



LFB Quarterly Performance report





Quarter 4 (End of Year) 2017/18

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Key to abbreviations and symbols used

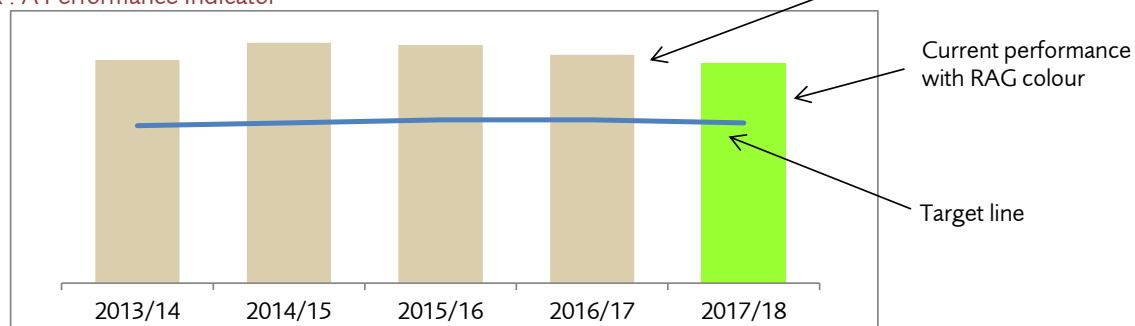
RAG Status

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

Performance indicator data

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

HX : A Performance Indicator



Performance at a glance

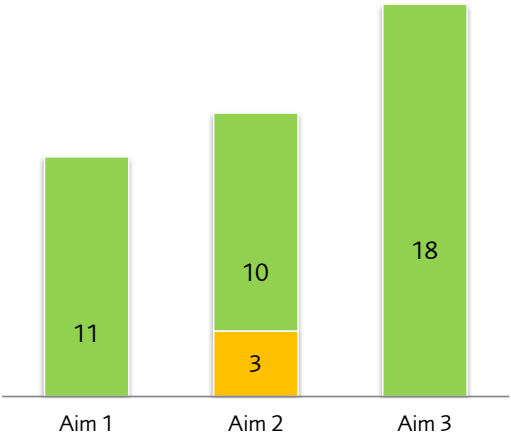
To be a world class fire and rescue service for London, Londoners and visitors

Corporate Aims

- Aim 1 – PREVENTION and PROTECTION** : Engaging with London's communities to inform and educate people in how to reduce the risk of fires and other emergencies. Influencing and regulating the built environment to protect people, property and the environment from harm.
- Aim 2 – RESPONSE and RESILIENCE** : Planning and preparing for emergencies that may happen and making a high quality, effective and resilient response to them. To use our resources in a flexible and efficient way arriving at incidents as quickly as we can.
- Aim 3 – PEOPLE and RESOURCES** : Developing and training our staff to their full potential, at the same time transforming the Brigade so that it is a place where people want to work, and have the opportunity to influence how we work maximising how we spend our money, ensuring that the Brigade is supported through intelligent systems and data, property investment, procurement, vehicles and equipment.

London Safety Plan

Number of commitments
p 33 - 34



Corporate Performance Indicators



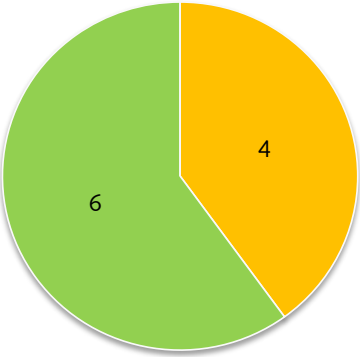
Corporate Risk Register

p 35 - 36

LIKELIHOOD	Very likely 4				
	Likely 3		6	1	
	Unlikely 2		2	1	
	Very unlikely 1			1	
		Minor 1	Significant 2	Major 3	Catastrophic 4
		IMPACT			

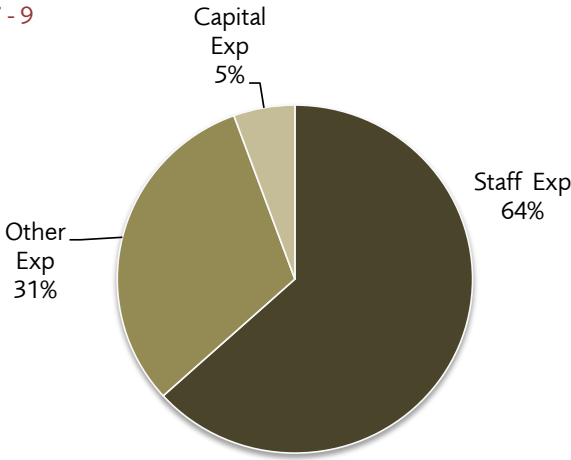
Corporate Projects

6 projects on target
4 projects off target
p 37



Finances

p 7 - 9



Introduction

Summary of performance

Welcome to the London Fire Brigade's performance report for quarter four 2017/18. This report provides an overview of Brigade activities across prevention and protection, response and resilience, people and resources (Aims 1, 2 and 3), as well as updates on related key performance areas including 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. At the Commissioner's request an initial review of *The Kerslake Report: An independent review into the preparedness for, and emergency response to, the Manchester Arena attack on 22nd May 2017* is attached in the appendix to this report.

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

The figures in this report are the final agreed end of year position. The financial data provided provided is the outturn position as at the end of quarter four 2017/18.

Performance at a glance

The Brigade is delivering well against its performance portfolio. Actions arising from strategic plans such as the London Safety Plan, Inclusion and Sustainability Strategies are broadly on track. In terms of performance across the aims, the summary position is mixed. The Brigade is doing well in terms of delivering against Aim 2 – Response and Resilience. Aim 1 – Prevention and Protection has been impacted by the rise in fire fatalities, and Aim 3 – People and Resources continues to be affected by long term sickness levels and the challenge to meet higher diversity targets.

There is one risk which remains above the target threshold and this relates to the Brigade's ability to respond to the developing terrorism threat. The majority of key projects are progressing to schedule. More information on all these areas including exceptions is given later in this report.

Performance highlights - indicators

2017/18 has been a challenging year for the Brigade, however performance as at the end of 2017/18 is generally good, with the majority of indicators meeting the target. The positive performance highlights are:

- The number of **fires in the home (dwelling fires)** continues to reduce (5,641) over the long term.
- The **number of fires in care homes/specialist housing** continues to reduce (363) when compared to data over five years.
- Over 83,336 **home fire safety visits (HFSV)** have been conducted and is well in excess of the target of 73,000 for 2017/18.
- The **speed of attendance to incidents** by both first and second fire pumping appliances continues to remain well within the performance targets (6 minutes and 8 minutes, on average, respectively). On average, a first appliance arrived at an incident in 5 minutes 14 seconds and a second appliance in 6 minutes 35 seconds. The first appliance arrived within 10 minutes on over 96 per cent of occasions.

However, the **all fire deaths (10 year average)** has risen this year (51), along with **accidental fire deaths in the home (10 year average)** (39). There were a total of 110 fire fatalities during 2017/18, compared to 44 during 2016/17. Of these fire fatalities, 102 were accidental fire deaths in the home, compared to 39 during 2016/17. There were 71 fire fatalities at the Grenfell Tower fire.

The Brigade is also exceeding its **sickness** targets for all staff groups, with sickness above target levels for Operational staff (5.45 per cent), Fire and Rescue staff (3.86 per cent), and Control staff (7.22 per cent).

Overall, the Brigade has performed strongly in a challenging year and this represents a significant contribution by the LFC to realising the Mayor's goal of making London the safest global city.

Publicity and campaign news

The 'Firefighter. It means so much more' recruitment campaign

In 2018 firefighter recruitment has received the full support of a new communications campaign called '*Firefighter. It means so much more*' consisting of a bespoke recruitment website, promotional film and targeted digital advertising. Messaging is focused on challenging out-of-date perceptions, created using the findings of the *Future Thinking* research presented to LFEPA in 2017. The 2018 campaign was launched on the 8 March, International Women's Day. It was also planned to align with the Mayor's '*Behind Every Great City Campaign*', exploiting all opportunities to publicise the profession as a choice for women. During the campaign the website received over 32,000 visits with women making up 37 per cent of all traffic to the site. On 16 April a media release was issued to mark that the campaign had generated over 700 applicants from women or 13.2 per cent of all applications, compared to the last three recruitment campaign results of 10.5 per cent, 10.6 per cent and 10.2 per cent. At the close of the campaign on the 19 April 829 women had applied. Fuller analysis of the campaign is being carried out.

Total Recalls

First launched in July 2016, the Total Recalls campaign has generated extensive discussion, parliamentary debate and media coverage. In January a media release was issued following the Government announcement of a new Office for Product Safety and Standards, with one of its first tasks being to develop 'a comprehensive database' of product recalls. We welcomed this as a significant victory for Total Recalls, making it easier for Londoners to check appliances in their homes. It is hoped the new database will be available to the public in 2019 and when launched we will promote it to consumers. As part of Total Recalls we will continue to call for changes to the way fridges and freezers are manufactured in the first place and we still want to see greater regulation of second-hand appliances. We are also giving advice directly to the public on the simple things they can do to make themselves safer such as registering their appliances, unplugging their machines if they have concerns about burning or strange noises, and avoiding keeping white goods on escape routes.

Sprinklers

We have been campaigning for wider use of sprinklers for over a decade and recommend:

- All new residential developments over 18 metres in height to be fitted with sprinklers.
- Existing residential blocks over 18 metres in height should be retrofitted with sprinklers, subject to a risk based approach that should include consideration of the vulnerability of the residents.
- Sprinklers to be mandatory in all new school builds and major refurbishment.
- All new residential care homes and sheltered accommodation to be fitted with sprinklers.
- Existing residential care homes and sheltered accommodation to be retrofitted with sprinklers.

Sprinklers reduce the impact of fire on people, property and the environment and assist firefighters in carrying out search and rescue operations by limiting fire development. We are working closely with local authorities in London to encourage retrofitting and to follow the lead of Croydon and Waltham Forest councils who have pledged to install sprinklers into the tallest blocks they are responsible for. We use all opportunities to promote our position statement and encourage wider use of automatic fire suppression systems (AFSS). Media releases were issued in February welcoming the London Assembly Planning Committee's report on sprinklers and March responding to the Mayor's consultation on the draft new London Plan, asking for more provisions on sprinklers to be included.

Useful links

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

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

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

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

Our publication scheme in terms of routine information we publish can be found here: <https://www.london-fire.gov.uk/about-us/transparency/>

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

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

Key Decisions

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

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

London Fire Commissioner Governance Direction 2018 – In anticipation of the abolition of the London Fire and Emergency Planning Authority and its replacement by the London Fire Commissioner from 1 April 2018, the Mayor has issued a Direction to the London Fire Commissioner (LFC): the London Fire Commissioner Governance Direction 2018.

London Fire Commissioner – Corporate Seal - Under the Policing and Crime Act 2017, the London Fire and Emergency Planning Authority (LFEPA) was abolished on 31 March 2018 and the London Fire Commissioner (the Commissioner) has been established as a corporation sole and new functional body from 1 April 2018. The London Fire Commissioner has established its new Corporate Seal.

London Fire Commissioner – Scheme of Governance - The Scheme sets out detailed governance arrangements for the Commissioner as the fire and rescue authority for London. It complies with the Greater London Authority (GLA) Group Corporate Governance Framework and is drafted to ensure that the high standard of governance and accountability achieved by the predecessor Authority is continued.

London Fire Commissioner – Policy Adoption - On 1 April 2018 the London Fire and Emergency Planning Authority were abolished and the London Fire Commissioner became the fire and rescue authority for Greater London. Immediately before the transfer, LFEPA had in place policies, strategies, codes of practice, guidance, instructions and decisions that are adopted by the London Fire Commissioner.

London Fire Commissioner – Structures and Political Restrictions - This report explains the political restrictions affecting employees of the London Fire Commissioner (the Commissioner). (The law is contained in sections 1 - 3 of the Local Government and Housing Act 1989 (as amended) and regulations made under that Act), and exemplifies the London Fire Commissioner's top management structure, as at 1 April 2018.

London Fire Commissioner – Cyber Defence System – This report makes the case for the Brigade to procure a "Cyber Defence System", to be deployed to protect the Brigade's information, systems and associated assets from hostile/ malicious threats. The London Fire Commissioner has delegated the approval for the procurement initiation for a Cyber Defence System to the Director of Corporate Services.

London Fire Commissioner - Matters Arising from an Employment Tribunal Judgement – The London Fire Commissioner has entered into a further Standstill Agreement expiring on 31 July 2018, so that negotiations relating to the redeployment deductions may continue and be concluded regarding the judgment of an Employment Tribunal concerning deductions from the pay of three crew manager starred (CM*) staff received by a meeting of the London Fire and Emergency Planning Authority (LFEPA) on 24 November 2014. At its meeting on 26 March 2015 LFEPA approved the terms on which LFEPA's Head of Legal and Democratic Services was authorised to seek to settle ancillary matters arising from the case. LFEPA Resources Committee was brought up to date on progress at its meetings on 16 July 2015, 17 September 2015, 25 July 2016, 17 March 2017, and 3 November 2017.

