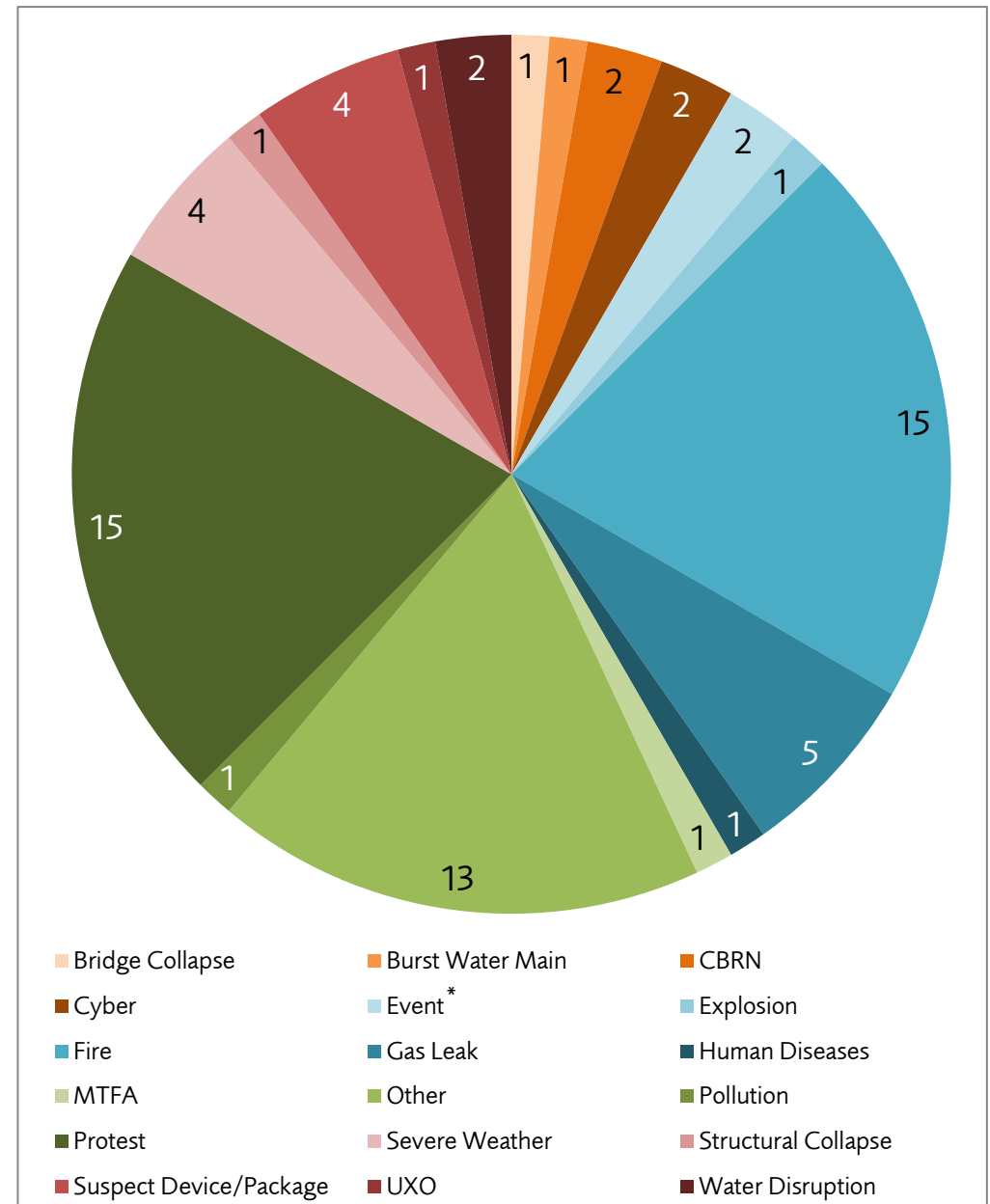
# Response and Resilience – providing a high quality, effective response

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 April 2020 the average response duration per month is 13 hours.

The incident types responded to over the past 12 months have been varied and demonstrates the wide range of incidents we respond 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 LFB, who provide early notification of 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 and the Reclaim the Streets protests. A variety of incidents are included in the 'other' category, these range from email and Airwave outages, to an incident in which a car crashed into a police station.

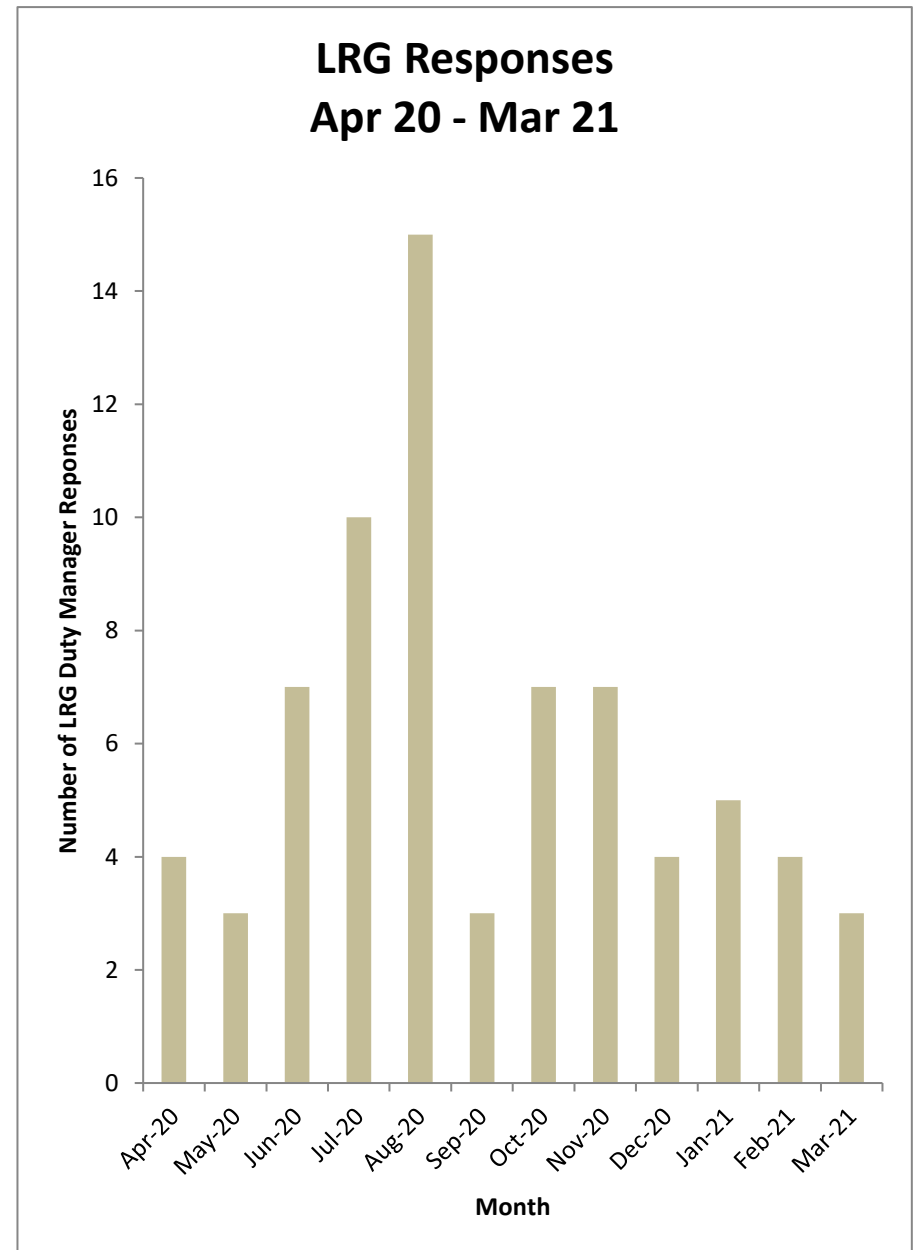
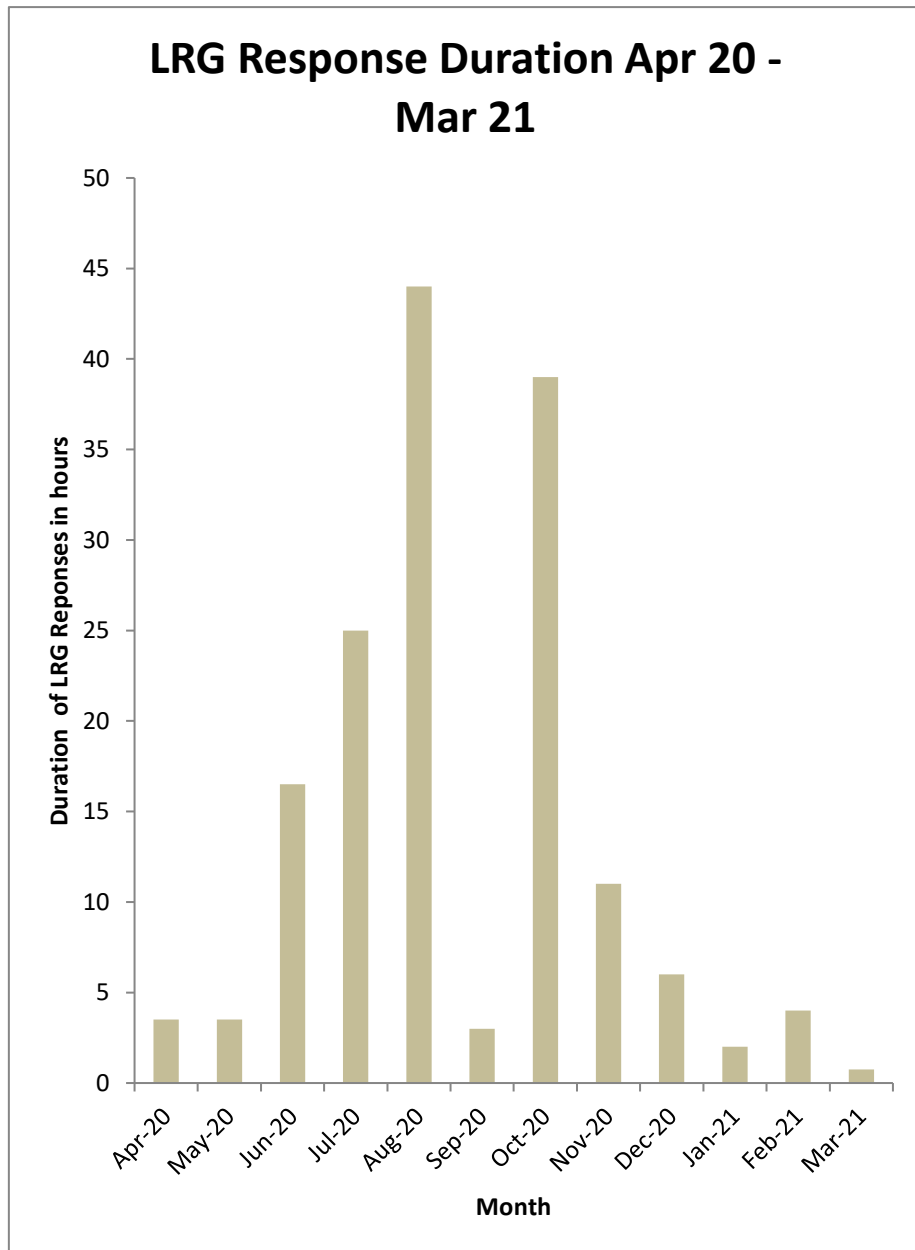
It should be noted that during this period there is no time recorded in support of the COVID-19 response, which was the sole focus of the team from March to June 2020 and continues to be a daily commitment.

