



# LFB Quarterly Performance report





Quarter 3 2018/19

# Contents

Contents page	1	Performance indicators	15
Key to abbreviations and symbols used	2	Response and Resilience – providing a high quality, effective response	20
Performance at a glance	3	Key points	20
Introduction	4	Performance indicators	21
Summary of performance	4	Operation in numbers	23
Publicity and campaign news	5	People and Resources – delivering a positive and healthy culture	24
Useful links	5	Key points	24
London Fire Commissioner's Decisions	6	Performance indicators	25
Financial Performance	8	Key people and resources information – workforce composition	33
Performance	8	Delivering on action plans	34
Financial Trends	9	Our risk perspective	36
Capital, Borrowing and Reserves	10	Delivering on change – corporate portfolio	38
Prevention and Protection – where fires are happening and who we're targeting	11		
Key points	11		
Fire Safety	11		
Fire Safety prosecutions	12		
Notice of deficiencies	12		
Grenfell Tower fire update	12		
Westminster Inquest	12		
Youth work	13		

# Key to abbreviations and symbols used

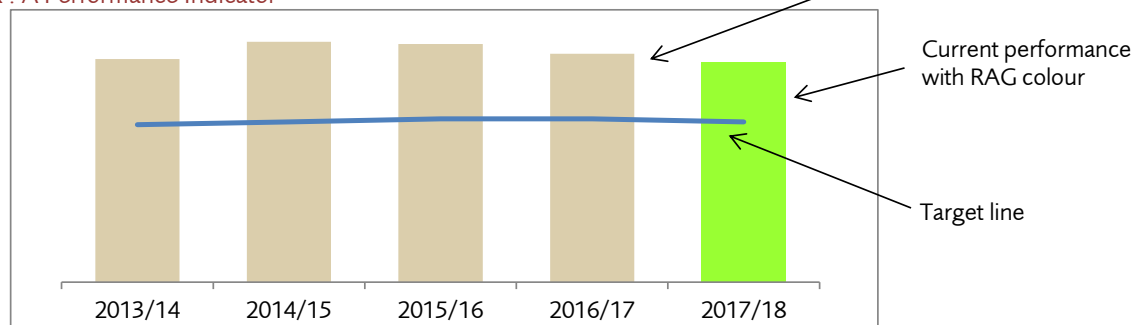
## RAG Status

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

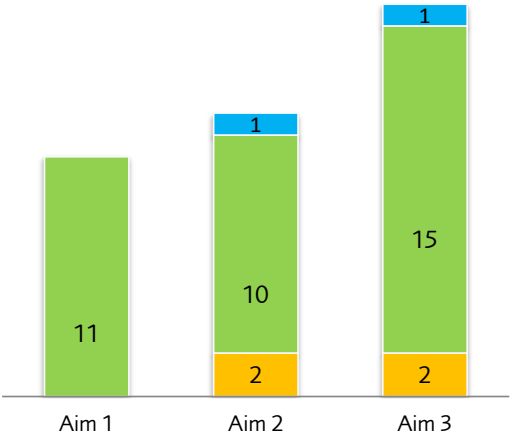
**Aim 1 – PREVENTION and PROTECTION** : Engaging with London's communities to inform and educate people in how to reduce the risk of fires and other emergencies. Influencing and regulating the built environment to protect people, property and the environment from harm.

**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.

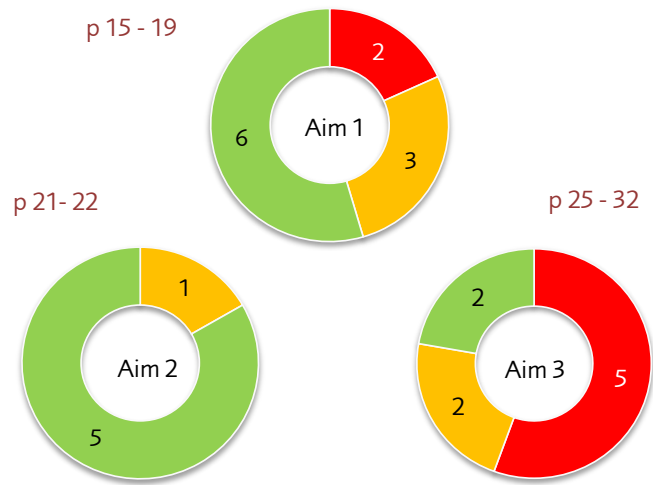
**Aim 3 – PEOPLE and RESOURCES** : Developing and training our staff to their full potential, at the same time transforming the Brigade so that it is a place where people want to work, and have the opportunity to influence how we work maximising how we spend our money, ensuring that the Brigade is supported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