Financial Performance

Performance in the year to date

LFC Revenue (£000s)	Budget	Outturn	Variance
Operational staff	236,125	230,897	(5,228)
Other staff	52,740	51,503	(1,237)
Employee related	26,479	25,376	(1,103)
Pensions	20,489	20,345	(144)
Premises	37,097	36,059	(1,039)
Transport	15,292	14,852	(440)
Supplies	27,605	26,495	(1,110)
Third party	2,529	2,908	379
Capital financing	9,508	9,414	(94)
Contingency	24	0	(24)
Income	(36,113)	(38,277)	(2,164)
Net revenue expenditure	391,777	379,572	(12,204)
Use of reserves	4,376	4,947	571
Financing Requirement	396,153	384,519	(11,633)
Financed by:			
Specific grants	(13,753)	(13,997)	(244)
GLA funding	(382,400)	(382,400)	0
Net Financial Position	0	(11,878)	(11,878)

LFC Capital (£000s)	Budget	Outturn	Variance
ICT Projects	4,762	1,483	(3,279)
Estate Projects	14,068	5,147	(8,921)
Other Projects	17,002	14,183	(2,819)
Contingency	(6,686)	0	(6,686)
Disposal fees for surplus site	0	204	204
Total capital expenditure	29,146	21,017	(8,129)
Financed by:			
Capital Receipts	29,146	20,842	(8,304)
Grants	0	175	175
Borrowing	0	0	0
Total	29,146	21,017	(8,129)

Revenue Position

The provisional outturn position is for an underspend of £11.9m and related to the following main items:

- Operational Salaries (£5.3m)
- Other staff (£1.2m)
- Employee related (£1.1m)
- Premises (£1.0)
- Supplies and Services (£1.1m)
- Additional income (£2.1)

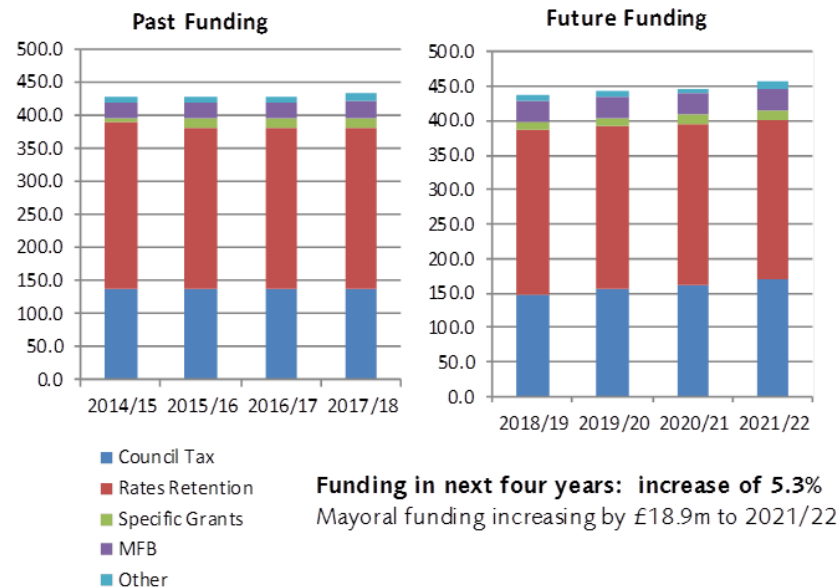
Capital Position

The approved capital programme for 2017/18 is £29.1m and the provisional outturn is £21.0m, which is £8.1m less than the budget. This variance relates to the following main items , and are largely as a result of re-phasing between financial years.

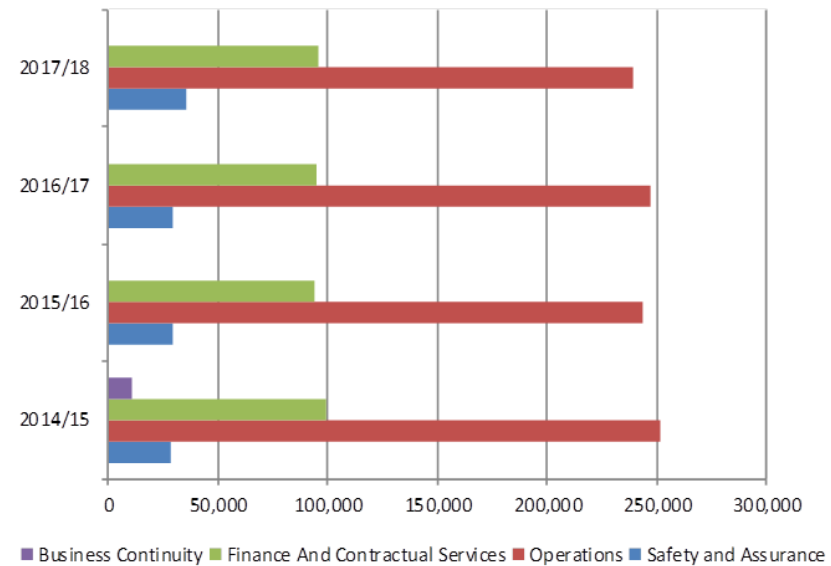
- Fleet Associated Projects (£2.1m)
- PEG/BDC Development (£3.5m)
- Plumstead Re-development (£2.5m)

Financial Trends

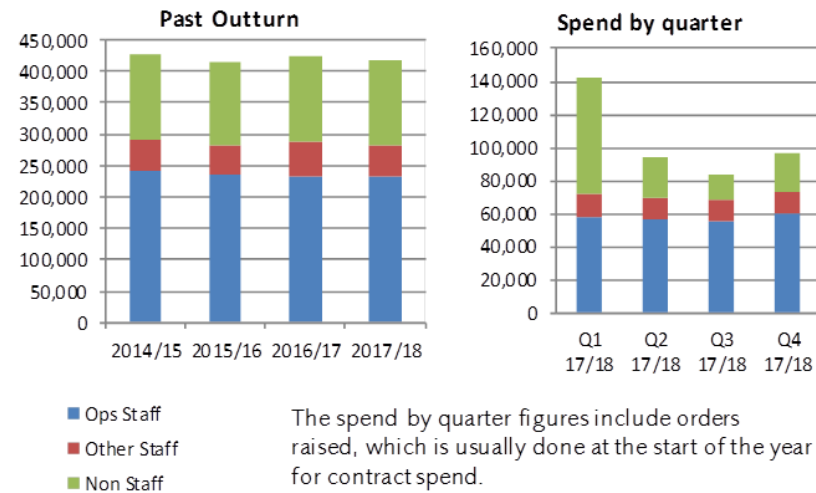
Total Funding for LFC (£m)



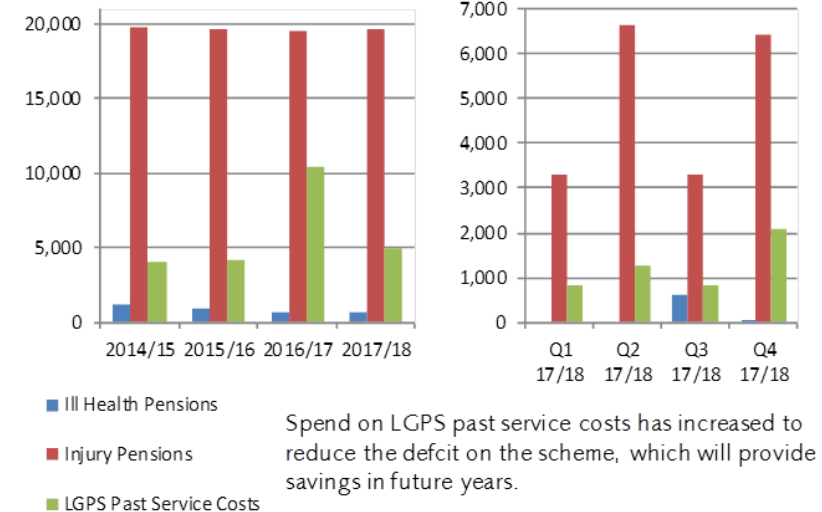
Directorate Spend by Year



Total Costs (£k)

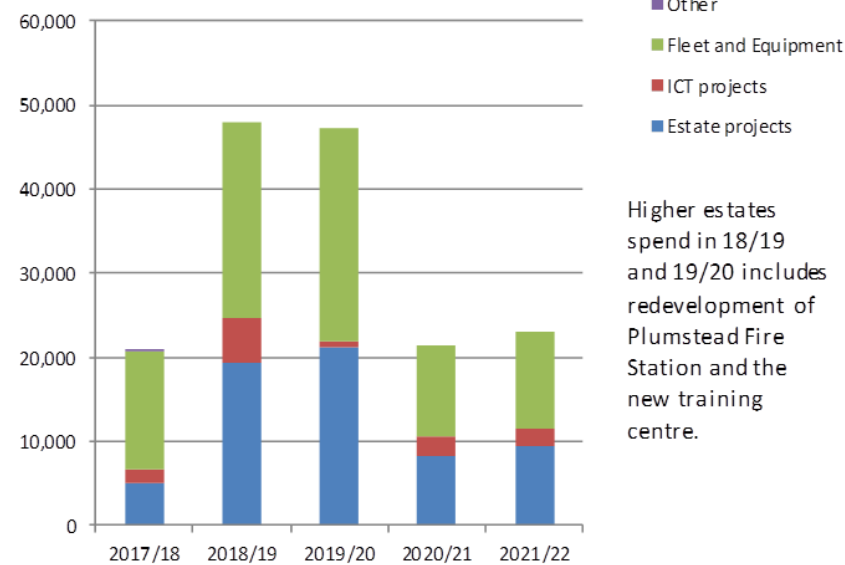


Spend on Pensions (£k)

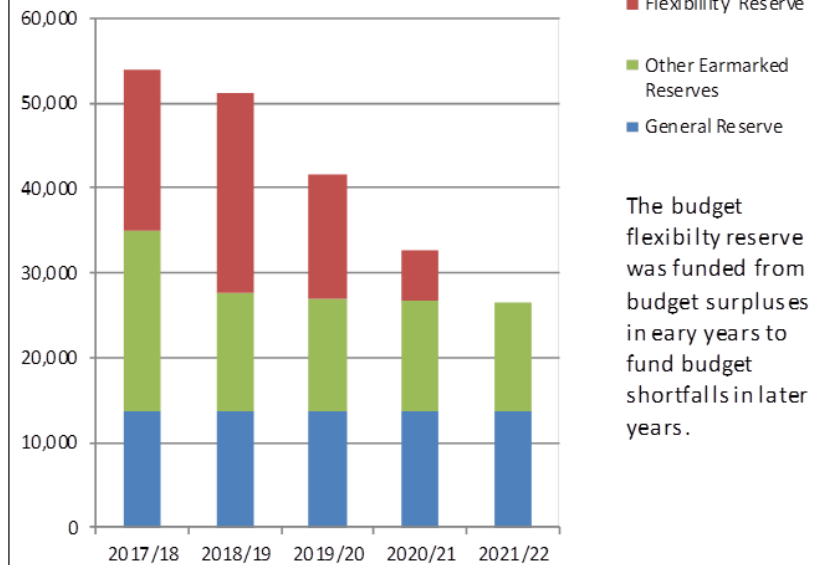


Capital, Borrowing and Reserves

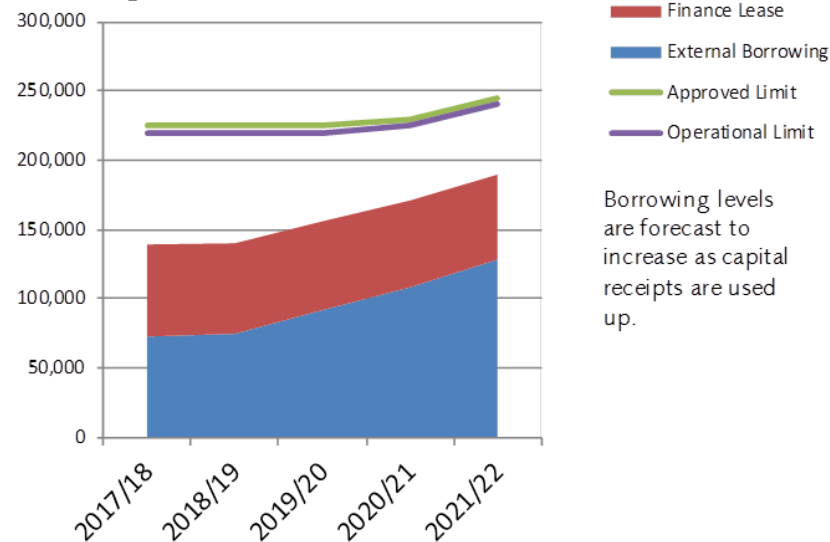
Capital Spend



Reserve Balance in Future Years



Borrowing Levels



Reserves

The value of the general reserve is to be maintained at a minimum of 3.5% of net revenue expenditure.

The earmarked reserves are maintained for specific purposes, either to smooth the financial impact of demand led expenditure or to meet the cost of significant one off type expenditure.

Earmarked Reserves (£k)	17/18	18/19	19/20	20/21	21/22
Additional Resilience	4,773	2,327	2,327	2,327	2,327
Compensation	1,000	1,000	1,000	1,000	1,000
Firefighters' Pension	1,172	1,172	1,172	1,172	1,172
ICT Development	1,910	960	800	700	600
London Resilience	2,520	1,658	1,658	1,658	1,658
LSP2017 Implementation	4,635	4,166	3,896	3,797	3,763
Vehicle & Equipment	1,163	72	0	0	0
Other Earmarked Reserves	3,980	2,598	2,317	2,252	2,252
Total	21,153	13,953	13,170	12,906	12,772

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.

Fire Safety

This update focuses on fire safety in the built environment in the post-Grenfell Tower fire landscape.

The specialist fire safety teams have had an unprecedented level of engagement with the fire sector, standards bodies and government since the tragic Grenfell Tower fire. The Brigade continues to provide its unique expertise to drive evidence based change in the built environment where appropriate.

Technical support has been provided to underpin the work of the High-Rise Task Force (HRTF), with over 740 inspections now undertaken, while local authorities are supported via our representation at the London Council's fire safety group.

Although over 1,500 referrals have been received, following research a significant number did not result in an audit based on the HRTF criteria, many of these premises were found not to have cladding using aluminium composite material (ACM), were under 18 metres or non-residential. However any premises previously unknown to us were referred back to the local Borough Fire Safety Team for an inspection.

Currently there are 101 blocks converted to simultaneous evacuation procedures due to cladding involving aluminium composite material. In addition a further 14 non ACM (aluminium composite material) blocks have been converted to simultaneous evacuation due to poor compartmentation.

All of these premises have a human intervention in situ to raise the alarm in the event of a fire, this could be a combination of common alarm, waking watch or response team as per the Ministry of Housing, Communities and Local Government (formerly Department of Communities and Local Government) guidance. The combination is subject to change as determined by fire safety professionals for each specific premises.

Fire Safety prosecutions

Five high profile prosecutions have taken place during the period October 2017 through to 31 March 2018.