Incident by type 12 months ending March 2021



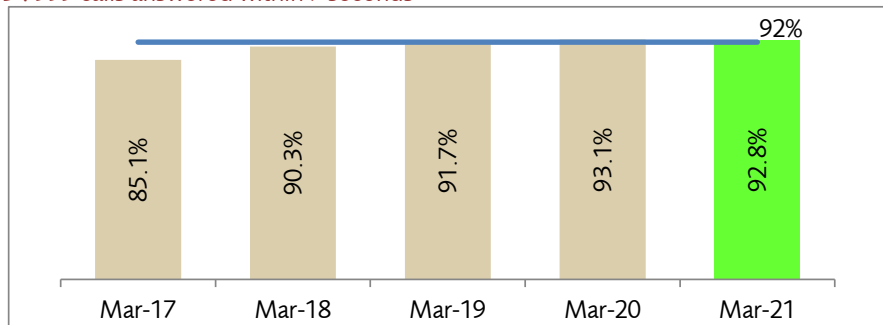
\*High Profile Event (e.g. Conference)

# Response and Resilience – providing a high quality, effective response

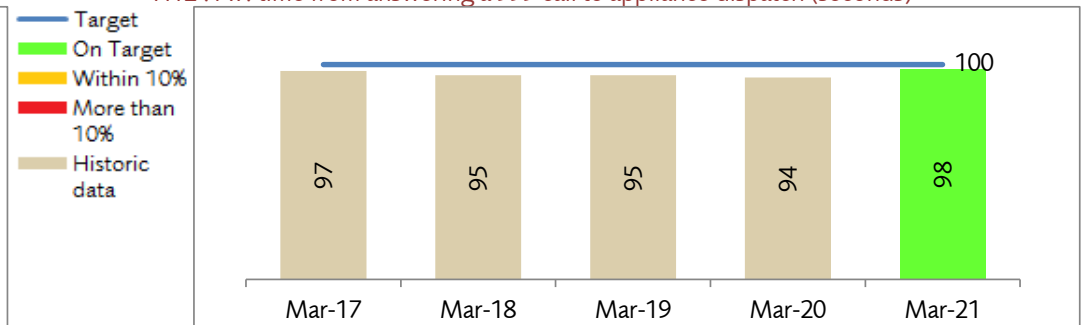


# Response and Resilience – providing a high quality, effective response

CO3 : 999 calls answered within 7 seconds



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

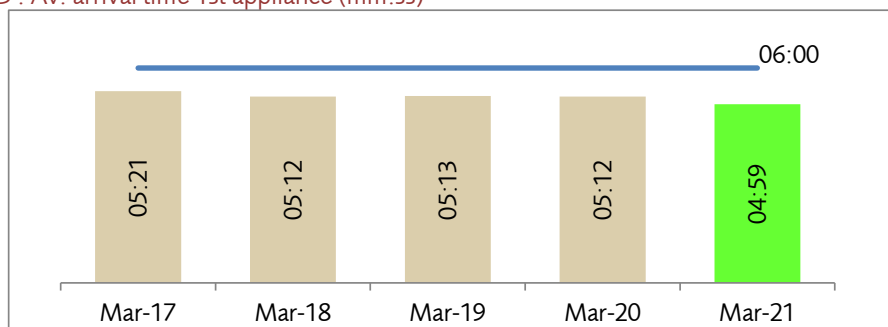


## CO3 and H12 – Call handling

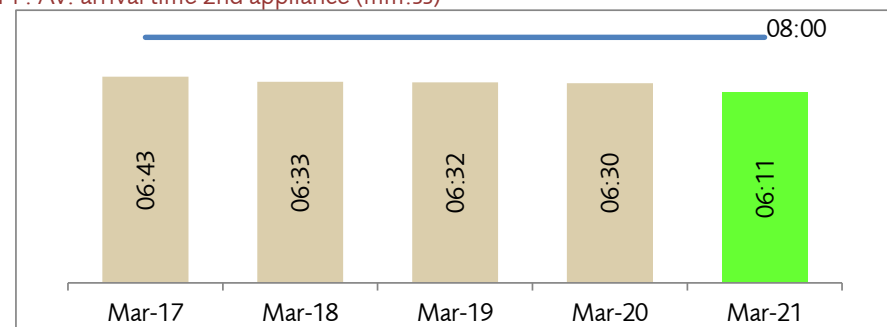
Control's call handling performance has remained resilient and consistent throughout the year, which continues to be very encouraging given a number of external challenges such as the COVID-19 pandemic. The hard work and dedication of Control officers, supported by the Brigade's IT engineers and Capita is helping deliver a better and more robust service to the people of London. Despite the encouraging performance, Control will be using these targets as a baseline for further improvement over the medium and longer term. It also further informs the key drivers behind the Control Improvement Plan (CIP) and the Transformation Delivery Plan (TDP) around continuous improvement and excellence in service delivery.