## London Safety Plan

Number of commitments  
p 34 - 35



## Corporate Performance Indicators



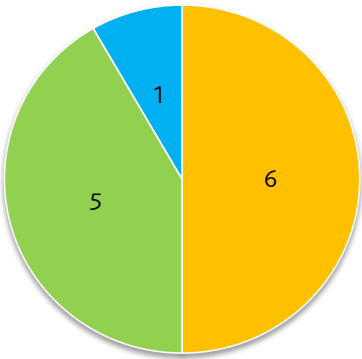
## Corporate Risk Register

p 36 - 37

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

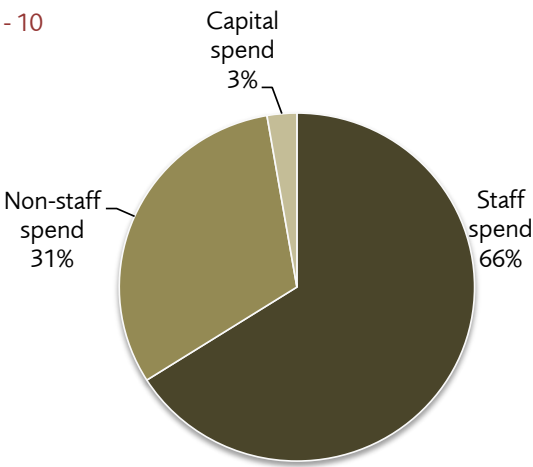
## Corporate Projects

p 38 - 39



## Finance

p 8 - 10



# Introduction

## Summary of performance

Welcome to the London Fire Brigade's performance report for quarter three 2018/19. 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.

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 financial data provided is the outturn position as at the end of quarter three 2018/19.

### Performance at a glance

The Brigade is delivering well against its performance portfolio. Commitments and actions arising from strategic plans such as the London Safety Plan are progressing. In terms of performance across the aims, the summary position remains 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 number of fire fatalities in 2017 and the current demand on fire safety resources, and Aim 3 – People and Resources continues to be affected by long term sickness levels and the challenge to meet higher diversity targets.

The Brigade's corporate risk register was updated for 2018/19 in conjunction with a new risk management strategy. There are five red risks which reflect priority areas to manage. Five key projects are progressing to schedule and one is being closed down. More information on all these areas including exceptions is given later in this report.

### Performance highlights - indicators

Performance as at the year ending quarter three 2018/19 is shows that half of the indicators are meeting their target. The positive performance highlights are:

- The number of **fires in the home (dwelling fires)** continues to reduce (5,460) over the longer term.
- The number of **fires in care homes / specialist housing for older people** continues to reduce (355) and are significantly lower compared to data over five years.
- The **number of injuries from fires** continues to reduce (948) when also compared to data over five years.
- A total of 80,564 **home fire safety visits (HFSV)** have been conducted and is in excess of the target of 74,000 for 2018/19.
- 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 13 seconds and a second appliance in 6 minutes 33 seconds. The first appliance arrived within 10 minutes on over 96 per cent of occasions.

However, the **all fire deaths (10 year average)** remains above target (51), along with **accidental fire deaths in the home (10 year average)** (39). In the 12 months to the end of quarter three 2018/19, there were a total of 45 fire fatalities, compared to 102 in the same period for the previous 12 months.

The Brigade is also exceeding its **sickness** targets for all staff groups, with sickness above target levels for Operational staff (5.66 per cent), Fire and Rescue staff (3.64 per cent), and Control staff (9.29 per cent). Although still above target, Fire and Rescue staff sickness has improved slightly over the previous quarter (down from 3.77 per cent).

## Publicity and campaign news

### **Grenfell Tower fire and related communications**

Throughout this period media and public interest has continued into the Grenfell Tower fire and the ongoing Public Inquiry. This included publicity and comment relating to the end of Phase 1 of the Inquiry, the conclusion of the Brigade's evidence and its closing submission in December.

Internal communications have continued to ensure staff have access to information and support, especially those who have given evidence to or been affected by Grenfell Tower Inquiry.

Public affairs and media activity have also contributed to and publicised the Brigade's response to both the government's ban on combustible cladding in November and its building fire safety reforms announced in December, warning of the need to address the skills gap in the building and fire safety sectors.