Grenfell Tower fire update

Following the Grenfell Tower fire on 14 June 2017, London Fire Brigade (LFB) initiated an investigation to establish and understand the facts of the fire and the LFB response in order to fulfil its statutory duty to review its response and identify operational learning. This work is also key in preparing the organisation to support the Public Inquiry, Metropolitan Police Service (MPS) investigation and any subsequent Inquest proceedings. The investigation and associated activities are headed at a strategic level by a Deputy Assistant Commissioner who has determined key work streams and seconded Brigade staff into established posts to form a core team to support these functions. This team is known as the Grenfell Tower Investigation and Review team (GTIRT).

GTIRT is a stand-alone investigative group that will provide updates to the organisation, operating outside the established Brigade organisational structures but within the parameters of a Terms of Reference agreed by the Commissioner. However, so as not to risk compromising any criminal proceedings and given that the MPS has primacy for managing the investigation, it has been agreed that the LFB will keep the MPS Senior Investigation Officer (SIO) apprised of all aspects of its own review work.

Internal assurance processes have been put in place to review GTIRT progress and decision making. A strategic advisor has been appointed to the team. This post will provide high level strategic advice to the team and will monitor and assess the performance of the Brigade's investigation.

A board of specialist advisors, in addition to external legal counsel, have been appointed to advise the Head of the GTIRT in matters relating to Health and Safety, Legal and Communications. This group meets weekly to discuss current work and any potential impacts to the organisation.

As a result of the Grenfell Tower fire, there were a number of additional resourcing bids that were put forward to deliver improvements to the service, such as extended height aerials. The 2018/19 budget report in March 2018 (*FEP2825*) indicated a spend of £3,749k for the 18/19 year, with an additional £1,903k in 2019/20 and a saving of £749k in 2020/21.

Aerial update: The tendering and procurement process for the provision of new aerials is being undertaken by Babcock Critical Services (BCS) as our vehicle and equipment contractor. The work to prepare the appropriate tender documentation is already being undertaken and it is expected that this will result in BCS going out to tender on behalf of the LFB towards the end of September 2018. The estimated first delivery is then expected to be achieved towards the end of 2019, though this will be dependent on the winning suppliers' ability to deliver within that timeframe.

Notice of deficiencies

The chart below provides data on the number of audits completed during both 2016/17 and 2017/18, with the percentage that resulted in an Enforcement Notice or Notification of Deficiencies.

Year	Total Audits	No. of NODs	% of NODs	No. of ENs	% of ENs
2016/17	12566	1962	16%	375	3%
2017/18	10379	2095	20%	385	4%

Our approach to high risk inspections, particularly during the last six months of 2017/18 when the Brigade introduced a dedicated team to undertake a more intrusive inspection process following Grenfell Tower fire, has resulted in a significant increase in terms of Notifications in Deficiencies issued during this period.

Youth work

The Brigade has a long standing history of delivering a number of children and youth engagement, intervention and education schemes in order to reduce fire risk, raise awareness of fire danger, safety, and prevention, detection and escape from fire in the home. These schemes are aimed mainly at primary and secondary school age children and young people but some also cover ages 0-5 including visits to nurseries and children's centres. All of the youth programmes delivered by the Brigade are attended by a wide range of participants and also provide the opportunity to increase awareness of the Brigade amongst diverse communities.

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

Local Intervention Fire Education (LIFE)

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

LIFE has introduced a new early intervention course for 11-14 year olds addressing a previous gap in provision. In quarter four, four Early Intervention courses (11-14) were delivered with 20 young people attending.

16 LIFE courses (14-17) were delivered including at Feltham Young Offenders Institution and in Kensington and Chelsea, post Grenfell Tower fire, with 149 young people completing a course.

On Saturday 17 and Sunday 18 February 2018, the LIFE team successfully delivered two one day interventions at Chelsea Fire Station to young people who are part of the Grenfell Muslim Response Unit and Youth Action Alliance. Both of these organisations are working with young people and families affected by the Grenfell Tower fire. The 11 young people had the opportunity to engage in operational activities such as ladders, hose running and trying the Breathing Apparatus sets. This intervention allowed for young people and families to see the direct work the LIFE team delivers and the effectiveness of youth engagement.

Juvenile Firesetters Intervention Scheme (JFIS)

JFIS works in all 33 London boroughs with children up to the age of 18 years (25 years where there are learning disabilities) who have demonstrated any type of fire play or fire setting behaviour; from curiosity fire play in younger children to deliberate fire setting and arson in older children.

In quarter four, JFIS received 40 new referrals; completed by 175 visits by caseworkers; closed 68 cases and are currently working with 180 young people with a further 50 young people on the waiting list.

JFIS have introduced a pilot programme to deliver one to one fire safety education to prisoners in Feltham prison who have committed arson related crimes. In quarter four, there were 11 completed visits.

Education Team

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

In quarter four, the team visited 216 primary schools seeing 20,640 children and 11 secondary schools seeing 1,558, a total of 22,198 children.

Fire Cadets (FC)

The Fire Cadet scheme is the fastest growing youth programme provided by the Brigade both in terms of reputation and support and will expand to 22 boroughs by September 2018.

The intention is that all London Boroughs will have a fire cadet unit in the future.

Across January/February cadets from Newham Unit took part in an exchange with the local Police Cadet Unit. This was a fantastic example of blue light collaboration of uniformed youth groups, and gave our young people the opportunity to meet others within their community. The Fire Cadets visited Plaistow Fire Station and learned about the role of the Police and took part in a standard Police Cadets evening. The Police Cadets also visited East Ham Fire Station and were given the opportunity to watch a casualty extrication drill performed by the duty crew, and handle a branch with water.

In February, cadets from Westminster supported Soho Fire Station's Open Day for Chinese New Year. The cadet support was provided in thanks for the station's fundraising efforts for Classrooms in the Clouds. This also supported the good working relationship between the cadets and Soho Fire Station, with a number of events planned in to support in the coming months.

Crossfire

Crossfire is a long-standing schools and youth multi-agency project led by the London Fire Brigade and includes partners such as the MPS and London Ambulance Service working within the Borough of Croydon. It is designed to meet local partner objectives regarding fire-setting, hoax-calling, anti-social behaviour (ASB) and crime.

Crossfire is now looking to expand across London boroughs where there is no current provision of LIFE or Cadets. In quarter four, Crossfire engaged with 4,918 young people as part of Impact Factors, Junior Impact Factors, and All Ages Family Safety Challenge.

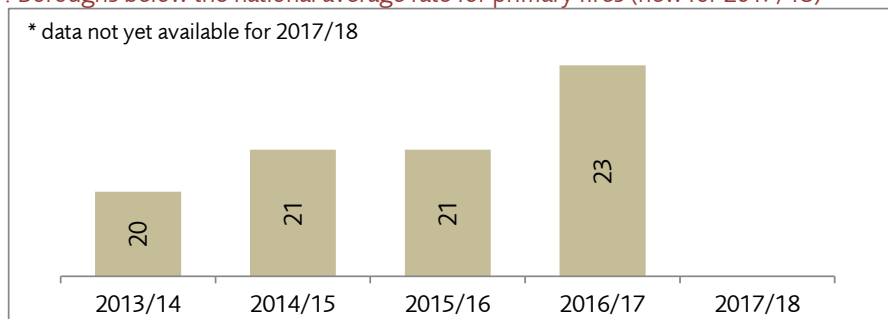
Wider youth engagement

The fourth annual youth conference was held on 17 March 2018 and focussed around solutions to combat the rise in serious youth violence and knife crime. This was attended by 55 young people and 20 parents and carers.

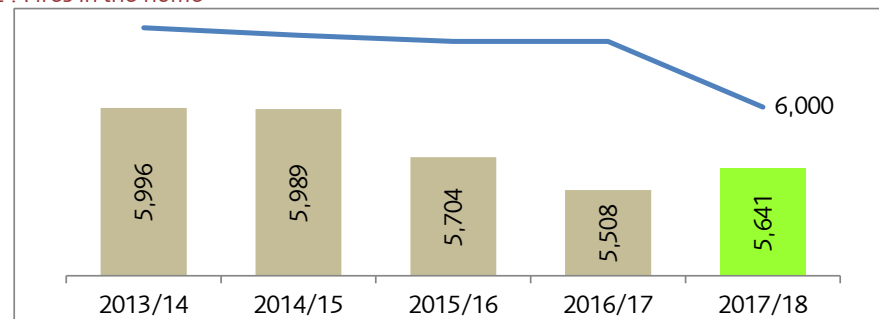
The 11th LFB Youth Board meeting took place in February 2018 and looked at how the new LFB museum could be engaging with young people. This was attended by 25 young people.

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

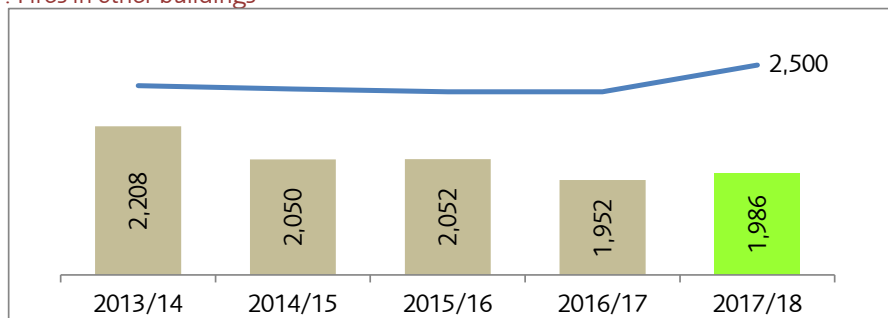
H1 : Boroughs below the national average rate for primary fires (new for 2017/18)



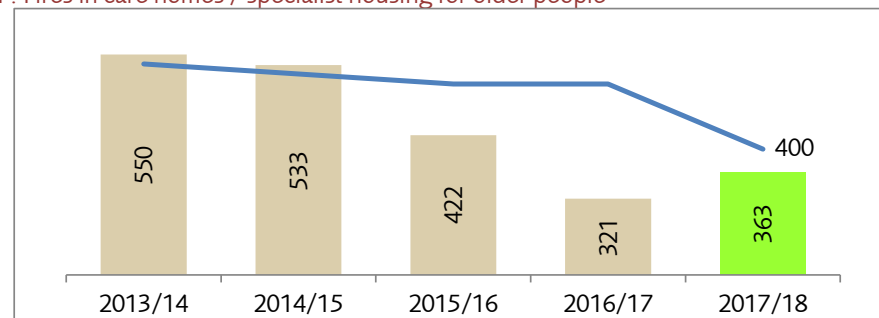
H2 : Fires in the home



H3 : Fires in other buildings



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



H1 Boroughs below the national average rate for primary fires

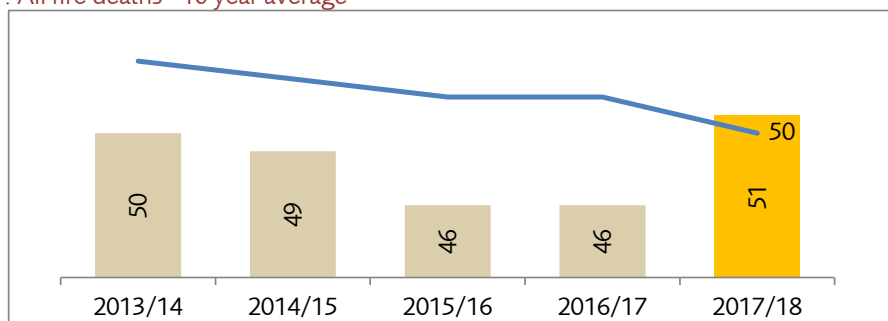
The 2017/18 annual year end figure for boroughs below the national average rate for primary fires is currently being calculated and will be provided in the next performance report. However, the figure for 2017/18 is expected to show that the majority of boroughs are continuing to make improvements in driving down the number of primary fires. Even where boroughs have been above the national average in the past, such as Redbridge, this borough has shown the most significant improvement across London in terms of primary fires where injuries occurred (from 22 to five in the last 12 months).

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

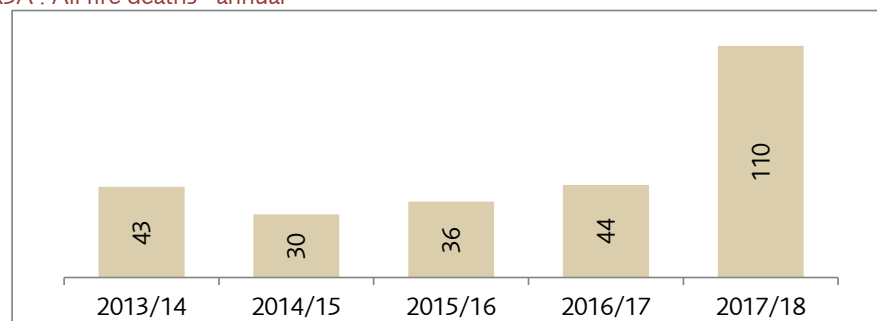
The Brigade is meeting its targets for the number of fires occurring in premises. There has been a slight increase when looking at the data in comparison to the year end position for 2016/17. This is also reflected at a national level for other fire and rescue services. However, the longer term trend shows the numbers of fires occurring across homes, non-domestic buildings and care homes/specialist housing at a lower rate than five years ago.