# Response and Resilience – providing a high quality, effective response

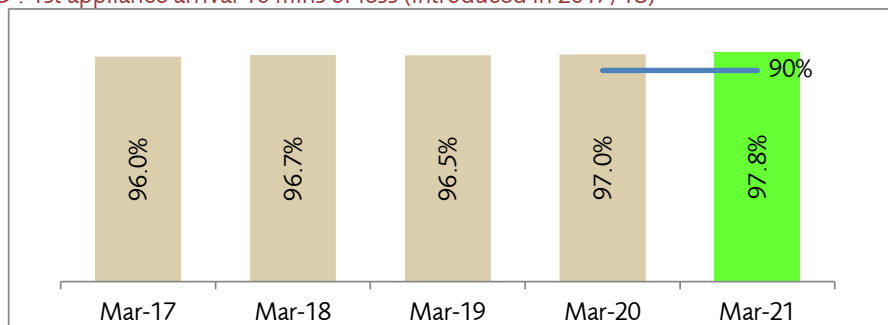
H13 : Av. arrival time 1st appliance (mm:ss)



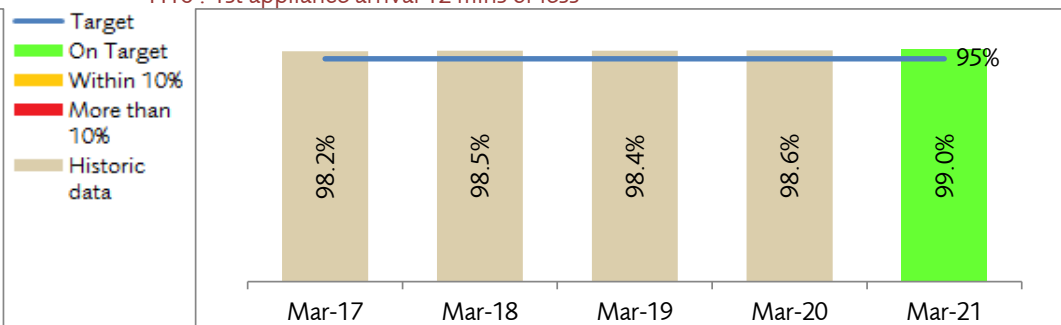
H14 : Av. arrival time 2nd appliance (mm:ss)



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



H16 : 1st appliance arrival 12 mins or less



— Target  
 — On Target  
 — Within 10%  
 — More than 10%  
 — Historic data

## H13 and H14 – Attendance times 1<sup>st</sup> and 2<sup>nd</sup> appliance

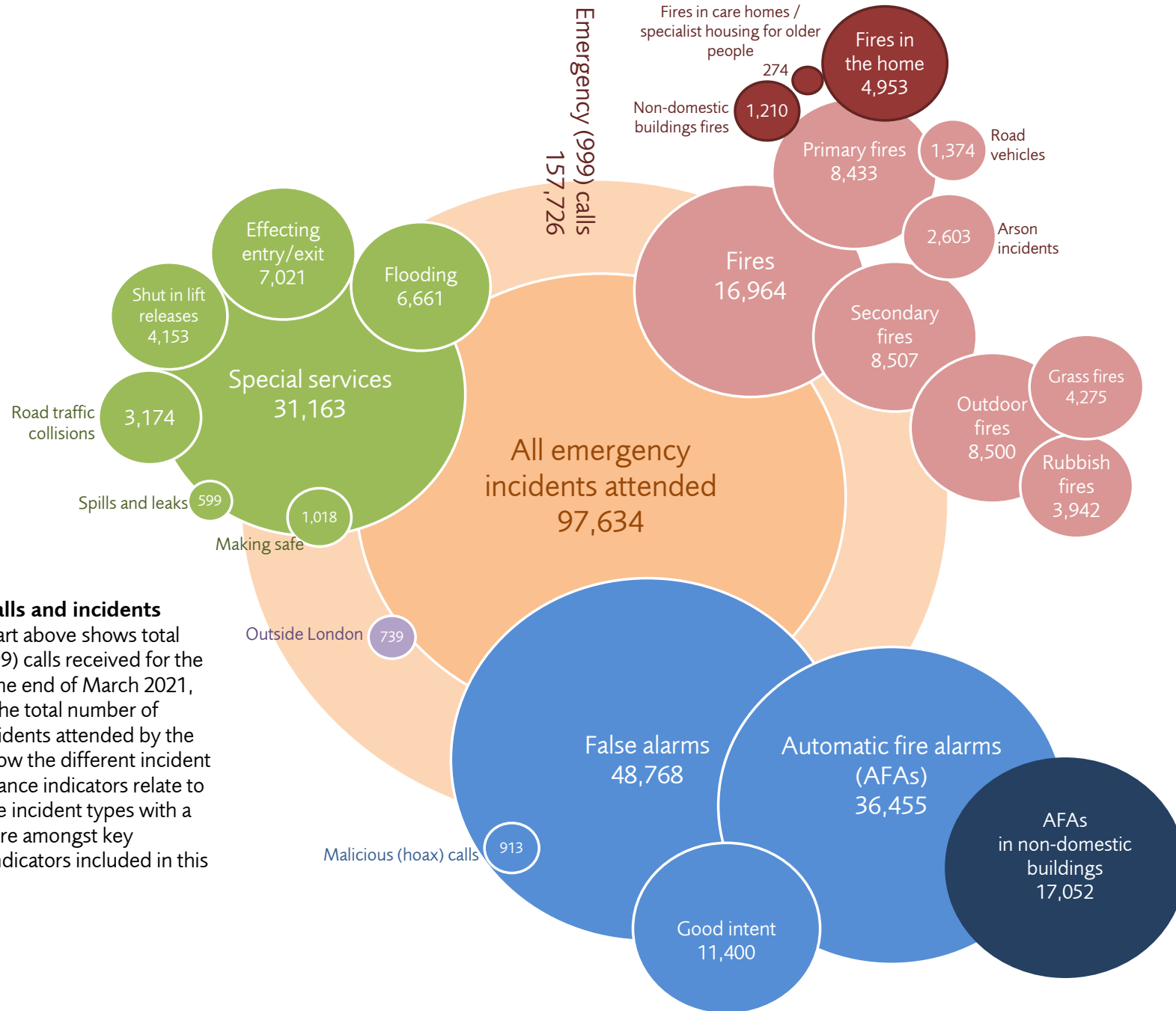
These indicators measure the Brigade's London-wide performance for the time it takes for the first fire appliance to arrive at an incident, within an average of six minutes, and the second fire engine, within an average of eight minutes. First and second appliance arrival times have continued to improve steadily. First appliance average arrival times have improved by 22 seconds since March 2017 and is now under five minutes for the first time, and second appliance average arrival times have improved by 32 seconds over the same period. This is likely to be due to a combination of factors including the capability of the Vision system which provides geographical mobilising (despatching the nearest fire engine). It is also likely that reduced traffic levels during the Coronavirus pandemic have had a positive impact. Turnout times are also a key focus for station management teams and the personal

announcement (PA) countdown system helps crews to focus on their timings when leaving the station.

## H15 and H16 – Attendance arrival times 10 and 12 minutes

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

# Operation in Numbers



## Emergency calls and incidents

The bubble chart above shows total emergency (999) calls received for the 12 months to the end of March 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), CO<sub>2</sub> 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 : CO<sub>2</sub> reduction from 1990 levels (%)

## Inclusion

The Togetherness Strategy which was launched in July 2020 is an enabling strategy which underpins our Transformational Delivery Plan. The Togetherness Board, which has been established to monitor implementation has now met three times and has also welcomed three external community members who will work alongside senior leaders to hold LFB accountable for delivery of the Togetherness Strategy. The three members bring a huge amount of lived and professional experience of diversity and inclusion in London.

In addition, a Togetherness Representative Committee has been established, comprising trade unions and equality staff networks. This feeds into the formal accountability mechanisms and governance for the strategy. As of March 2021, 14 per cent of actions have been completed in the Togetherness Strategy. This includes the commissioning of 'leading race conversations' training for all senior leaders, commissioning external training for recruiters and assessors focusing on inclusive recruitment, a full review of our induction and onboarding process and the delivery of equality impact assessment training to over 200 staff, supporting them to build inclusion into their decision making

## Mental Health Wellbeing

The Brigade's new Mental Health and Trauma Team Co-ordinator has been appointed and will start their employment in May 2021. This appointment will mean that a more focused approach can be taken to the roll out of Mental Health First Aid training which has recommenced via an online platform. Work will also be able to be progressed looking at establishing a peer trauma support network using trained mental health first aiders who will be provided with additional skill sets to be able to offer timely and effective interventions to support staff who have experienced/been exposed to traumatic events. LFB's training provider, Babcock Ltd, is also looking to appoint specialist mental health trainers who will be pivotal to the roll out of the new Recognising and Managing Stress Anxiety and Depression training intervention scheduled to be piloted in the summer of 2021. Consultation and engagement with trade union colleagues has been ongoing and agreement reached that a standalone mental health policy will be developed that will form an integral part of a refreshed

# People and Resources – delivering a positive and healthy culture

Wellbeing strategy using an approach aimed at making clear how mental health support and services will be promoted, what interventions will be in place to prevent mental conditions from becoming debilitating, and what treatment will be offered to staff who, unfortunately, are exposed to, and experience, mental health wellbeing challenges.