### **Publicity for new resources**

The Brigade enjoyed positive media coverage during this period with the launch of new resources. Communications to introduce new fire escape hoods included an instructional film to explain what the new equipment is for and how it should be used. In addition to broadcasts, print and digital news coverage, the launch was widely seen via LFB social media channels.

New Personal Protective Equipment (PPE) was launched, gaining positive media coverage and a good reaction via social media channels. Media coverage celebrated the Brigade's first new look in seven years and explained the reasons and benefits of the new fire gear.

Internal communications were also produced to ensure staff had access to information about all of the new resources introduced, including the launch of a drone trial in October.

### **Marking significant events**

Over this period the Brigade has led a number of key events, including the 30<sup>th</sup> anniversary of the Clapham train crash memorial service which was attended by the Mayor of London and Network Rail. The Brigade rounded off the year by setting and now holding a Guinness World Record for creating the largest awareness ribbon made out of fire hoses for World Aids Day. The event was held at Woolwich Barracks in support of National Aids Trust's 'Rock the Ribbon' campaign and developed as part of the Brigade's Safer Together strategy.

## Useful links

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

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

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

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

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

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

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

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



# London Fire Commissioner's Decisions

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 October and 31 December 2018<sup>1</sup>.

These decisions are published on the London Fire website at:

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

## **London Fire Commissioner - Fire Safety Specialist Short Term Skills Gap –**

This report highlights the immediate skills gap faced by the Brigade's specialist fire safety teams, in an unprecedented time of demand combined with the lack of available qualified and competent staff nationally, both in the public and private sector.

## **London Fire Commissioner - External Auditor - Annual Audit Letter 2017-18 –**

This report presents the External Auditor's Annual Audit Letter 2017 /18 in respect of the former London Fire and Emergency Planning Authority and summarises the findings to the London Fire Commissioner from the 2017 /18 audit. The audit comprised of two elements: the audit of the financial statements; and the assessment of the Authority's arrangements to achieve value for money in the use of its resources.

**London Fire Commissioner – Budget Submission 2019/20** – The Mayor has written to the London Fire Commissioner to consult before preparing his draft component budget for the 2019/20. The Mayor is proposing to provide funding of £391.3m for the London Fire Commissioner in that year. This report provides a proposed budget submission to the Mayor that will meet that financial requirement.

## **London Fire Commissioner – Community Safety and Prevention Strategy –**

London Fire Brigade have been delivering dedicated community safety activities for nearly 20 years. There is a wide variety of evidence which supports the

effectiveness of the fire service in reducing fire and wider community risks through community safety activities, projects, messages and initiatives.

This report presents the London Fire Commissioner with a three-year Community Safety and Prevention Strategy and describes the rationale behind the key aims, objectives and priority areas that the strategy focuses on in building safer, healthier communities as part of the Brigade's prevention and protection aims.

## **London Fire Commissioner – Review of Proposal to Move the Second Pumping Appliance from Kingston Fire Station to New Malden Fire Station-**

The draft London Safety Plan (2017) proposed to move the second pumping appliance from Kingston Fire Station to New Malden Fire Station. In response to the consultation and improving local performance of the second appliance average attendance time, the London Fire and Emergency Planning Authority decided to delay that decision and to review the position in a year. The findings of the review are set out in this report.

## **London Fire Commissioner – London Fire Commissioner - Corporate Seal –**

Her Majesty the Queen was petitioned and has now granted Royal Licence to the transfer of London Fire and Emergency Planning Authority's Arms to the London Fire Commissioner.

**London Fire Commissioner - Internal Audit - Review of 2017-18** – This report provides the London Fire Commissioner with the Head of Internal Audit's annual opinion on the effectiveness of the London Fire Brigade's internal control framework and details of progress on work undertaken during the year 2017 /18. The London Fire Commissioner receives this report.

## **London Fire Commissioner – Internal Audit - Progress Report, Quarter 1**

**2018-19**– This report summarises the work carried out under the Internal Audit Shared Service Agreement by the Mayor's Office for Policing and Crime's (MOPAC) Directorate of Audit, Risk and Assurance in the first quarter of 2018/19. The London Fire Commissioner notes the work undertaken by Internal Audit and the current assessment of the adequacy of the internal control framework for each review.

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<sup>1</sup> Any decisions made by the Deputy Mayor for Fire and Resilience will be reflected here.

**London Fire Commissioner – Firefighter Apprenticeships** – All new firefighters will complete an 18-month apprenticeship, expected from October 2018. The London Fire Commissioner delegates the authority to the Director of Corporate Services to approve the changes to the training contract that will enable the delivery of firefighter apprenticeships within the financial constraints.