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

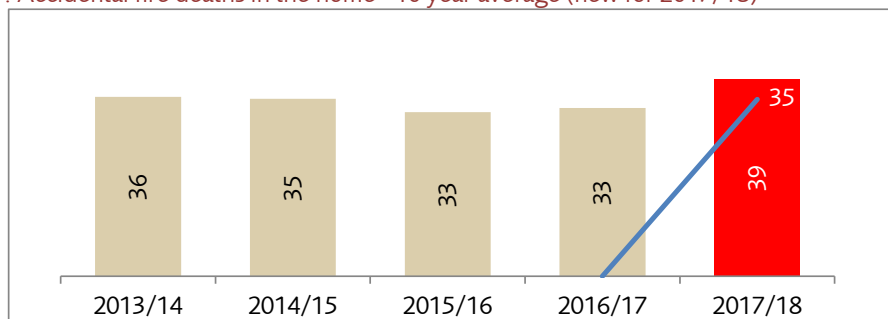
H5 : All fire deaths - 10 year average



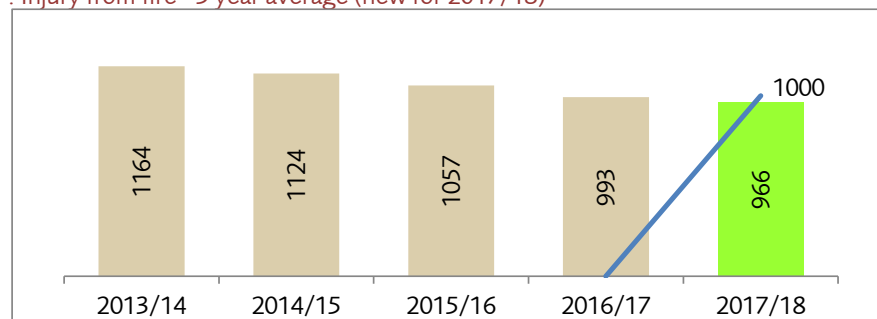
CX3A : All fire deaths - annual



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



H7 : Injury from fire - 5 year average (new for 2017/18)

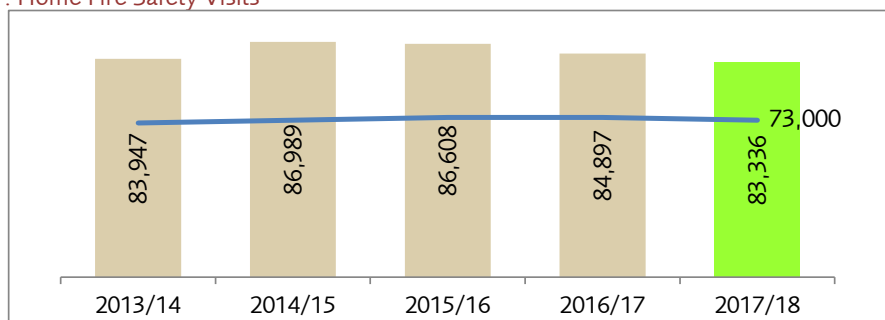


H5, H6, and H7 – Fire deaths, accidental fire deaths and injuries from fire.

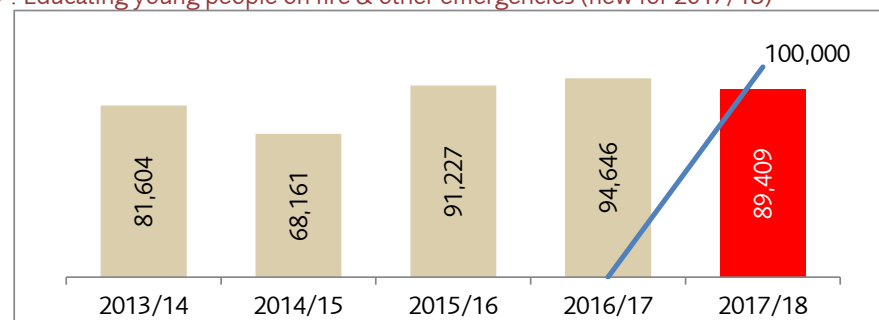
There were 110 fire fatalities during 2017/18 compared to 44 fire deaths in the previous year. There were 71 fire deaths reported from the Grenfell Tower fire (as at 16 November 2017). The response to the Grenfell Tower fire is commented on elsewhere in this report. Of the 110 fire fatalities, 102 were accidental fire deaths in the home during 2017/18, compared to 39 in the previous year. However, injuries from fires have continued to fall (966) and the Accidental Dwelling Fire (ADF) review process, which helps understand the factors most likely to result in an ADF or fire related injury, has contributed to the Brigade's impact in this area.

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 (new for 2017/18)



H8 – Home Fire Safety Visits

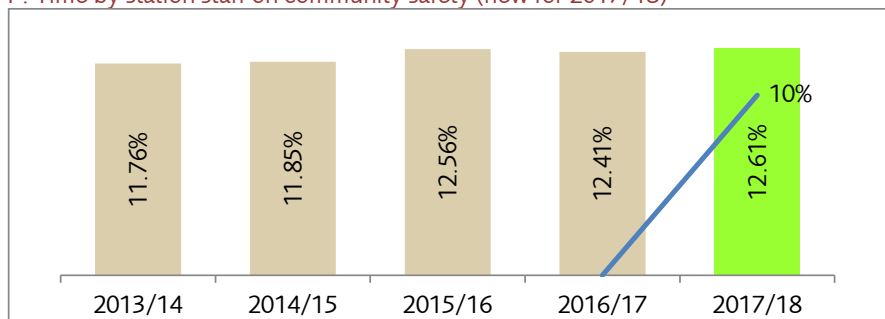
Home Fire Safety Visits (HFSV) are now well established and all boroughs exceeded their HFSV targets, with priority HFSVs (i.e. high risk people and places (P1)) averaging 90 per cent over the period. Lambeth has the highest target across all boroughs (4569) and has exceeded its target.

H9 : Educating young people on fire and other emergencies

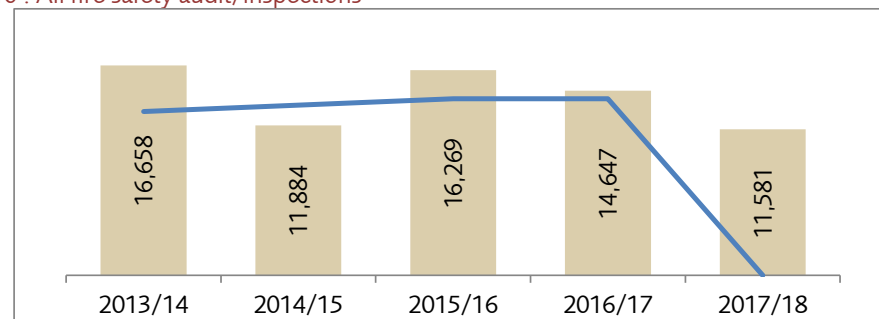
Whilst the reported figures for 2017-18 are under 100,000, resources have been targeted to reach groups with new and emerging issues and those that are harder to reach. This includes the launch of a new Early Intervention LIFE programme working with 11-14 year olds and also a range of youth initiatives and community reassurance projects in Kensington and Chelsea following the Grenfell Tower fire. Not all of the Brigade's youth work activities were included within the indicator definition when it was established last year. The total number of children and young people that the Brigade has reached this year is higher than shown. As a result, we will review the schemes included in this indicator so that it reflects the wide range of programmes the Brigade runs where children and young people have received a fire and community safety input. This will cover schemes such as Crossfire, Junior Citizens, Prison-Me-No-Way, Safe Drive, Stay Alive, LFB Youth Board and Conference and visits to low and medium risk schools by firefighters. We are continuing to work with a broad spectrum of children and young people across the range of programmes we deliver and quarter four was another successful quarter seeing us positively engage in the following areas. JFIS undertook 175 visits during the quarter, in addition to receiving 40 new referrals. 16 LIFE courses (14-17) were delivered including at Feltham Young Offenders Institution and in Kensington and Chelsea, post Grenfell Tower fire, with 149 young people completing a course. They also delivered four Early Intervention courses - aimed at those aged 11-14. The Education Team visited 227 schools, both primary and secondary during quarter four, reaching 22,198 children. The Crossfire Team engaged with 4,918 young people across a range of initiatives including Impact Factors, Junior Impact Factors, All Ages Family Safety Challenge. Cadets are continuing to flourish with 14 units current established, including a Junior Cadet scheme in Barking & Dagenham. The cadets continue to represent the Brigade positively at a range of events. We hosted the fourth annual youth conference on 17 March 2018 which explored solutions to combat the rise in serious youth violence and knife crime. We also hosted the 11th LFB Youth Board meeting in February 2018 where delegates looked at how the new LFB museum can be more engaging for young people.

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

CO1 : Time by station staff on community safety (new for 2017/18)



H10 : All fire safety audit/inspections



CO1 – Time spent by station staff on community safety

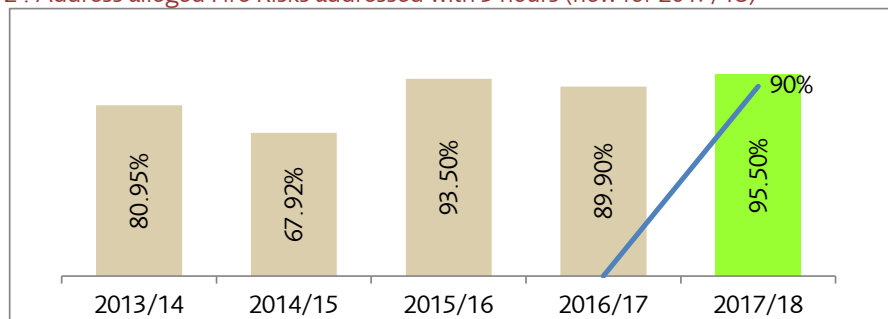
This indicator measures the percentage of available time spent on community safety activity by fire station staff. Performance continues to be above target.

H10 : All fire safety audits / inspections

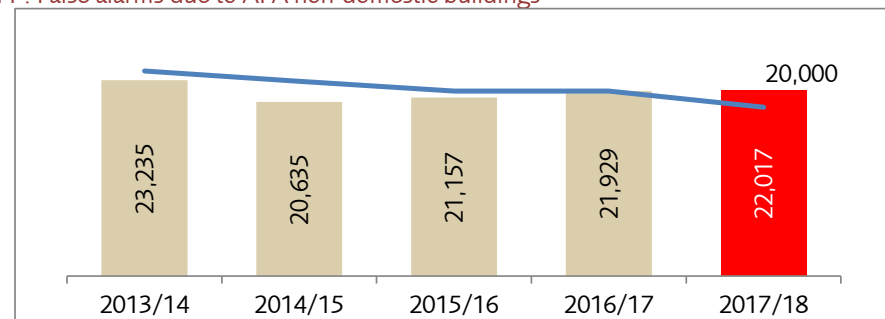
It was agreed by the LFEPA Governance, Performance and Audit Committee on 15 September 2017 (FEP2765) that there would be no headline target for fire safety audits and inspections in 2017/18 instead this would be reported as a 'context' measure for the reasons stated in the report. Taking account of the impact of the rollout of the new 'mobile working device' in quarter one and the issues arising following the Grenfell Tower fire through quarter two and quarter three, performance is now returning towards previous business as usual levels. Fire safety has recently benefited from additional funding and are making internal structural arrangements to drive change in the quality of the inspection regime. By establishing more robust quality assurance and development processes we will deliver service improvement in the provision of our Fire Safety Regulation function therefore reducing risk to London. We will also seek to explore future ways of reporting our performance so we can better demonstrate how we are focusing on and reducing risk to the most vulnerable members of our communities.

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

CO2 : Address alleged Fire Risks addressed with 3 hours (new for 2017/18)



H11 : False alarms due to AFA non-domestic buildings



CO2 : Alleged Fire Risks

An Alleged Fire Risk (AFR) is a notification from an individual to the Brigade reporting their concerns about the fire safety arrangements at a particular premises. It may be received in a number of ways, either through Brigade Control, Brigade Headquarters (BHQ), Fire Safety Teams or local fire stations. The investigation of an AFR should be treated as urgent. Where this initial investigation indicates that there are persons at risk, then an inspection of the premises should be undertaken as soon as practical and within a maximum of three hours. Performance in addressing fire safety issues identified by staff or members of the public in this area remains rightly high – 95 per cent within three hours. We will continue to attend and address these issues raised as a priority to reduce risk and reassure relevant persons using the property, where appropriate, through education of the responsible person and, where necessary, through enforcement action.

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

The AFA reduction programme introduced in 2006 was successful in reducing the number of premises producing AFAs until 2014/15, when the trend reversed. This is partly because there are more premises with systems than previously, but also because systems are more complex and have more detectors, increasing the number of opportunities for false alarms to be generated within each system. Our focus has been on reducing repeat offenders and we have significantly reduced AFAs in premises that produce more than nine AFAs in a year. However, we are seeing more premises in the category that produce low numbers of AFAs each year. These are not necessarily poor performing systems and the system managers may not be aware of the importance and means to filter out AFA calls. This group makes up for over 76 per cent of all AFA calls. The large number of these premises makes it harder to address the issue.

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.