## Employee Engagement and Recognition

A new approach to staff surveys will start in June 2021. This will begin with a broader annual baseline survey in June, 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 immediately. Managers will also get their team and department results and analysis immediately, 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.

The first LFB People Awards event is on track to be delivered on 13 May 2021, streamed over Microsoft Teams. There has been an amazing response by staff with 187 nominations received. At the event, a new approach to in-year recognition will be launched, where managers can give formal recognition to their staff throughout the year, giving more timely recognition for great work. There will also be a top level of recognition offered in-year too, a Commissioners Commendation, this to recognise achievements of a truly outstanding standard; helping to inform who the LFB nominates for Queens Honours, therefore opening out this process fairly to all staff.

Plans are in place to create a Virtual Mess Table in line with the activation of the 29 polycams at stations. 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.

## 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:

- Following the revision of the existing Health Safety and Environment induction package, the Environment Matters induction now forms part of pre-course learning in place of the environment module of the HSE training for new firefighter recruits. The first recruits to undertake this training were in the 20-21 course (start date 15 February).

As of the end of the quarter, the progress on the two remaining outstanding actions was as follows:

- The action to improve environmental awareness through our youth engagement programmes delivered a number of initiatives as identified previously. The final initiative planned for this action to establish a green Cadets unit in Kingston, has been delayed due to COVID-19. The current expectation is that it will be up and running from April 2021 (COVID restrictions permitting).
- 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.

Progress against the actions from additional plans monitored under the Strategy includes:

- Engagement with prospective suppliers for Plumstead FS refurbishment to identify and support potential new diverse SMEs entering the supply chain.

# People and Resources – delivering a positive and healthy culture

- Award of contract for the Zero Emission Pumping Appliance prototype, with delivery of the vehicle expected in Quarter 3, 2021-22

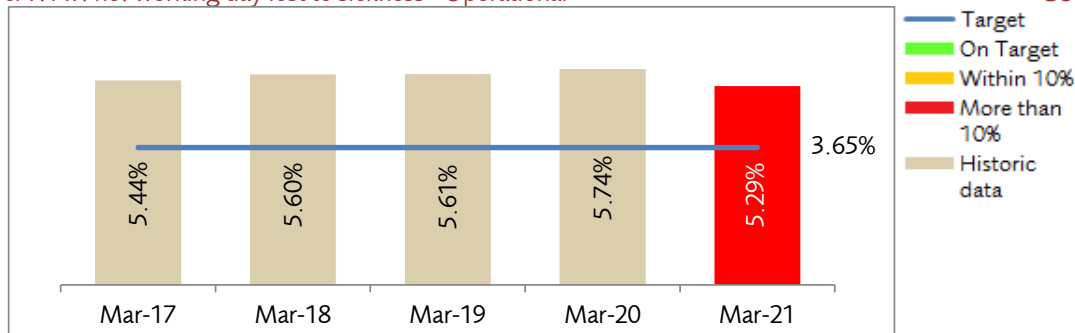
## Internal audit plan

Work against the 2020/21 annual audit plan continues:

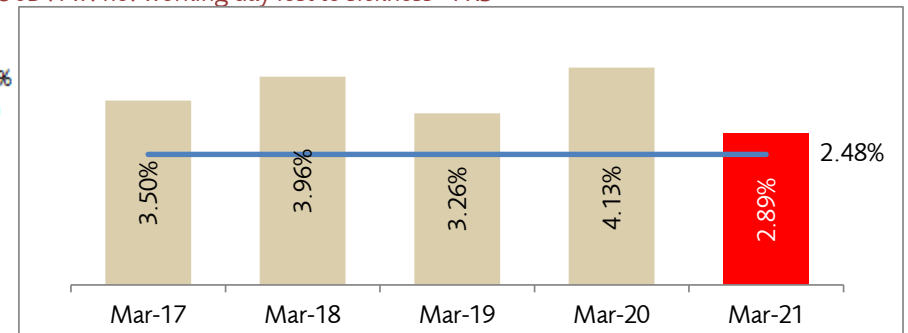
- 23 final reports have been issued; nine risk and assurance, two advisory and 12 follow ups.
- Two draft reports are currently with management and are in the process of being finalised; one risk and assurance and one follow up.
- Four reviews have completed fieldwork and we are in the process of drafting the report; three risk and assurance and one follow up.
- Nine reviews are at fieldwork stage; two risk and assurance and seven follow ups.

# People and Resources – delivering a positive and healthy culture

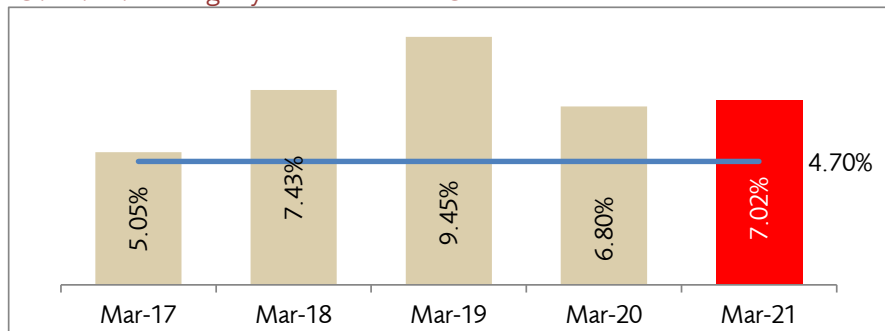
CO6A : Av. no. working day lost to sickness - Operational



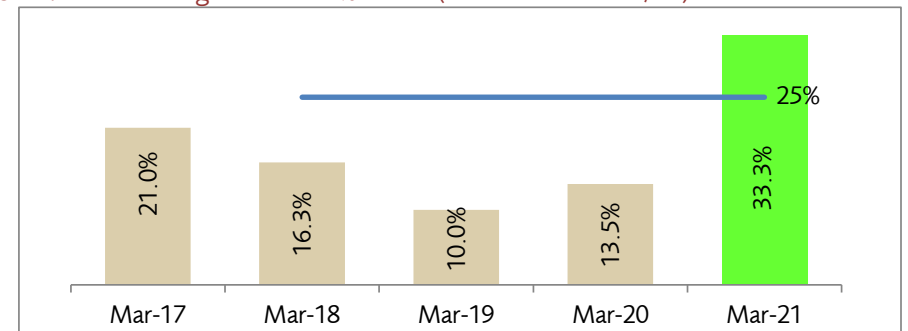
CO6B : Av. no. working day lost to sickness - FRS



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



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



## CO6A, CO6B, CO6C – Sickness average days lost

Operational employee sickness absence has decreased from 5.74 per cent to 5.29 per cent during the past twelve months, continuing the trend that commenced earlier this year. FRS sickness experienced a significant decrease from 4.13 per cent to 2.88 per cent. This reduction in FRS sickness absence is likely to be as a direct result of home working and the increased flexibility that enables staff to work at home where they may have otherwise needed to take time off from work. These FRS data will continue to be monitored. Control staff sickness has increased, from 6.80 per cent to 7.02 per cent.

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.

Promotion and prevention activities launched over the past quarter include a series of webinars, online fitness videos and guided meditation practice, in addition to numerous articles posted on Hotwire and Yammer on key topics such as diet and nutrition, fitness and smoking cessation. We have also supported staff to run events on health conditions such as Diabetes, as well as a nutrition focussed webinar during neurodiversity awareness week. We will be re-launching our services under a new strategy with clear and consistent branding that will also involve having a greater presence across all Brigade locations by visiting fire stations on a regular basis to make service provision offered more visible.

## 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 four. The percentage of trainee firefighter in this intake who are BAME increased to 33.3 per cent (from 31.5 per cent in quarter

# People and Resources – delivering a positive and healthy culture

three). There was a very slight decrease in the percentage of women trainee firefighters in quarter four, 22.8 per cent, compared with 23.5 in quarter three.