**London Fire Commissioner – Rapid Intervention Sets** – The Rapid Intervention Sets (RIS) on frontline appliances are coming to the end of their serviceable life and are due for renewal. This report to the Commissioner outlines the process that has been undertaken to identify the most appropriate replacement equipment and seeks permission to place orders and drawn down on the funding previously agreed by the LFEPA Resources Committee.

**London Fire Commissioner – LFB in a digital world - updated information and technology strategy 2019-2021** - This paper presents a new information and technology strategy for the Brigade - LFB in a digital world - covering the three-year period 2019 to 2021. The strategy presents a high-level view of the strategic information technology and information management priorities for the Brigade. A vision of the way ahead for the use of digital technologies is illustrated in appendix A through a series of 'personas', with the top information and technology priorities over the life of the strategy, set out in appendix B.

**London Fire Commissioner – Treasury Management Mid-year Report** – This report is submitted in accordance with Financial Regulation 22 which requires that the statutory finance officer (Director of Corporate Services) submit a mid-year monitoring report on the activities of the London Fire Commissioner's (LFC) treasury management operation to the Commissioner's Board.

**London Fire Commissioner – Policy for compliance with IR35 tax provisions in relation to procuring third-party contracts** – In April 2017, the intermediaries legislation, known as IR35, was revised by HM Revenue and Customs (HMRC) to include specific rules for off-payroll working in the public sector. This report proposes a new policy, which includes a compliance framework and guidance, to support the Brigade achieve compliance with the IR35 provisions in relation to awarding contracts for services to third parties.



# Financial Performance

## Performance

LFC Revenue (£000s)	Budget	Outturn	Variance
Operational staff	240,800	239,003	(1,796)
Other staff	57,222	55,776	(1,446)
Employee related	23,128	24,488	1,360
Pensions	20,445	20,435	(10)
Premises	38,048	38,066	18
Transport	16,363	15,857	(506)
Supplies	29,271	29,529	258
Third party	1,882	1,938	55
Capital financing	9,770	9,450	(320)
Contingency	215	5	(211)
Income	(37,572)	(37,654)	(81)
<b>Net revenue expenditure</b>	<b>399,573</b>	<b>396,894</b>	<b>(2,678)</b>
Use of reserves	11,937	12,187	250
<b>Financing Requirement</b>	<b>411,510</b>	<b>409,082</b>	<b>(2,428)</b>
Financed by:			
Specific grants	(13,040)	(13,117)	(77)
GLA funding	(398,470)	(398,470)	0
<b>Net Financial Position</b>	<b>0</b>	<b>(2,505)</b>	<b>(2,405)</b>

LFC Capital (£000s)	Q2 Forecast	Q3 Forecast	Forecast Movement
ICT Projects	1,260	647	(613)
Estate Projects	3,168	3,068	(100)
Fleet and Equipment Projects	9,554	8,343	(1,211)
<b>Total capital expenditure</b>	<b>13,982</b>	<b>12,058</b>	<b>(1,924)</b>
Financed by:			
Capital Receipts	1,287	11,163	9,876
Grants	895	895	0
GLA Funding	11,800	0	(11,800)
Borrowing	0	0	0
<b>Total</b>	<b>13,982</b>	<b>12,058</b>	<b>(1,924)</b>

Note the accounting treatment of the GLA funding is under review.

## Revenue Position

The forecast outturn position for 2018/19 on the revenue budget is an underspend of £2,505k (0.6%). The forecast underspend has decreased by £548k since last reported at quarter two (LFC - 0084). The decrease in the underspend is mainly due to additional expenditure against building maintenance budgets of £1,064k due to the decision to progress a backlog of works aimed at improving the overall condition of the whole estate, including repairs, refurbishment and minor improvements to properties. This is offset by an increase to the forecast underspend on property rates (£784k) due to further successful appeals and revised rateable values for future year. Other movements include:

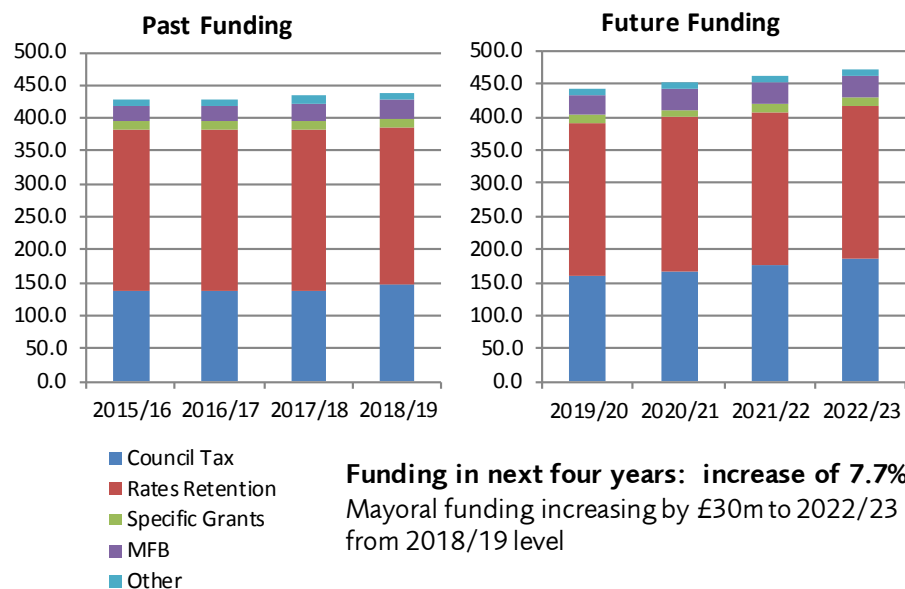
- Additional spend on firefighter trainees of £375k to support reaching full establishment in 2019/20.
- A reduction in forecast customer and client receipts, largely due to the decision to fund community safety initiatives from departmental underspends in 2018/19 and carry forward any income received (£302k) by transferring it into an earmarked reserve.
- An increase in the forecast overspend on compensation budgets of £345k, largely due to two historic mesothelioma cases.
- An increase in the forecast underspend on FRS staff (£463k)
- And an increase in the forecast underspend on Operational staff (£262k) based on staffing numbers as at the end of December, however Operational staff levels remain on track to be at establishment by June 2019 .

## Capital Position

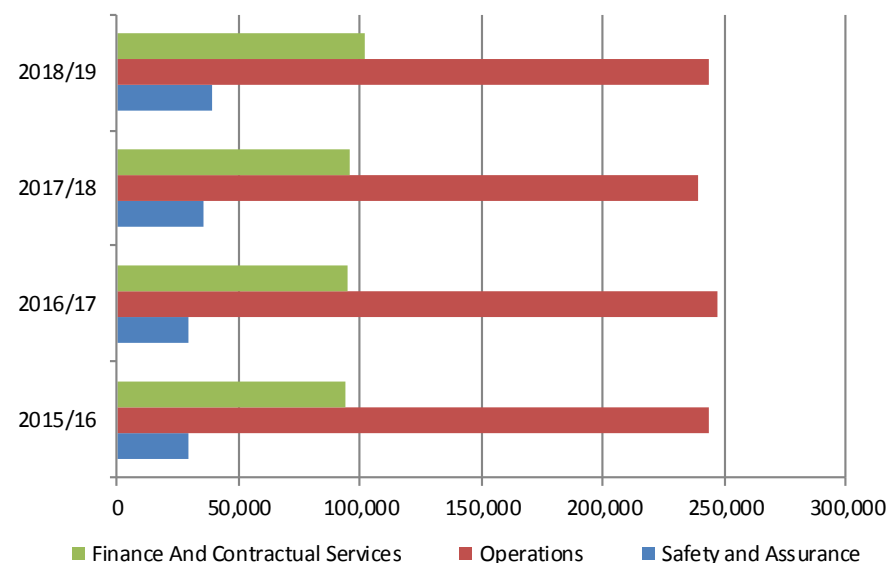
The 2018/19 approved capital programme (FEP 2825) was reviewed and updated following the 2017/18 outturn as well as being reviewed as part of in year budget monitoring. A net budget change of £29,207k has been proposed to reflect the current financial position. The change includes slippage, savings, new budgets and the removal of over programming which has been reported in quarter one and two and also includes the changes for quarter three. There is a reduction £1,924k since last reported as at quarter two. This reduction includes £1,724k of slippage to 2019/20, £358k of savings against the fleet and equipment budget, offset by new budget requirement of £158k for two new projects.