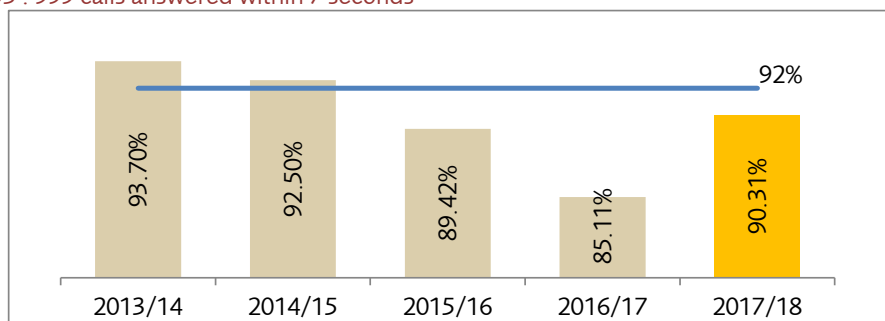
We'll deliver this aim by:

- *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.*

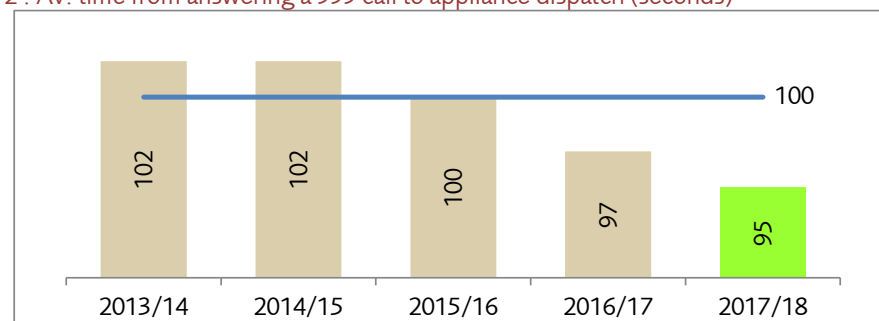
Our work under this aim focus on activities that help deliver a world class operational response service, and by working with our partners to address identified risks, at a local and national level to ensure continuity of service. Indicators under response and resilience focus on the emergency call handling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

Response and Resilience – providing a high quality, effective response

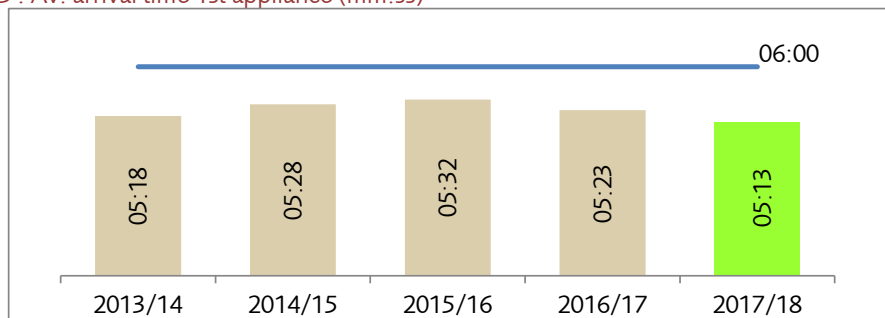
CO3 : 999 calls answered within 7 seconds



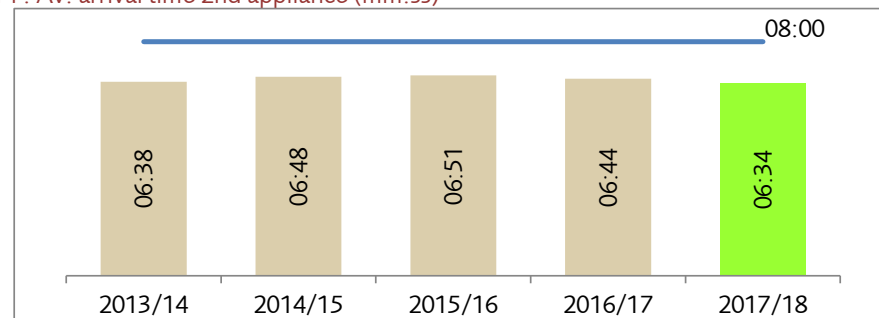
H12 : Av. time from answering a 999 call to appliance dispatch (seconds)



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



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



CO3 and H12 – Call handling

We have seen a steady improvement in call answer times (seven seconds) year on year since the introduction of Vision, while not yet achieving 92 per cent we are making good steps towards the target including communicating with Capita to improve performance further. Appliance despatch remains one of our top priorities which is reflected in our year on year improvement, again we have seen a steady improvement since the introduction and more recent stabilisation of Vision.

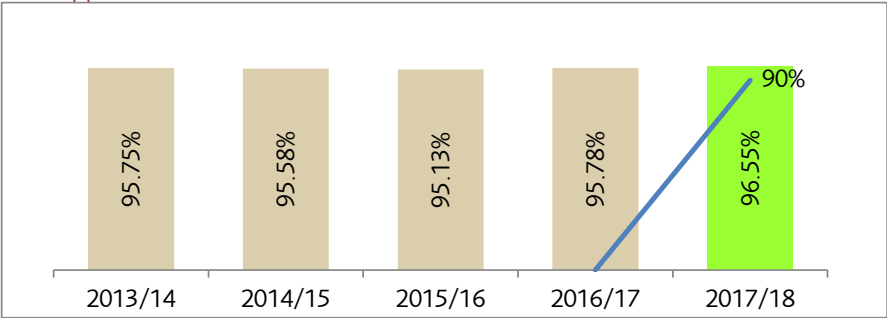
H13 and H14 – Attendance times

Indicators H13 and H14 measure the Brigade's London-wide performance for the time it takes for a first fire engine to arrive at an emergency incident, within an average of six minutes, and a second fire engine, within an average of eight minutes. There is also a 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).

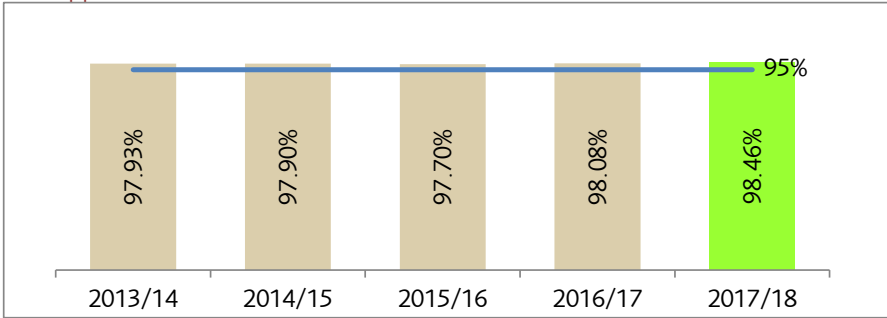
First and second appliance arrival times have continued to improve steadily. This is likely to be due to a combination of factors including the capability of the Vision system which provides geographical mobilising (despatching the nearest fire engine). Turnout times are also a key focus for station management teams and the personal announcement (PA) countdown system helps crews to focus on their timings when leaving the station.

Response and Resilience – providing a high quality, effective response

H15 : 1st appliance arrival 10 mins or less (new for 2017/18)



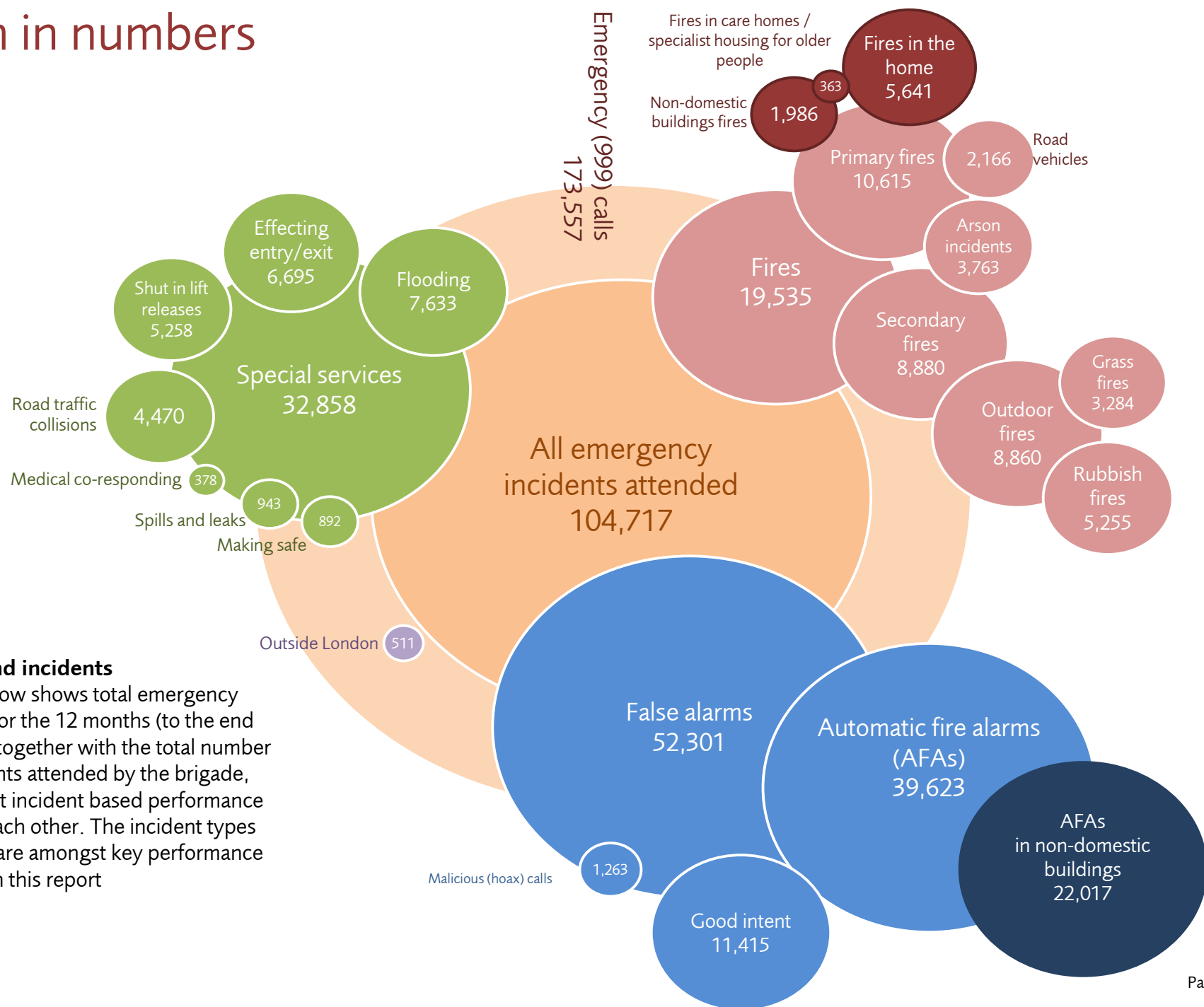
H16 : 1st appliance arrival 12 mins or less



H15 and H16 – Attendance times

Both the 10 minute standard and 12 minute standard are being met and reflect the improvement in attendance times as indicated above.

Operation in numbers



Emergency calls and incidents

The bubble chart below shows total emergency (999) calls received for the 12 months (to the end of the March 2018), together with the total number of emergency incidents attended by the brigade, and how the different incident based performance indicators relate to each other. The incident types with a darker colour are amongst key performance indicators included in this report

People and Resources – delivering a positive and healthy culture

Key points

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

We'll deliver this aim by:

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

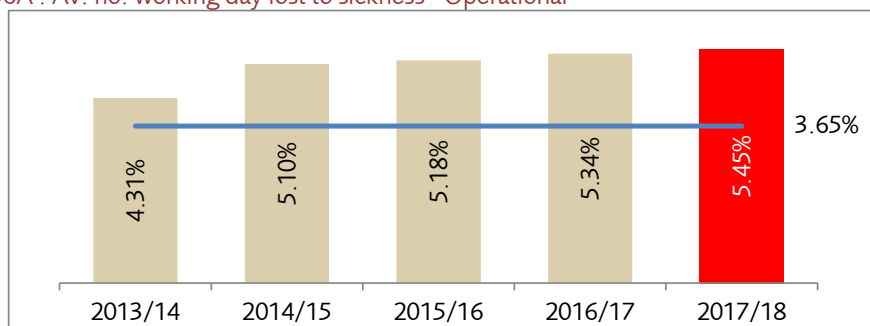
Our work under this aim focuses on activities that develop a positive and healthy culture ensuring that our staff have the right knowledge and skills to do their jobs, and by minimising our costs and providing value for money for Londoners.

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

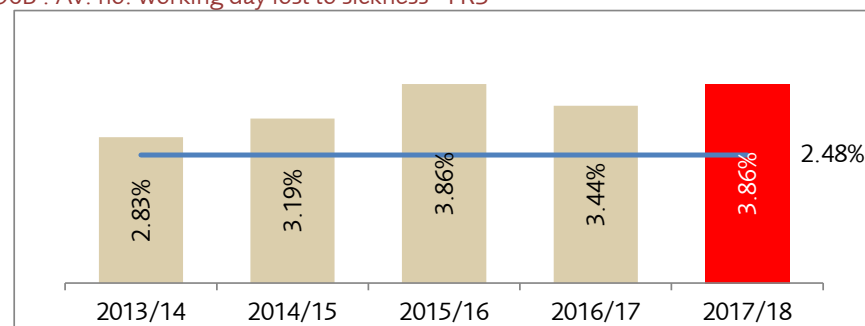
This aim also encompasses the management of our estate, fleet, equipment and major contracts. Updates will be provided during the year on decisions taken in respect of these important areas of work.

People and Resources – delivering a positive and healthy culture

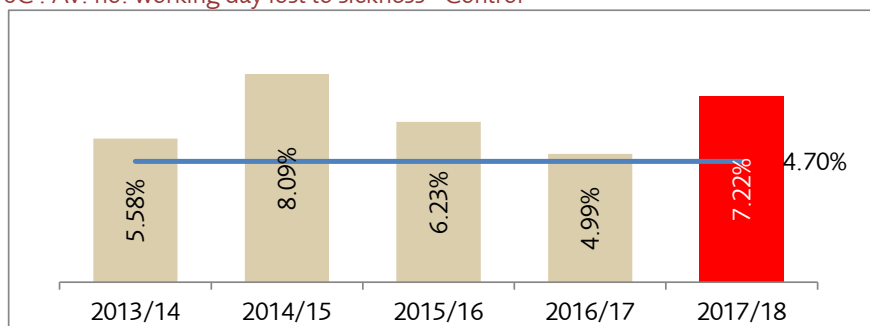
CO6A : Av. no. working day lost to sickness - Operational



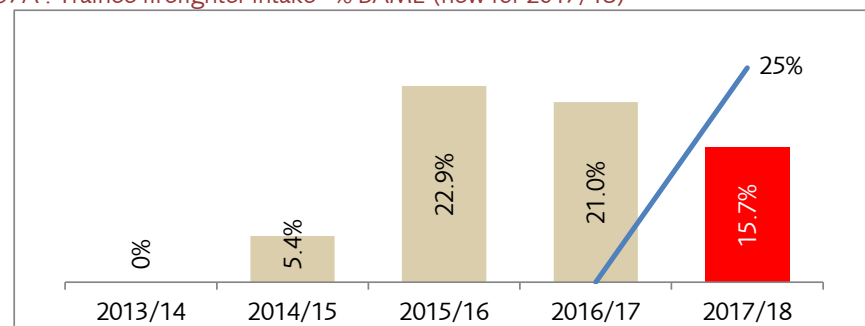
CO6B : Av. no. working day lost to sickness - FRS



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



CO7A : Trainee firefighter intake - % BAME (new for 2017/18)



CO6A, CO6B, CO6C – Sickness – average days lost

Over the last 12 months sickness for operational staff has increased, standing at 5.45 per cent at the end of March 2018 up from 5.34 per cent a year ago. FRS sickness is now at 3.86 per cent, compared to 3.44 per cent in March 2017. Control sickness had shown improvement through 2016 and 2017 but has now increased to 7.22 per cent. All sickness is currently above target.