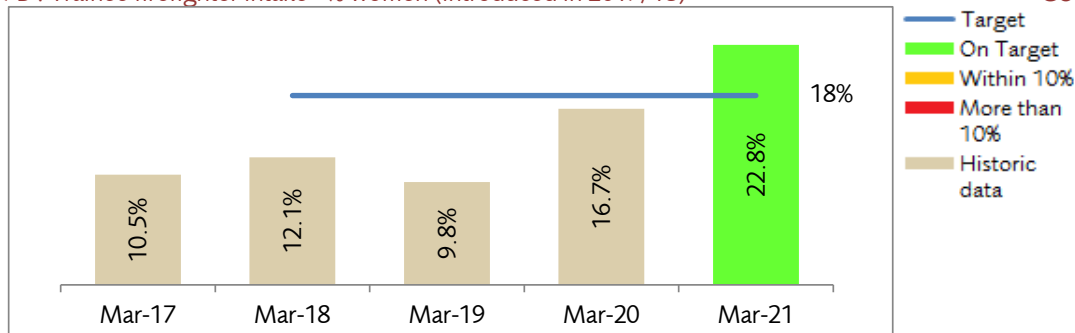
Overall, from the April 2019 campaign, 204 successful candidates have now commenced training, 62 of which are female (30 per cent) and 71 are BAME (35 per cent). Additionally, from the 2019 campaign, a further 2 people have received provisional offers to start training, of which, one is female.

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 10 are BAME.

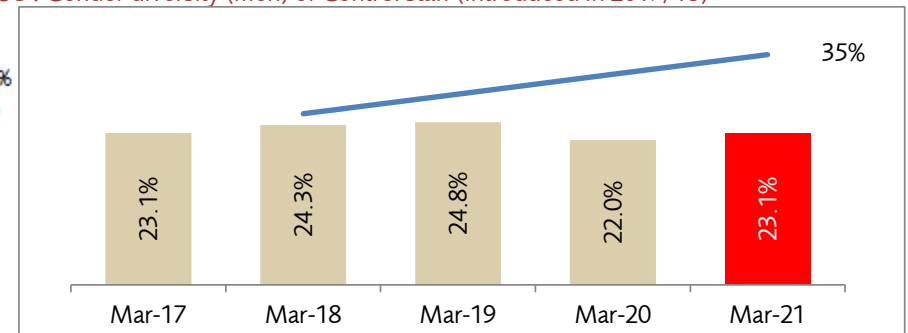
54 candidates are still in process from the 2020 campaign of which, 24 are female (44 per cent) and 25 are BAME (46 per cent). It is anticipated that some of these individuals will be allocated provisional offers in the near future to fulfil existing training school places if they are successful at all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

# People and Resources – delivering a positive and healthy culture

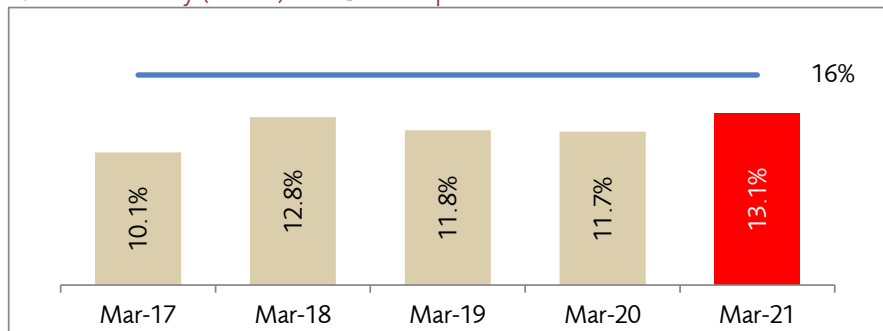
CO7B : Trainee firefighter intake - % women (introduced in 2017/18)



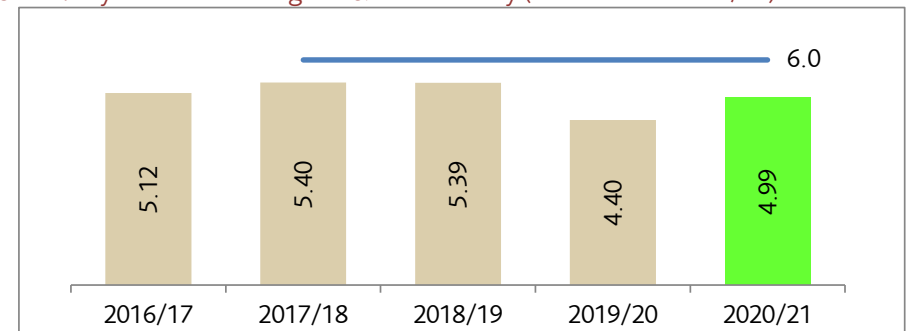
CO8 : Gender diversity (men) of Control staff (introduced in 2017/18)



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



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



## CO8, CO9 – Gender and ethnic diversity

Progress in these areas (gender diversity in Control, and diversity (BAME) of FRS staff top earners) is affected significantly by individual joiners and leavers, given the low numbers involved, and the low turnover rates of staff at senior levels in the FRS staff group. There has been a very small increase in the number of men in the Control staff group (from 22 per cent in Q3 to 23.1 per cent in Q4), and an increase from 11.9 per cent BAME FRS top earners in Q3 to 13.1 per cent in Q4.

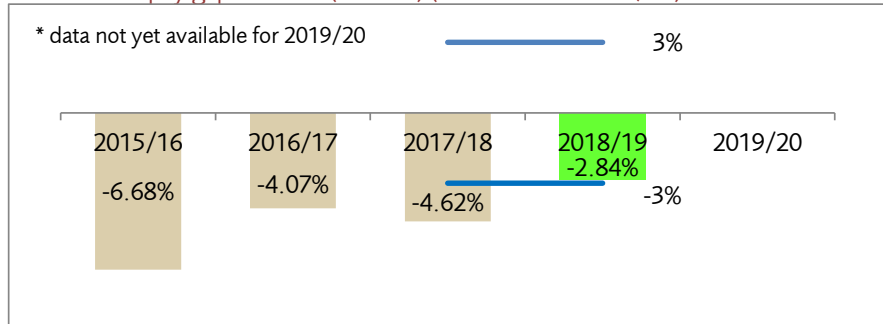
The [Togetherness Strategy](#), which is our Inclusion Strategy for the brigade and launched in July 2020, includes specific actions to tackle recruitment, promotion and development of underrepresented groups, including BAME groups and women.

## 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) (introduced in 2017/18)

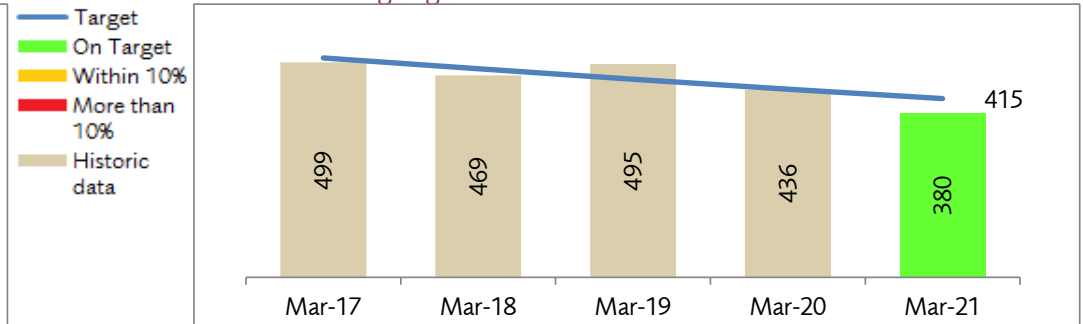


## CO10B – Gender pay gap

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 to recognise the impact of furloughing and decreasing staff across sectors. 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 during Q4, though we are still awaiting this as of March 2021.

In addition to gender pay gap reporting, LFB published its last ethnicity pay gap report in December 2019 (although has since reported to the GLA in August 2020, see above) which demonstrated a pay gap across full and part time roles in favour of white staff in the FRS group (despite a zero per cent gap overall), and specific work is being undertaken by the Inclusion Team to address this through the Togetherness Strategy and significant initiatives introduced by the Talent and Recruitment Team which include addressing the lack of assessor training for operational and FRS roles.