# Financial Trends

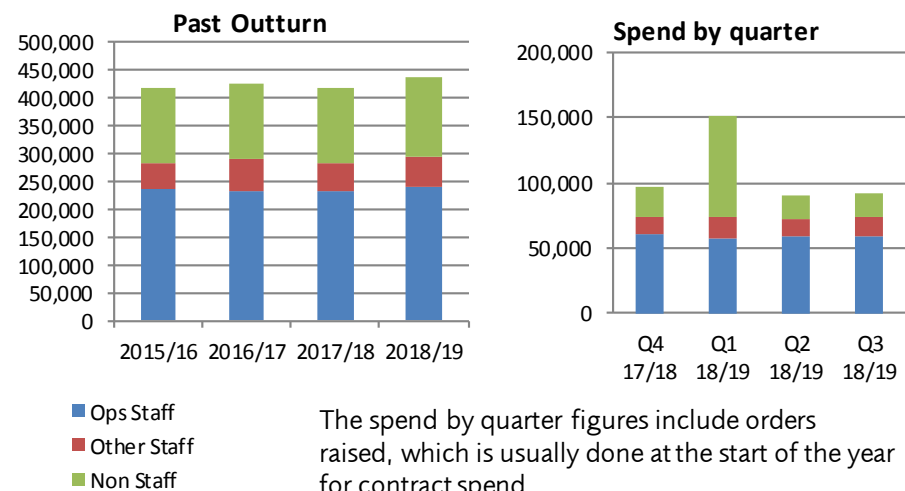
## Total Funding for LFC (£m)



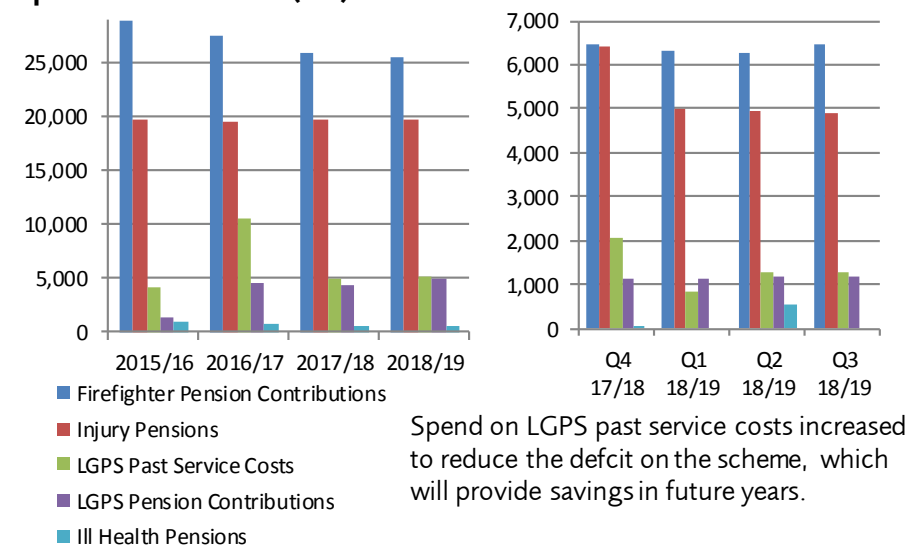
## Directorate Spend by Year (£k)