Stress, anxiety and depression (SAD) continues to be the main reason for sickness amongst FRS and Control staff, and is the second main reason for sickness amongst operational staff, after lower limb related absences. This includes absences related to the Grenfell Tower fire incident. Absences due to SAD are more likely to be long term and, therefore, are a key driver in the overall headline absence rates.

Further analysis of data for the period to December 2017 showed that sickness absence was higher for operational staff in the 50-59 age group (6.52 per cent compared to an average 5.35 per cent). This is of particular concern as the proportion of staff in this age group will be increasing with the impact of the new 2015 pension scheme, requiring operational staff to work to age 60.

Officers are putting a number of measures in place to support operational staff to maintain a healthy lifestyle and personal fitness:

- Working with our occupational health provider (HML) to develop guidance available to all staff via a *Healthy Living* portal;
- The reintroduction of mandatory fitness training sessions into watch routines;
- Working with the National Fire Chiefs' Council and the national FBU to amend the national firefighter fitness standard to better reflect London Fire Brigade practice. This will result in testing an alternative standard which will involve a wide range of operational participants including individuals at all age ranges and fitness levels; and
- Working with the FBU to develop timescales for implementing the new standard and for supporting staff to achieve the requirements, including baseline fitness levels and support from the fitness team.

CO7A – Improve diversity of firefighter intake

At their meeting on 17 September 2017, the Resources Committee approved changes in the requirements for firefighter candidates to support the recruitment of 400 trainees by the end of 2018/19 (FEP 2775). The Brigade ran a recruitment campaign using the new criteria for four weeks in October and it proved very successful in increasing overall numbers of applicants. The previous three campaigns during 2017 had delivered a total of c3,400 applications. The October campaign, without the driving licence and residency requirements, produced 5,232 candidates.

The priority for 2017/18 was to increase the number of women joining the Brigade as trainee firefighters. Good progress was made with an 18 per cent improvement in the intake of female trainees which rose to 12.4 per cent from 10.5 per cent in 2016/17.

The latest campaign consisted of a bespoke recruitment website, promotional film and targeted digital advertising. Messaging was focused on challenging out-of-date perceptions, created using the findings of the Future Thinking research presented to LFEPA in 2017. The 2018 campaign was launched on the 8 March, International Women's Day. It was also planned to align with the Mayor's 'Behind Every Great City Campaign', exploiting all opportunities to publicise the profession as a choice for women. At the close of the campaign on the 19 April, 829 women had applied which is 13 per cent of the total applications, an increase on previous campaigns of c27 per cent.

This work was supported by the newly established Outreach Team whose role is to encourage applications from underrepresented groups and offer application training ahead of the recruitment process. Since July 2017, the team have attended over 100 local events around London to encourage applications from underrepresented groups. Potential candidates signed up for more information at these local events and women and BAME men were then invited to 'Attraction Days' at Paddington Fire Station.

The women-only attraction days consist an information session about the assessments they will undertake of and support with personalised fitness plans. It also provides an opportunity for the women to discuss any potential issues at an early stage, such as managing conversation with families where there may be a lack of support or childcare issues, to prevent them dropping out at a later stage. In preparation for the latest campaign, 208 women attended an attraction day.

Having attracted women to apply for the role, the additional support provided at the attraction day will give women the best chance possible to pass the assessments, particularly the fitness element where historically a higher proportion of women have been unsuccessful. Evaluation data shows that women leave the event not only motivated to apply but do whatever it takes to succeed.

All applicants will receive regular email communications about the progress of the recruitment process and likely timescales. In addition, we will maintain contact with the women who attended the attraction days to ensure they continue to feel supported and engaged. This will be through telephone calls, emails and meeting

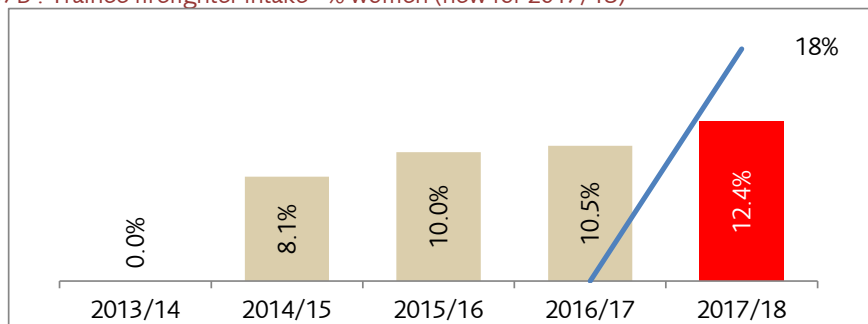
up at stations across London. This will enable a personalised approach to answer any questions and concerns which arise during the process. They can also contact the Brigade's Fitness Team to discuss their progress and seek advice to improve.

We keep the recruitment process under constant review to learn from experience. For example, in the most recent round of assessments we identified that an increased number of women were failing the physical tests, so we are now providing all candidates with more information at an early stage on what the tests involve, how best to prepare and encouraging them to begin training.

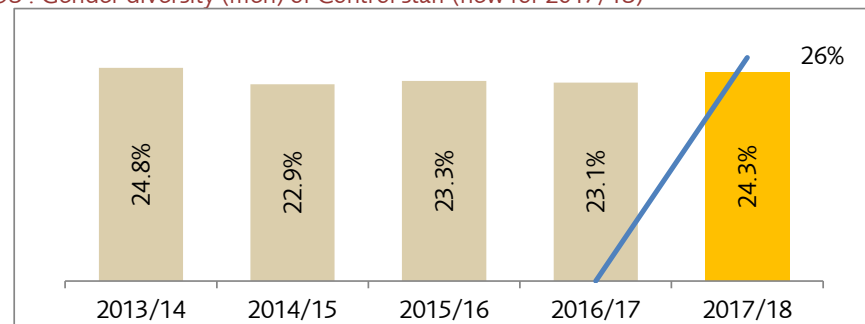
Whilst the recruitment of women has increased, the appointment of trainee firefighters from a BAME background fell in 2017/18 to 15.7 per cent (however the number of applications to the most recent campaign from BAME applicants remained steady at 21 per cent). This is also being proactively addressed by the outreach team. The team is reinvesting in working with BAME communities, linking with local Fire Stations. The Brigade is also commissioning research to better understand the barriers preventing predominately Black and Asian communities from joining the Brigade and this analysis will support the development of a strategy to overcome those barriers.

People and Resources – delivering a positive and healthy culture

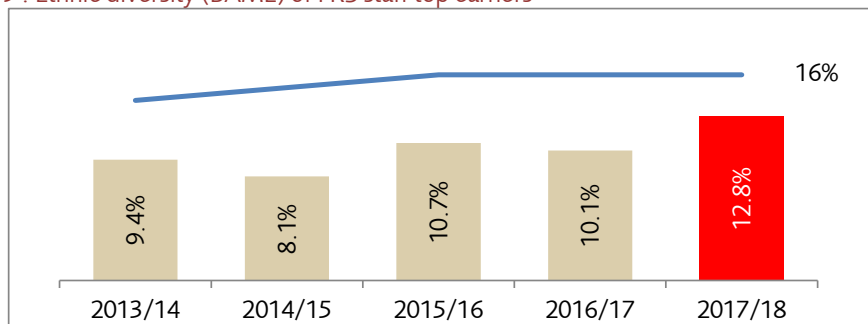
CO7B : Trainee firefighter intake - % women (new for 2017/18)



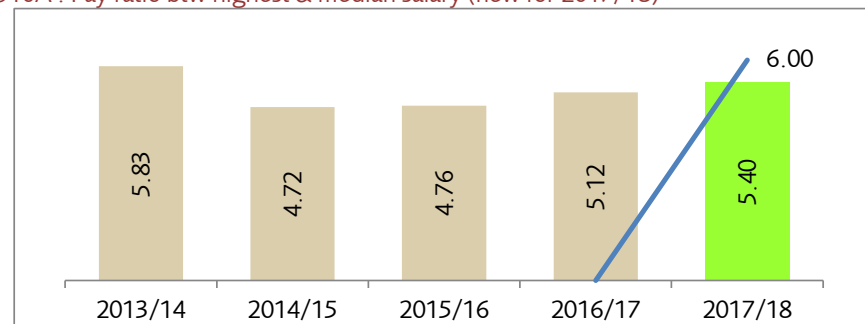
CO8 : Gender diversity (men) of Control staff (new for 2017/18)



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



CO10A : Pay ratio btw highest & median salary (new for 2017/18)

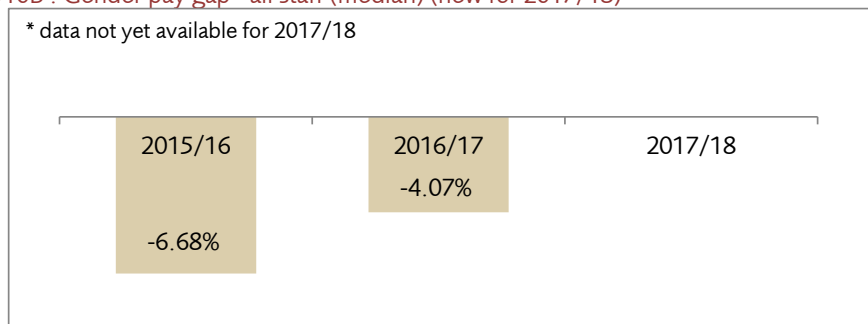


CO7B, CO8, CO9 - Gender and ethnic diversity

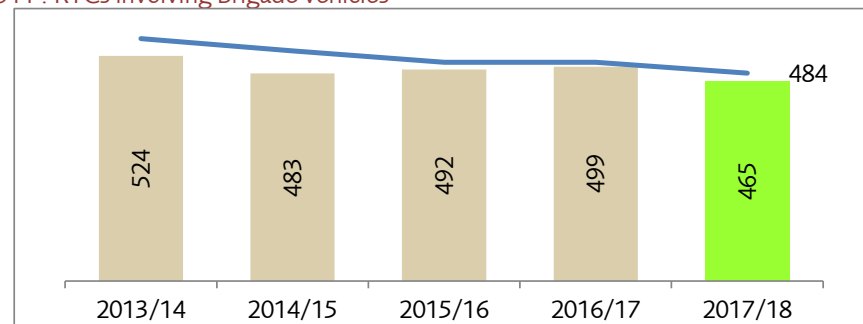
These two areas represent priority gender and ethnic diversity aspirations for the Brigade. There has been a positive movement in both measures during 2017/18. The percentage of FRS top earners from a BAME background has increased to 12.8 per cent (up 2.7 per cent) and the proportion of men in Control has increased to 24.3 per cent against a target of 26 per cent . Progress in both areas is influenced heavily by available vacancies, and reducing the number of leavers in these groups.

People and Resources – delivering a positive and healthy culture

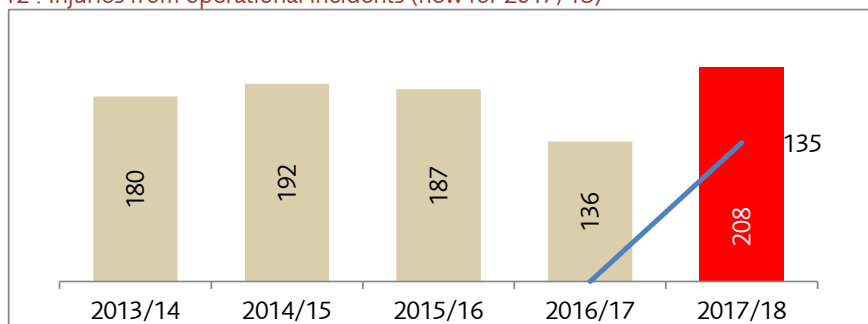
CO10B : Gender pay gap - all staff (median) (new for 2017/18)



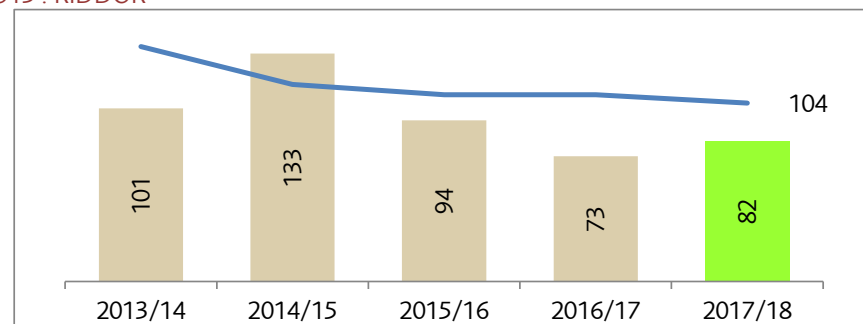
CO11 : RTCs involving Brigade vehicles



CO12 : Injuries from operational incidents (new for 2017/18)



CO13 : RIDDOR



CO10B - Gender pay gap

The Brigade recently published its gender pay gap data in line with the government's requirements. The median hourly pay gap for the year ending March 2017 was -4.07 per cent indicating that the Brigade has pay differentials in favour of women for median pay rates, for both full and part time staff.

CO11, CO12 and CO13

Performance in the long term continues to improve with reductions in the number of injuries to staff reportable under RIDDOR and in the number of road traffic collisions involving Brigade vehicles. There has been an increase in the number of injuries sustained at operational incidents in this year, which is mainly associated with the Grenfell Tower fire. In relation to the corporate indicators:

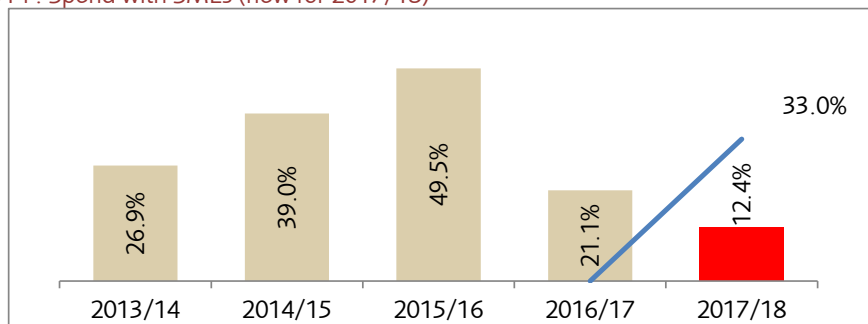
The target for **RTCs involving Brigade vehicles** (465 versus a target of 484) has been achieved; performance has improved over the 2016/17 outturn with a seven per cent reduction in RTCs.