CO11 : RTCs involving Brigade vehicles

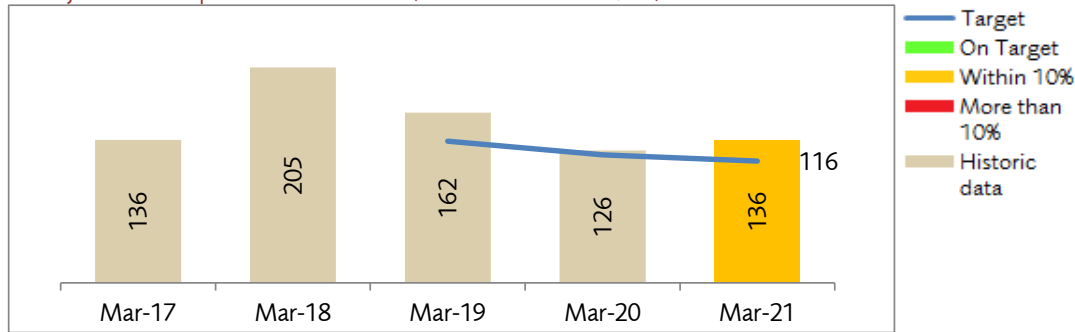


## CO11 – RTCs involving Brigade vehicles

The target for Road Traffic Collisions (RTCs) involving Brigade vehicles is being met (380 versus a target of 415). Road traffic collisions have reduced by 13 per cent when compared with the outturn for the same reporting period last year (436). 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 consultation is taking place to determine the wider use of CCTV on Brigade vehicles.

# People and Resources – delivering a positive and healthy culture

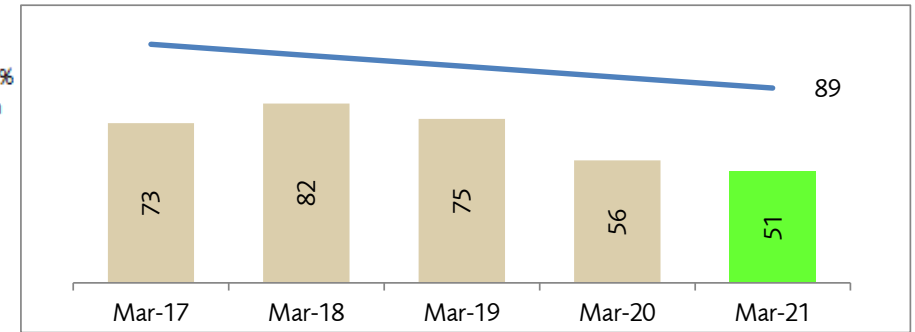
CO12 : Injuries from operational incidents (introduced in 2017/18)



## CO12 – Injuries from operational incidents

The target for injuries from operational incidents is not being met (136 versus a target of 116). Injuries from operational incidents have increased by 8 per cent when compared to the outturn for the same reporting period last year (126). 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

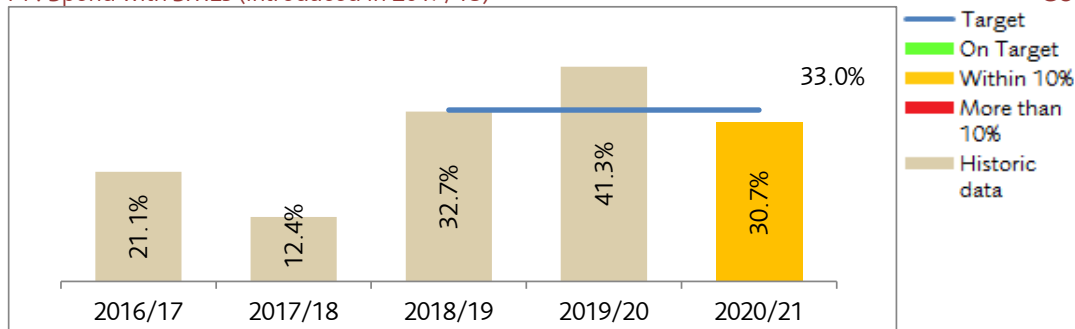


## CO13 – RIDDOR

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 (51 versus a target of 89); long term performance has seen significant improvements with a 30 per cent reduction when compared with the same reporting period in the 2016/17 financial year (73).

# People and Resources – delivering a positive and healthy culture

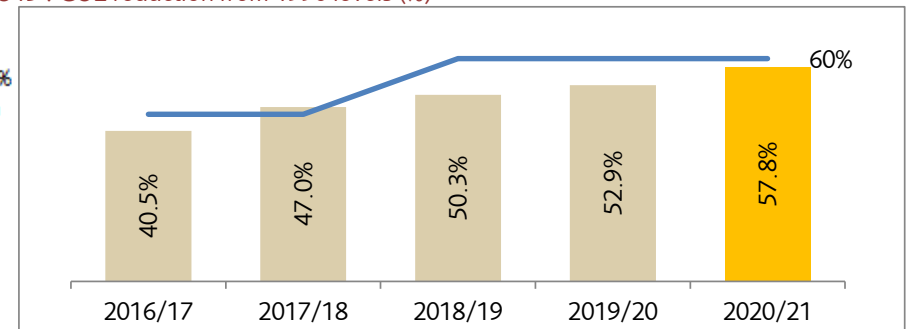
CO14 : Spend with SMEs (introduced in 2017/18)



## 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. The figure is provisional subject to confirmation of capital spend inclusion.

CO15 : CO2 reduction from 1990 levels (%)

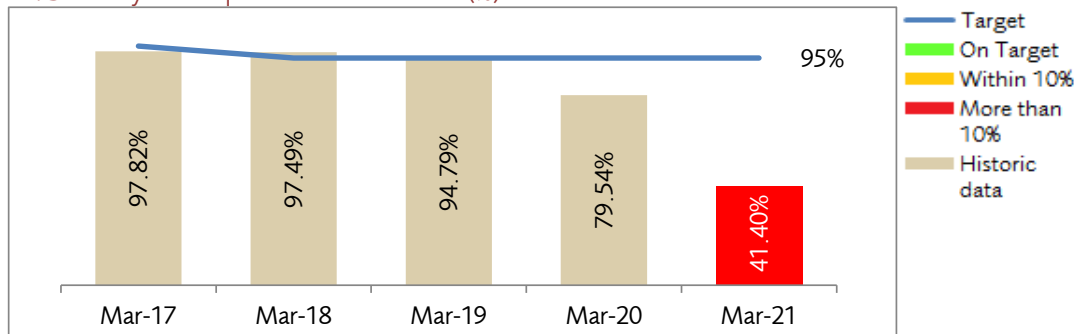


## CO15: CO<sub>2</sub> reduction from 1990 levels

CO<sub>2</sub> emissions have reduced by approximately a further 5% 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. The figure is provisional subject to confirmation of March buildings energy data by supplier data audit.

# People and Resources – delivering a positive and healthy culture

CO16 : Statutory info requests handled on time (%)