## Total Costs (£k)

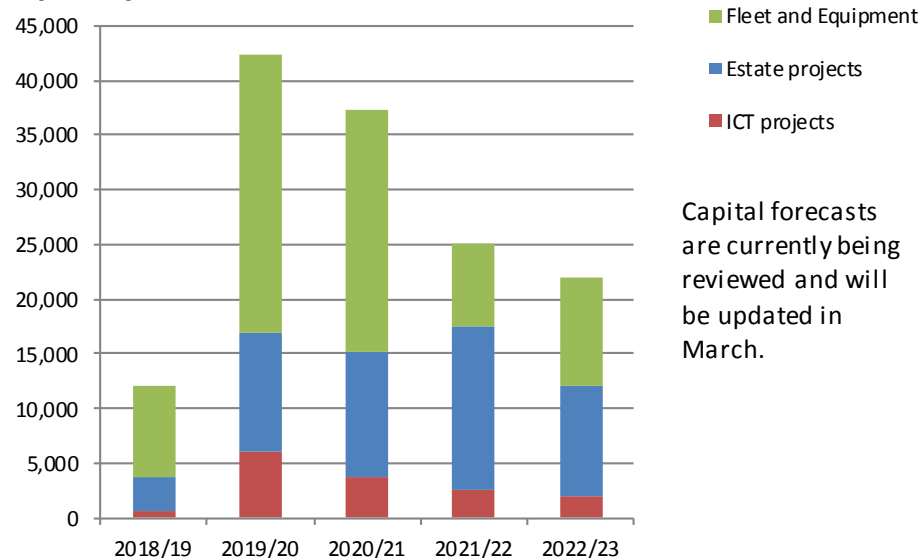


## Spend on Pensions (£k)

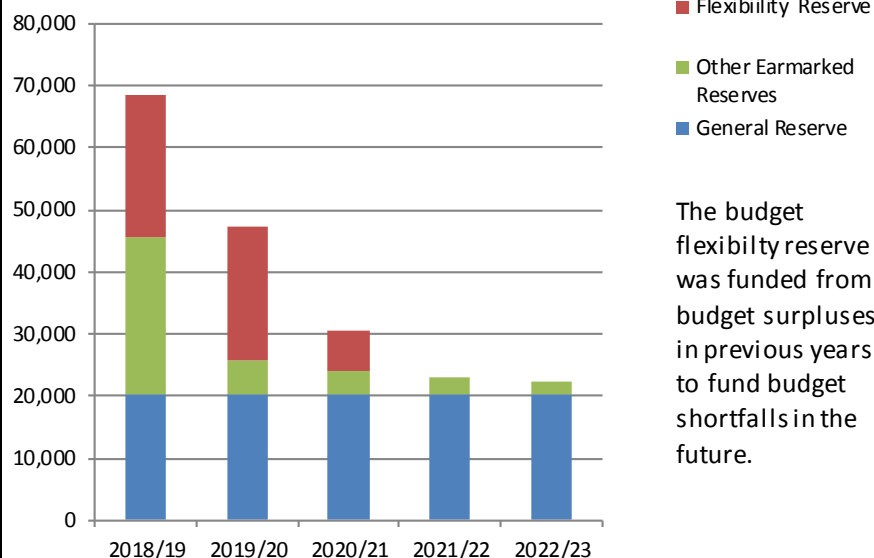


# Capital, Borrowing and Reserves

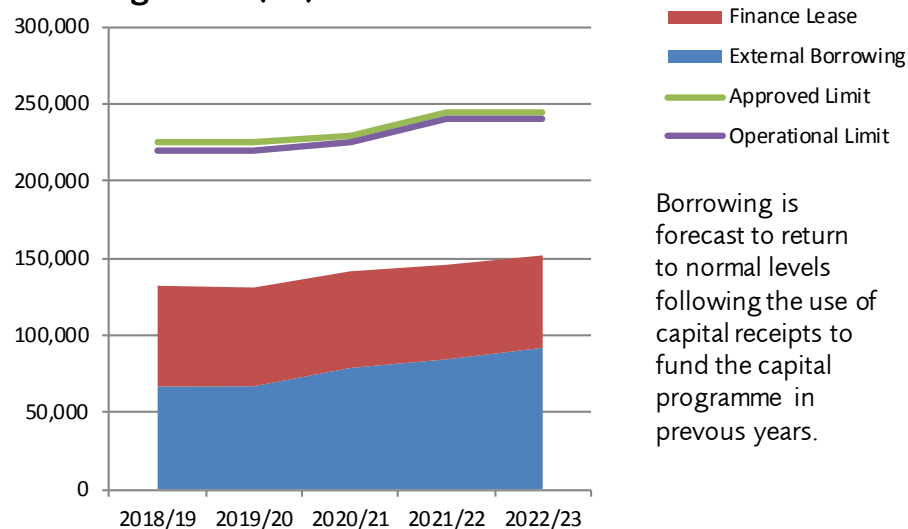
## Capital Spend (£k)



## Reserve Balance in Future Years (£k)



## Borrowing Levels (£k)



## Reserves

The value of the general reserve is to be maintained at a minimum of 3.5% of net revenue expenditure. The earmarked reserves are maintained for specific purposes, to smooth the impact of demand led expenditure or to meet the cost of significant one off expenditure. Balances were reviewed as part of the 2019/20 budget process and £6m returned to the general reserve. The table below shows the forecast end of year positions.