The **injuries from operational incidents** target has not been met. This target (135) was set against the lowest recorded figure for operational injuries from last year and is an ambitious target. 48 operational injuries (23 per cent) were attributable to the Grenfell Tower fire. Also contributing to the increase were a number of

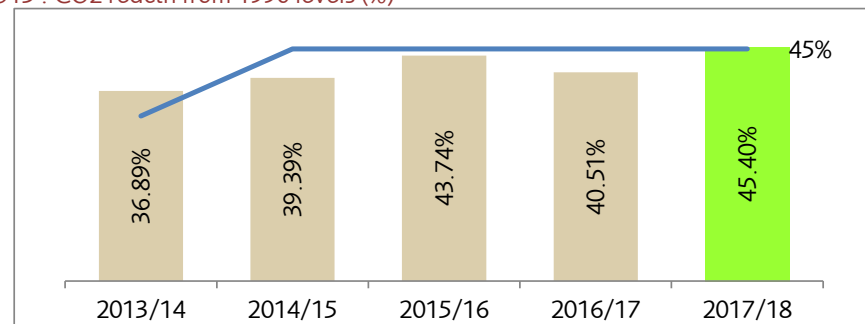
events with multiple injuries, including six firefighters exposed to excessive noise at a single incident, a total of 13 firefighters exposed to hazardous materials at three separate incidents and six firefighters injured by a fire gas ignition at a single incident. It is also concerning that the number of firefighters 'assaulted' at incidents in this year has increased to 11 against three reported last year. Although performance has not met the target for 2017/18, there is no intention to change the challenging target because it remains the right focus for health and safety work to drive down the numbers of injuries to our firefighters.

People and Resources – delivering a positive and healthy culture

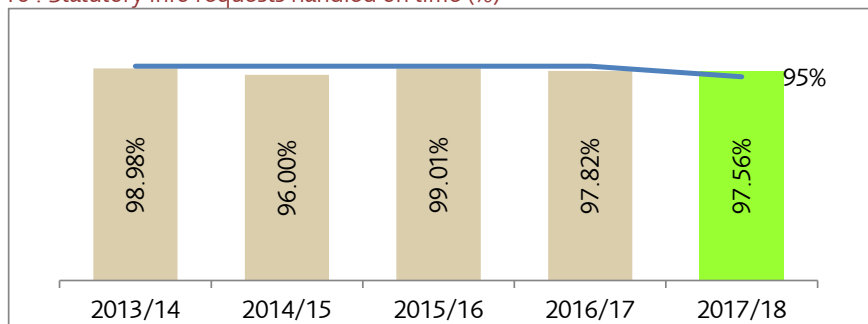
CO14 : Spend with SMEs (new for 2017/18)



CO15 : CO2 redctn from 1990 levels (%)



CO16 : Statutory info requests handled on time (%)



CO14: Spend with SMEs

Spend with SMEs has continued to drop by a further 5% on last years performance to 12.9%, despite an increase of £470k in direct spend to SMEs. The overriding factor is a substantial increase of some £22m of spend categorised as influenceable in 2017/18 compared to previous years and entering a period of limited major works spend, which has always been a significant contributor to SME spend. A more detailed review of the data is underway

CO15: CO₂ reduction from 1990 levels

A further reduction of some 5% was achieved on the previous year for CO2 emissions, with 45.4% reduction from 1990 levels due to a number of factors:

- Grey fleet mileage reduced some 14%, it is unclear whether this is an actual reduction in mileage undertaken or a reduction in claims due to expected tax changes that dis-incentivised officers from making mileage claims.
- Building energy efficiency improvements continue to deliver steady reductions of some 2.3%.
- Fleet emissions have dropped some 22% on the previous year, indicating this was largely due to the increased vehicle movements with the 150 years

celebrations

- Air travel is down 14%, primarily due to a reduction in travel by the NOG team, which was the main reason for the spike in the previous year

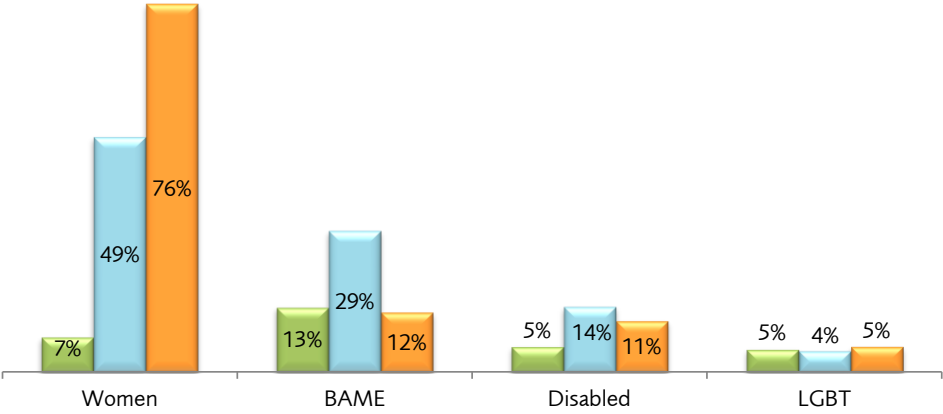
C016: Statutory information requests handled on time

This indicator and target measure the extent to which the Brigade is meeting the statutory deadlines for responding to information requests under the Freedom of Information Act (20 working days) and the Data Protection Act (40 calendar days). Performance has seen a slight dip since the position as at the end of last year and has been impacted by the large number of requests following the Grenfell Tower fire.

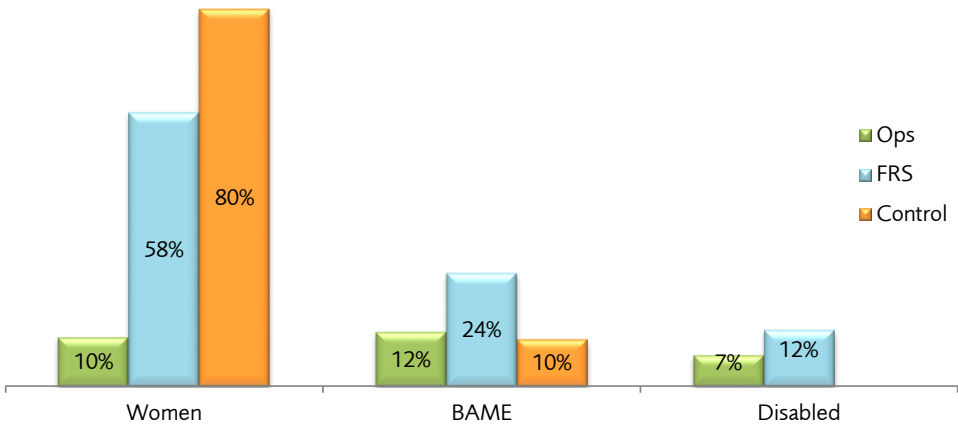
Key people and resources information – workforce composition

Workforce composition*

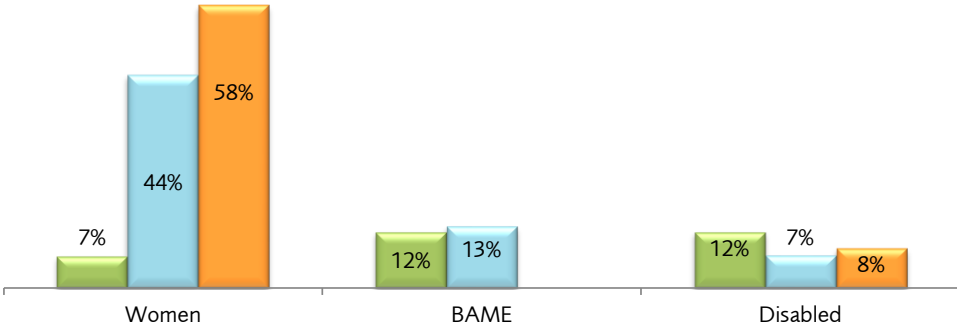
*due to the small numbers of LGBT staff, we only publish data for the overall workforce composition as it may be possible for individuals to be identified



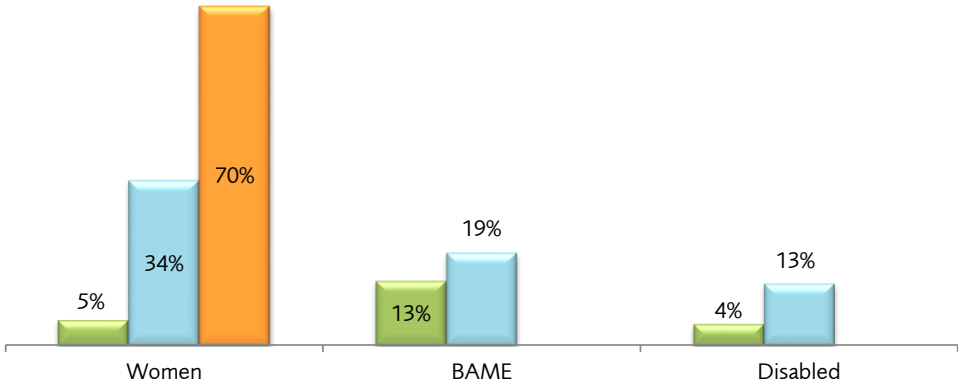
Workforce promotions



Workforce top earners



Workforce voluntary leavers



Delivering on action plans

The Brigade has a number of strategic plans in place with associated actions in order to help deliver on the LFC's priorities. A summary of the position on each is given below.

LSP (2017) Commitments – key highlights 2017/18

The London Safety Plan (2017) was approved by the London Fire and Emergency Planning Authority on March 2017. The Plan details how the Brigade will help make London the safest global city. The Plan is structured into three aims (prevention and protection, response and resilience, people and resources) as well as five overarching principles in terms of how we'll deliver our services. Our principles include a renewed focus on collaboration and inclusion. The Plan is also supported by a series of commitments across the aims and principles to ensure plan delivery. As at the end of 2017/18, there are 42 commitments. Three commitments are currently off track (amber) as follows:

LSP18 We will review how we use our Fire Response Unit (FRU) fleet and where they are located and we will also consider setting an attendance standard.

Work on the FRU fleet commitment is not as advanced as other areas owing to the significant events which occurred during 2017. Work is now progressing and there is cross over with the Rapid Response Team review in terms of how we use our FRU fleet. Catch up meetings are also being scheduled throughout quarter one 18/19 for the hazmat team to work with scientific advisors to agree an updated specification for the new Scientific Support Units as this also forms part of this commitment in terms of how the FRU, RRT and SSUs support each other's functions.

LSP20 Improving our Command Unit functionality.

The Command Unit replacement project is currently in defining stage and officers continue to conduct preliminary market research and define the user requirements. User specifications are in final consultation phase with anticipation to sign off at the next project board. The complexities of the user specifications and associated lead times required from stakeholders work streams, build, testing and training, contribute to additional dependencies which are likely to have further impact.

LSP28 We will refresh the local assessment of risk on an annual basis, and where opportunities may exist to improve the level of local controls, we will make the relevant policy lead aware of the information, helping as necessary to develop improvement proposals.

It had been hoped to update to the Brigade's Assessment of Local Risk with up-to-date data (where available) and to publish this including the postcode tool by end of March 2018. Due to other work pressures, this will not be completed until end June 2018 (quarter one). Officers will act on feedback received to introduce new controls/ strategies with colleagues depending on what the revised data shows. The intention will be to communicate this update both within and outside the Brigade.

Inclusion Strategy

The Brigade has a 10 year inclusion strategy which sets out to create an environment in which every member of staff is able to give of their best and to deliver a diverse workforce at all levels, and in all occupational groups, through recruitment, development and progression and to work with all our staff to create safer and more effective teams. Updates on progress against this Strategy will be provided during the year.

Sustainability Strategy

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

Other governance plans:

Annual Governance Statement: Action Plan - The Annual Governance Statement includes an action plan which includes any other significant actions being undertaken to improve the governance arrangements which the LFC wishes to declare. A final position against this will be included in the annual governance statement for 2017/18. This forms part of the statutory accounts that was presented to the external auditors at the end of May.

Internal audit plan – The Mayor's Office for Policing and Crime (MOPAC) provide an Internal Audit service to the Brigade under the Shared Service Agreement by the Directorate of Audit, Risk and Assurance (DARA). This service provides an assessment of the adequacy and effectiveness of the internal control framework in operation at the Brigade. That assessment will be included in the annual governance statement for 2017/18. Updates on progress with the internal audit plan will be provided during the year.

Our risk perspective

Risk management

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

Code	Risk Description	Score
CRR1	A death or serious injury occurs as a result of our staff not operating a safe system of work	6
CRR2	Disconnect between top, middle and junior management leads to a lack of consistent leadership affecting our ability to manage and change behaviours	4
CRR7	Failure of a significant contractual relationship impacts on the delivery of services	6
CRR8	The new inclusion strategy doesn't deliver a more diverse workplace	6
CRR10	Uncertainty about the government's approach to Home Office funding for fire and rescue services impacts on the Brigade's ability to budget effectively	6
CRR13	A breakdown in industrial relations affects our ability to deliver the service	6
CRR14	A risk averse culture within the organisation lessens our ability to deliver efficient and effective services	4
CRR15	The national programme to replace Airwave with the Emergency Services Network (ESN) by 2017 fails to deliver a solution for the provision of radio and data communications which is both affordable in the long term and which delivers the complete functionality required by LFB	6
CRR16	Failure to adequately prepare for the governance changes under the Policing and Crime Bill leads to bureaucratic, undemocratic or ineffective arrangements	3
CRR17	Environmental concerns regarding diesel vehicles leads to challenges regarding the Brigade's fleet	6
CRR18	The current threat levels arising from terrorism means that the Brigade is under prepared in its initial response to certain types of incidents	9

The likelihood score for CRR18 – 'The current threat levels arising from terrorism means that the Brigade is under prepared in its initial response to certain types of

incidents' remains 'Likely'. Officers have developed resilience proposals regarding the Brigade's preparedness with respect to this risk and these feature as part of the London Safety Plan. CRR18 will be reviewed as these commitments progress.