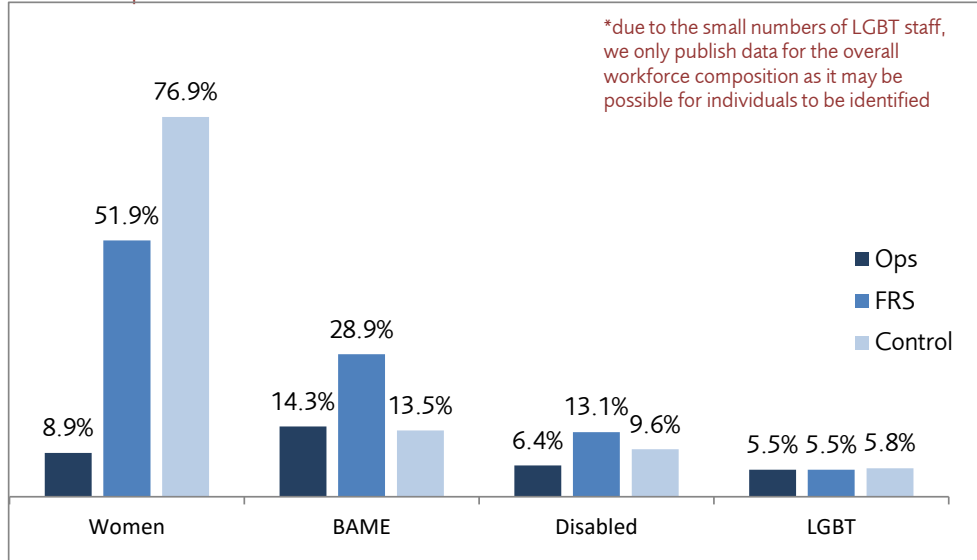


## CO16: Statutory information requests handled on time

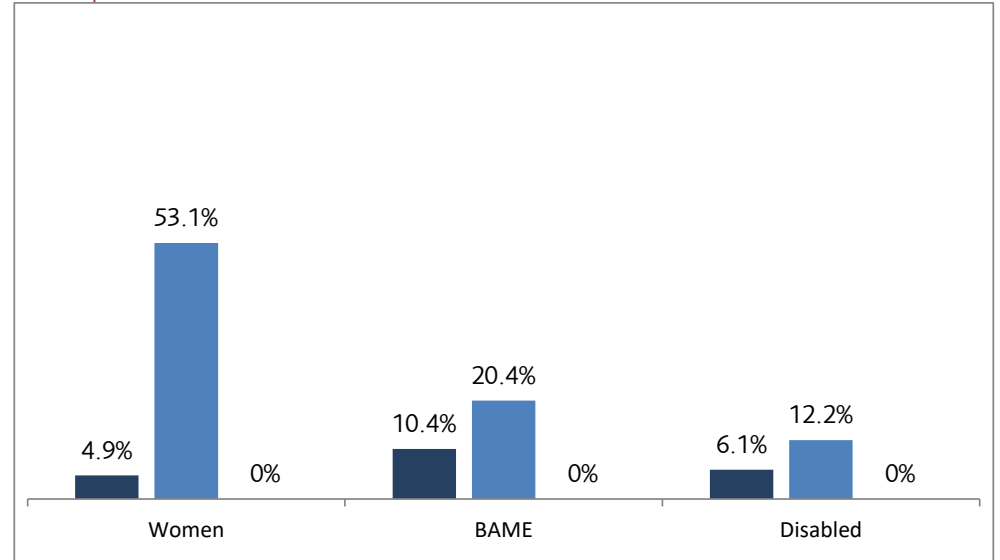
This indicator measures how well the Brigade is meeting the statutory deadlines for responding to information requests under the Freedom of Information Act (20 working days) and the GDPR/Data Protection Act (one calendar month). There was a 15 percent increase in 2020/21 in data protection requests (which are generally more complex to deal with) with FOIA requests lower. Performance at the end of the year continues to be impacted by a number of extensive and time-consuming data protection cases involving large numbers of documents (linked to staff grievance, discipline, or employment tribunal cases). Some requests require significant numbers of documents to be reviewed before being provided to the requestor. The ICO has said that whilst they cannot extend statutory timescales during the COVID-19 period, they will be showing the flexibility that the law allows and will not be penalising public authorities for prioritising other areas or adapting their usual approach during this extraordinary period. Additional impacts from GDPR related work (e.g. data protection impact assessments, producing contract schedules, and investigating/recording data breaches), is recognised as having an impact on the team, and an additional resource has been in place since mid-July 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

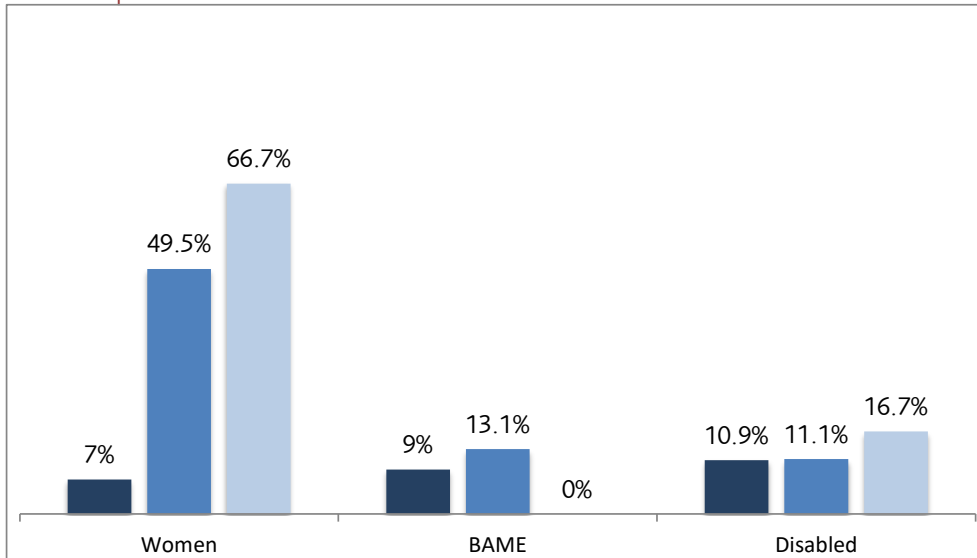
Workforce composition\*



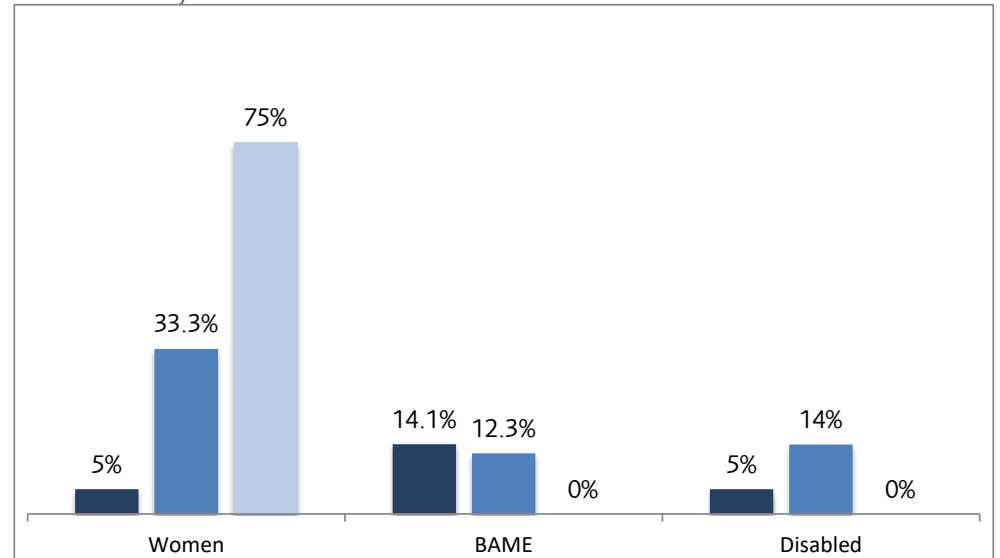
Workforce promotions



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. The remainder will remain open and progress will now be monitored and reported through the Directorate Plans.

For the commitments that remain live, the majority now have a revised end date of 31/03/2021 and may be extended beyond this. Most of these commitments are long term actions that would be reviewed alongside development work on the next London Safety Plan. However, in light of the coronavirus, and the impact this has had, the Mayor has agreed to extend the current LSP by a further year.

## LSP Commitments update

Five commitments are reporting as green, seven are complete with two of them completing during quarter three.

- *LSP38 - We will look at our existing recruitment and training arrangements to see how we could offer apprenticeships as part of our firefighter development programme and in other parts of the workforce. We will also offer apprenticeship training opportunities to staff within departments and recruit new apprentices to develop within the organisation.*

### Progress summary

Implementing the firefighter apprenticeship has now been completed. The position in Q3 regarding further apprenticeships for different staff groups remains unchanged.

This work is ongoing and is now business as usual

- *LSP46 - We will review financial arrangements to see if there are further opportunities for collaboration, including possible alternative delivery methods.*

### Progress summary

The LPFA/LPP has now reached the decision on its pension administration system, and LFB is included in the project to implement this. The new system will provide potential opportunities for improvements and efficiencies, which will be pursued during and post implementation.

Work is progressing on the potential opportunity with TfL on the finance system. The LFB system requirements document has now been completed and has been provided to TfL. A workshop has been arranged for May to review how SAP could meet the system requirements, and costs and timescales for any potential option.

This is work that is ongoing and can be marked as BAU

# 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.

<b>LIKELIHOOD</b>	<b>Very likely</b> 4	1	2	1	
	<b>Likely</b> 3	1	10	5	
	<b>Unlikely</b> 2			2	
	<b>Very unlikely</b> 1				4
		<b>Minor</b> 1	<b>Significant</b> 2	<b>Major</b> 3	<b>Catastrophic</b> 4
	<b>IMPACT</b>				

As part of the Brigade's transformation journey, officers have completed a series of workshops with Heads of Service during Q4 2020/21 to review the content of the risk management system. This will lead to an updated portfolio of strategic risks

which will be reported on in the next performance report at the end of Q1 2021/22. For the time being, the following (strategic) risks are those which officers have identified could have a serious impact on how the Brigade operates. There are six 'red' risks, the highest of which relates to the ongoing pandemic and the potential long term impact of the COVID-19 on the Brigade.

Code	Risk Description	Score
CRR1	Death or serious injury occurs as a result of our staff not operating a safe system of work	6
CRR7	Failure of a significant contractual relationship impacts on the delivery of services	6
CRR8	The actions arising from the inclusion strategy fail to deliver a more diverse workplace	6
CRR10	The current environment doesn't support effective planning to meet the budget gap forecast in 2022/23	6
CRR13	A breakdown in industrial relations affects our ability to deliver the service	6
CRR18	The ongoing asymmetric terror threat to London and the UK potentially exposes a level of vulnerability which could result in increased levels of risk	9
CRR19	Complete failure of the mobilising system for periods over 24hrs in duration.	6
CRR20	The Grenfell inquiry process impacts on staff/officer wellbeing resulting in an increase in officers unavailable for key roles and reducing the resilience of the service	8
CRR21	The Brigade's Adult Safeguarding Framework does not support effective and efficient referrals to appropriate agencies to adequately support the needs of vulnerable people	6
CRR22	Brigade ICT services are affected by a cyber attack	9
CRR23	Staff do not get support for their mental health problems which negatively affects individual wellbeing and organisational effectiveness	6
CRR24	Our capacity to deliver change is exceeded meaning that benefits are not fully delivered	8
CRR25	The long term impact of the coronavirus pandemic affects the Brigade's capability and capacity	12
CRR27	The resilience of the Brigade is impacted by a series of large scale major incidents, potentially terror related.	6
CRR29	The Grenfell Tower Fire Public Inquiry results in conclusions about Brigade policies or actions which reduce staff/public confidence and / or public safety.	9
CRR30	High sickness levels result in a reduction in operational resilience	6
CRR32	Newly commissioned training requirements are not accurately planned, specified, or evaluated	6

# Our Risk Perspective

Code	Risk Description	Score
CRR33	The training provider is unable to provide effective and efficient training to deliver the Brigade's needs	9
CRR34	Non contracted training provision does not effectively and efficiently secure maintenance of skills	9
CRR35	The United Kingdom leaves the European Union causing disruptions to communities, infrastructure or costs sufficient to challenge LFB service delivery through disruptions to services, suppliers, or by demand increases	3
CRR36	Brigade Control training and quality assurance processes are currently not subjected to external scrutiny or rigour, which leaves the Brigade open to challenges about the competency of its Control officers'	6

## Securing business continuity

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

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

### Business Continuity Planning

The departmental Business Continuity Plans (BCP) outline the responsibilities and critical activities owned by each department. We continue to work with departments to ensure plans are up to date and review information such as fall-back locations and evacuation plans with Department heads and business continuity deputies. The Strategic Response Arrangements (SRA) (Brigade Policy PN699) outlines the core structures and key processes that the Brigade can activate during a

major incident or business disruption. A review of the SRA is underway 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.

### Station Plans

Work has continued on reviewing existing Station Plans with an ongoing action for these to be adapted into a more operationally 'fit for purpose' format. This work will continue into the next quarter, and a collaborative approach between Business Continuity and Stations will be maintained, as it has been initiated with several exploratory meetings throughout the beginning of the year.

# 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 March 2021, there were 11 'A' governance projects (those which affect multiple directorates; have a significant business impact and/or are of particular risk to the Brigade).

Governance	Project/Programme Name	Q3	Q4	Budget (£m)	Estimated Spend (£m)	Stage	Original End Date	Forecast End Date
<b>Active Projects/Programmes</b>								
A	Command Unit Replacement (CURP)	A	R	£5.3m	£5.3m	Plan	31/03/2019	31/10/2021
A	Integration of National Operational Guidance into LFB	G	G	£850k	£173k	Plan	31/12/2018	02/08/2021
A	Respiratory Protective Equipment (RPE)	A	A	£8.35m	£8.45m	Plan	31/12/2021	31/07/2022
A	Zero Emission Pumping Appliance 1 (ZEPA1)	G	G	£1.8m	£1.08m	Plan	31/12/2023	31/12/2023
A	Fire Survival Guidance Technology Solution	R	A	£100k	£241k	Deliver	31/12/2020	30/09/2021
A	Operational Contingency Arrangements	G	B	£56k	£56k	Close	31/12/2020	31/01/2021
A	Business Intelligence Solution	G	G	£1.8m	£1.78m	Deliver	31/03/2020	31/03/2022
A	Finance and Procurement System Replacement	G	G	£510k	£478k	Deliver	31/03/2022	30/09/2022
A	LFB Museum	G	A	£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	G	A	£3.8m	£3.5m	Plan	31/12/2021	31/12/2021

Five of the projects are currently reporting as green, these are, Integration of National Operational Guidance into LFB, Zero Emission Pumping Appliance 1 (ZEPA1), Business Intelligence Solutions, Finance and Procurement System Replacement and HR and Payroll System Replacement. One project is currently reporting as red. Four projects are currently reporting as amber. One project is currently reporting as blue (closing).

## Command Unit Replacement (CUR)

This project is reporting red (overdue) due to the security evaluation of the Incident Command Operating System (ICOS).

ICOS user acceptance testing has been completed and the final version of the Babcock Critical Services (BCS) product description and financials (PDF) document has now been signed by LFB. BCS are in the process of producing the Agreed Solution Order (ASO) for the preferred vehicle builder.

One of the preferred bidders has submitted an information technology penetration test result document and their roadmap forward to rectify identified issues to LFB ICT Security. They have also submitted assurances of their product meeting LFB requirements. ICT security are reviewing these documents before a decision is made on the preferred bidder. ICT Security will continue to do further scrutiny of the software and cloud security to ensure full compliance is met.

## Respiratory Protective Equipment (RPE) and Radio Replacement Project

This project is reporting amber (off target) due to the delay pending further research into radios and intrinsic safety.

The RPE replacement equipment supplied by the two bidders (MSA and Draeger) has been tested and scored. A preferred bidder has been determined and notification letters have been sent. The project has now entered the required standstill period, which is provisionally scheduled to end on the 19 April after which the winning supplier will be published.

Procurement are working on the contract to place the order with the repeaters' supplier. This supplier is providing a repeater in advance of the main delivery so the Brigade can commence training, familiarisation and updating of policies. Work is on-going on how to integrate the deployment of the new repeaters with other activity around Command Units.

## Fire Survival Guidance Technology Solution

This project is reporting amber (off target) as Capita were unable to deliver the updated interface as planned due to sickness. A new delivery date is yet to be determined; therefore the project status is off target. Once a date is confirmed, the two other suppliers and three testing departments will have to be re-consulted as to

# Delivering on Change – Corporate Portfolio

their availability. There is a high risk that the remaining delivery dates and live date will slip as a result of this. All three testing departments have been supplied with the required hardware, software, user guides and test scripts.

## **LFB Museum**

This project is reporting amber (off target) due to a number of issues including due to the delay to planning consent, clarity on works expected at CAT A have not been obtained. CAT A covers many basic features of a building including walls, ceilings, floors, electrics, windows, ventilation and plumbing. Negotiations are continuing to avoid a potential additional cost.

Permission has been granted for fundraising, however the target for public fundraising is very high with a short timescale, The National Lottery Heritage Fund (NHLF) are unable to provide clarity on an acceptable percentage of the £668k needed to ensure a successful second round application. Escalation to Commissioner's Board and FREP has been initiated, seeking authority to spend £700k originally ring fenced by LFEPA in 2015 for the fit out of the museum, in addition to the £1.7m that LFC have already granted authority for, not exceeding the publicly stated £2.4m total.

In addition, any future budgetary impact for 2023/24 need to be progressed through appropriate governance channels which must conclude before submission of the second round application as the Commissioner will be required to sign off the application with a covering letter.

RIBA (Royal Institute of British Architects) stage 2 (Concept Design) has concluded and the concept designs have been fully developed. The National Lottery Heritage Fund have provisionally approved the RIBA stage 2 concept designs, draft Business Plan, Budget, Activity Plan and Interpretation Plan.

## **Lambeth River Station – Pontoon Refurbishment**

This project is reporting amber (off Target) due to the need to re-tender for the work required.

The project is currently in RIBA stage 3 (Developed Design). Previously the team have taken the project out to tender. The route to market was identified as utilising the MET (Metropolitan Police) framework. Two prospective contractors had

responded positively to an expression of interest. Once the tender documents were sent over however they both withdrew.

Contractors were engaged in a soft market event, which resulted in a number of contractors declining to tender further for a number of reasons. Currently the consultant team are working alongside property and procurement to work with the remaining contractors in preparation for a re-tender.

Work is also on-going to engage a move contractor to handle the Rapid Response Team (RRT) move.