A review of the corporate risks will now commence under the London Fire Commissioner. An update will feature in the next quarterly performance report.

Securing business continuity

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

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

Business continuity planning

Business Continuity Plans (BCP) are currently being reviewed and updated to reflect departmental changes and to bring them in line with the rationalisation of critical activities and simplification of plans.

The Strategic Response Arrangements (SRA) Policy outlines the core structures and key processes that the Brigade can activate during major incidents and other business disruptions. Following feedback from the various exercises and activation of the SRA in the period March – September 2017 (as reported to the Governance Performance and Audit Committee in November 2017) the SRA policy has been updated and was published in February 2018.

Business continuity exercise and testing

Due to the unprecedented number of activations of the SRA during 2017, resources that would have been focused on testing and exercising were instead involved in real life debrief process and ensuring learning was captured. In 2018, the Brigade will participate in the NFCC led exercise for Business Continuity Awareness Week (BCAW) and will carry out a series of exercises for the Commissioner's Group themed on personnel shortages.

Business disruptions

2017 saw a unprecedented number and variety of potential business disruptions that had the potential to impact on the Brigade's provision of service and business continuity arrangements. Since October there has been some respite in the number of incidents, but the Brigade continues to work with partner agencies to ensure up to date plans and intelligence is shared between services.

The most likely business disruptions continue to be, threat of terrorist attack, flu pandemic, cyber-attack, or disruption to transport network, disruption to utilities and severe weather. Our planning is informed by the National Risk Register and work done with the London Resilience Group

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 there were 10 'A' governance projects (those which affect multiple directorates; have a significant business impact and/or are of particular risk to the Brigade). The current list of projects.

Governance	Strategic Aim	Project Name	Current RAG	Last RAG	Budget (£m)	Estimated spend (£m)	Stage	Original End Date	Forecast End Date
A	1	Command Unit Replacement (CURP)	A	A	£1.6m		Define	31/03/2019	01/04/2019
A	2	Mobile Data Terminal (MDT) Replacement	A	G	£2.3m		Deliver	31/01/2016	31/01/2018
A	2	Emergency Services Network (ESN)	G	G	TBC		Plan	30/03/2019	31/03/2019
A	2	PPE Replacement 2018	G	G	TBC		Deliver	31/10/2018	31/10/2018
A	2	Integration of National Operational Guidance into LFB	A	A	£1m		Plan	31/12/2018	31/01/2020
A	3	Governance and Functions Review	G	G	NIL	NIL	Deliver	31/10/2017	31/03/2018
A	3	Paging Replacement	G	G	£123k		Deliver	31/05/2018	31/05/2018
A	3	Integrated Equipment and Logistics (IELP)	G	G	£200k		Plan	31/07/2017	01/04/2019
A	3	Business Intelligence Solution	G	G	£1.8m		Deliver	31/03/2020	31/03/2020
A	3	LFB Training Centre Croydon	A	A	£15.5m		Plan	28/02/2019	17/02/2020

Six of the projects are currently reporting as green, these are, Emergency Services Network (ESN), Personal Protective Equipment (PPE) Replacement 2018, Integrated Equipment and Logistics (IELP), Business Intelligence Solution (BIS), Governance and Functions Review and Paging Replacement.

Four projects are currently reporting as amber.

Mobile Data Terminal (MDT) Replacement - The MDT project has experienced further delays as a consequence of supplier challenges with setting up the network connection for Tom Tom (sat nav) devices to receive mobilising messages. This was

expected to be completed for testing on the 26 March 2018. The new MDT device running the new software has been testing with operational staff and there remain a few queries over how specific information is presented on the screens. Once this is agreed the devices can be built and deployed. The tablet device which will be located in the rear of appliances is undergoing testing and the interface is being tuned for maximum user experience and convenience. The project team are working with suppliers Vodafone and BT to resolve outstanding tasks to enable the Tom Tom network connectivity and prepare for a security penetration test prior to deployment. Revised timeframes for deployment to appliances are being evaluated.

The Command Unit Replacement (CUR) project is currently behind schedule due to the complexities of the user specifications, lead time for stakeholders' work streams and testing, and vehicle build. Exact funding requirements for the IT hardware and command support system elements of this project have yet to be finalised.

LFB Training Centre Croydon. (also LSP37 commitment) The target programme was seeking to deliver the facility by October 2019. However, a review of the project's procurement strategy and early engagement of building contractors has indicated that project delivery is currently anticipated to be early 2020 and this accords with the timetable for the Integrated Equipment and Logistics Project (IELP). The project has been rated amber as a result of this change of timetable. Officers will continue to monitor the programme and will provide updates to the Commissioner when any new dates are confirmed and will review the baseline of the project at that time.

Integration of National Operational Guidance (NOG). This project is currently reporting as amber due to delays experienced in a number of key areas, including the creation of the national ICT solution and the development of risk assessments by the National Programme team. In addition, several methods of implementation have been trialled but have failed to produce an end solution that the team feels is fit for purpose. Therefore, it has been agreed by the Project Board that consideration will be given to running focus groups with all user groups, These groups will be professionally facilitated with the aim of clearly defining the needs of these different users and using this information to determine the content and format of the final products.

Kerslake update

In the light of the recent publication of *The Kerslake Report: An independent review into the preparedness for, and emergency response to, the Manchester Arena attack on 22nd May 2017*, the London Fire Commissioner has produced an initial review of the recommendations and their relevance to London. A full report will follow later this year.

Summary

At just after 22:30hrs on Monday 22 May 2017, a suicide bomber detonated an improvised device in an area known as the City Room, which is just outside the Manchester Arena and which starts a link to Victoria station. Around 14,000 people, mainly teenagers and family, had travelled from across the UK to attend the concert of Ariana Grande, which was just coming to an end. The bomb used was substantial, containing nearly two thousand nuts, and had a devastating impact.

The bomb killed twenty-two people including many children. Over one hundred were physically injured and many more suffered psychological and emotional trauma. The Manchester Arena attack was the deadliest in the UK since the London bombings on 7 July 2005.

The Kerslake Review focused on the response to the attack in the nine days that followed it. It noted that there was a lot to be proud of in the response, both for the city-region of Greater Manchester and its emergency services. However, it also noted areas of the response that did not go as well, with many areas focussing on the response of Greater Manchester Fire and Rescue Service (GMFRS)

This covering report will note the recommendations for GMFRS and summarise the current position in the London Fire Brigade to note whether the same issues raise need to be addressed, or whether further analysis or actions are required.

It will also make reference to the LFB response to the terrorist attacks in 2017 including Westminster Bridge on the 22 March 2017 and London Bridge on the 3 June 2017. It will note what went well and lessons learned that have been actioned. It will note evidence of the LFB response and coordination with multi agency partners especially the Metropolitan Police Service (MPS), British Transport Police (BTP), City of London Police (CoLP) and the London Ambulance Service (LAS).

This report will be followed by a detailed response to the Kerslake review produced by Operational Resilience and Special Operations (ORSOG) within the LFB. The full report will make recommendations for the National Fire Chiefs Council (NFCC) National Interagency Liaison Officer (NILO) lead and the National NILO Coordinator who are the Assistant Commissioner (AC) and Deputy Assistant Commissioner (DAC) from ORSOG, respectively.

Kerslake summary of the GMFRS response

The Greater Manchester Fire and Rescue Service (GMFRS) did not arrive at the scene and, therefore, played no meaningful role in the response to the attack for nearly two hours. This compares with an average response time for the Service of less than six minutes.

The effect of this was that a valuable resource was not available to assist on the scene, particularly with the movement of those who were injured from the foyer to the Casualty Clearing Station. The Fire Service was effectively 'outside the loop', having no presence at the rendezvous point established by the Police, little awareness of what was happening at the Arena and only a very limited and belated presence at Strategic Gold Command.

There is not one single reason nor one individual that caused the failure of the GMFRS response. Rather, it was a combination of poor communication and poor procedures. GMFRS will need to reflect on the wider issues it raises for their operational culture and approach to multi-agency working.

Recommendation for GMFRS

All Fire and Rescue Services using North West Fire Control as their call management and resolution service should review their service level agreements and build resilient contingencies and capabilities within North West Fire Control to enhance the development of multi-agency shared situational awareness, which can most effectively inform their Fire Service command, control and coordination during no-notice major incidents.

Commentary from a London perspective

The London Operations Centre (LOC) is the LFB control which receives all its emergency calls and dispatches appropriate response to incidents via its mobilising

system called Vision. The LFB does not share its fire control with other FRSS. There are additional communication procedures that support multi agency situational awareness in the event of no notice major incidents that are noted in paragraph five. There were all triggered as part of the response to the attacks in 2017 including incidents at Westminster and London Bridge.

Recommendation for GMFRS

All GMFRS firefighters should be sufficiently trained and equipped to attend a nominated multi-agency rendezvous point during terrorist-related and suspected terrorist-related incidents.

Commentary from a London perspective

LFB officers are trained to attend multi agency RVPs during terrorist related incidents. The response to Westminster and London Bridge saw a number of LFB appliances attend both incidents with other Mass Casualty Responders (MCR) specifically trained to respond to terrorist incidents via RVPs all under the control of an Incident Commander supported by the NILO acting as the tactical advisor.

Recommendation for GMFRS

Greater Manchester Fire and Rescue Service and North West Fire Control should revise their policies and procedures (including action plans) for Bomb, Explosion and Marauding Terrorist Firearms Attack to ensure that greater emphasis is placed on multi-agency co-location, communication and coordination.

Commentary from a London perspective

Following the LFB and multi-agency debriefs to Westminster and London Bridge additional training for control staff has been implemented and amendments to mobilising protocols were implemented in December 2017. This includes requesting an RVP from the Police, and if none available, to request it from the NILO. In the absence of an RVP, control staff from the LOC have the ability to nominate the RVP at a junction or landmark close to scene which must be communicated to the duty NILO and partners via the tri service call noted in paragraph seven.

Recommendation for GMFRS

Greater Manchester Fire and Rescue Service should review the procedures, protocols and expectations that underpin communication links between its Inter-

Agency Liaison Officers, the GMP Force Duty Officer and other partners' control rooms and critical response assets (e.g. Hazardous Area Response Teams)

Commentary from a London perspective

All LFB NILOs have direct contact numbers for all Police forces in London including password protected numbers to MPS SO15 counter terrorism command, SO19 Armed response, MPS pan London supervisor, LAS Hazardous Area Response teams (HART) (team leader) and critical areas including Transport for London (TfL) and Prison control rooms. In addition the LFB will always deploy a NILO at major incidents to the scene, MPS Special Operations Room (SOR) and LOC. At counter terrorism incidents one will also deploy to the Counter Terrorism Police Operations Room (CTPOR).

Recommendation for GMFRS

The Chief Fire Officers' Association, National Fire Chiefs' Council and Greater Manchester Fire and Rescue Service should revise all policies, procedures and training for National Inter-Agency Liaison Officers and Incident Commanders to ensure that greater emphasis is placed on embedding multi-agency co-location, communication and coordination during major incidents into their standard operating procedures.

Commentary from a London perspective

The NILO course governance board agreed in January 2018 to a full review of the NILO course the review is set to be complete with recommendations in June 2018. In addition a number of new guidance notes has been drafted in response to the lessons learned from the four attacks in 2017 and is subject to consultation prior to publishing. These are;

- NILO policy
- NILO guidance
- NILO training and CPD
- NILO communications and emergency notification

Recommendation for GMFRS

Operation X (name withheld) should be reviewed and modified as deemed necessary to inform the response to any form of terrorist attack and be referred to as

the Joint Operating Principles for Responding to a Terrorist Attack, regardless of whether firearms are thought to be involved.

Commentary from a London perspective

LFB officers are statutory members of the national Marauding Terrorist Firearm Attack (MTFA) working group and user group. They will be part of any review and decision making. LFB officers have played a leading role in national workshops aimed to communicate the changes to the Joint Operational Principles (JOP) version four published in January 2018. All specialist officers and responders in the LFB have been issued personal copies of JOP four.

Other areas of note outside of the recommendations

There was not a shared communication across the agencies of the declaration of Operation X (name withheld), which is the agreed operational response to a suspected Marauding Terrorist Firearms Attack, nor was there a shared understanding of its implications. In the event, pragmatic judgements were made on the night that ensured that the response remained effective. However, we think that during any future events, it is essential that this communication across the agencies happens and happens early.

Commentary from a London perspective

There are specific procedures in place across London's Emergency Services to ensure effective communications are in place for a no notice terror attack. These procedures worked effectively during both the Westminster Bridge and London Bridge terrorist attacks in 2017. After those events, single and multi-agency debriefs were conducted to further improve a joint co-ordinated response by London's Emergency Services.

Further area of note

A National Inter-Agency Liaison Officer had been notified of a no-notice incident by GMP (through North West Fire Control), it was for the National Inter-Agency Liaison Officer to liaise directly with the GMP Force Duty Officer. The doctrine makes no other directions for the National Inter-Agency Liaison Officer to gain situational awareness from another agency in any other way, before or after s/he requests North West Fire Control to mobilise assets. It appeared odd to the Panel that so much weight was placed in the doctrine on the importance of a single Inter-Agency connection and, therefore potentially, a single point of failure.

Commentary from a London perspective

When a no-notice incident is declared the LFB NILO is supported by the Inter agency Officer monitoring group (ILOM) who are notified immediately of the incident. Their purpose is to support the intelligence gathering and communications for the NILO. This primarily enables simultaneous activities contacting all partner agencies whilst the NILO contacts the Brigade duty manager to brief them of the ongoing incident. In addition the Brigade are seeking to reintroduce the Inter agency support officer (ILOS), to support all NILO actions. The ILOM and ILOS ensures there is no single point of failure.

Conclusion

The Kerslake review has far reaching implications for all emergency services and category one responders. It has noted good practice and made recommendations for improvement. GMFRS received a number of recommendations and it is right that all fire and rescue services review their policies and procedures. Officers in London are continuing to consider all aspects of the review to submit a detailed report with recommendations where improvements are identified.