Earmarked Reserves (£k)	18/19	19/20	20/21	21/22	22/23
Additional Resilience Requiren	767	0	0	0	0
Capital Expenditure Reserve	11,745	0	0	0	0
Compensation	1,000	750	500	250	0
ESMCP	121	64	0	0	0
Fire Safety and Youth Engagem	715	293	107	19	0
Hydrants	462	367	247	127	0
ICT Development Reserve	1,160	300	200	100	0
London Resilience	865	0	0	0	0
London Safety Plan Initiatives	4,178	2,755	2,290	2,264	2,264
Vehicle & Equipment Reserve	2,865	759	414	193	0
Other Earmarked Reserves	1,348	0	0	0	0
<b>Total</b>	<b>25,226</b>	<b>5,428</b>	<b>3,828</b>	<b>2,954</b>	<b>2,264</b>

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

## Key points

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

We'll deliver this aim by:

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

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

### Annual indicators

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

H1 : Boroughs below the national average rate for primary fires

## Fire Safety

We continue to work collaboratively with partners in order to influence changes to the fire safety landscape in the wake of the Hackitt Review. The Hackitt implementation plan was released towards the end of quarter three and our officers seconded into the Home Office, via the National Fire Chiefs Council (NFCC), are

continuing to work on the definition of high rise residential buildings and the formation of the Joint Competent Authority.

Our Fire Engineering Group continue to provide technical support on a national level to NFCC and have also provided a number of technical peer reviews for colleagues in other fire services as part of aspirations towards creating a centre of technical excellence. We continue to provide technical fire engineering support as part of various committees and steering groups including representing the NFCC chair at the Industry Response Group which was set up following the Grenfell Tower fire. In this quarter there have been several notable items of lobbying including the consultation returns on the clarification of Approved Document B and the Royal Institute of British Architects (RIBA) plan of works. The clarification exercise being the first phase of work leading into a full technical review of Approved Document B.

The High Rise Task Force (HRTF) which was established in the week after Grenfell Tower fire has now completed a total of 1,236 visits. This number includes second visits once the presence of aluminium cladding material (ACM) has been confirmed.

At present we have 160 buildings who have simultaneous evacuation in place (as a result of ACM and/or general fire precautions issues).

In addition to the work of the HRTF, we continue to work closely with London Councils and seek to liaise on major consultations (such as ADB) to share our experience, key concerns and identify areas of common interest. We also remain a standing member of the London Housing Directors' Fire Safety Group and Fire Safety Steering Group as these forums provide opportunities to influence and share information as well as providing updates as to the current status of the HRTF.

London Fire Brigade has long advocated the use of sprinklers and will continue to lobby for them as part of an appropriate package of fire safety measures. We know that they play an important role in reducing the devastating impact of fire on people, property, business continuity and the environment and assist firefighters in carrying out search and rescue operations by restricting the spread of fire.

We are urging the Government to take the recommendations from the Hackitt review on board quickly – including further consideration of the use of sprinklers and other automated fire suppression systems (AFSS). The Brigade has also issued its sprinkler position statement and has a dedicated officer working on providing information, raising awareness and supporting the strategy.

## Fire Safety prosecutions

During quarter three, there was one successful prosecution in relation to 689 High Road Tottenham N17 8AD. The responsible person was initially charged with seven offences, and pleaded guilty to three of the offences under Article 32(1)(a) of The Regulatory Reform (Fire Safety) Order 2005.

He was sentenced to twelve months imprisonment suspended for two years and a £5,000 fine. Costs of £10,000 were awarded.

Additionally a further case went to court on both on 12 December and also 9 January but the responsible person failed to show up for either hearing and a warrant for his arrest has been issued.

Currently we have 32 live cases at an investigatory stage and a further 17 cases with our General Counsel Department.

## Notice of deficiencies

The following data refers specifically to Enforcement Notices (EN) or Notification of Deficiencies (NOD) for quarter three 2018/19.

Quarter 3	Total Audits	No. of NODs	% of NODs	No. of ENs	% of ENs
2018	2343	464	19.8%	79	3.4%

## Grenfell Tower fire update

Phase One of the Grenfell Tower Inquiry, which focused on what happened on the night of the fire, ended in December 2018. During the Phase One hearings, 88 Brigade staff gave oral evidence with a further 262 statements read into the record.

Inquiry Chair Sir Martin Moore-Bick will now examine the evidence heard so far and produce his Phase One report. He will also consider any urgent interim recommendations made by core participants, including the Brigade. It is expected any hearing to consider those interim recommendations will be held in the early part of this year. Due to the scale of preparations required, the Chair has now indicated that Phase Two of the Inquiry is unlikely to begin before the end of 2019.

To alleviate the need for future inquests into the fatalities, the Inquiry is seeking to carry out an investigation into the deaths caused by the fire. Further details of how the Inquiry intends to fulfil this function are awaited.

The Brigade's Grenfell Tower Investigation and Review Team (GTIRT) continues to support the work of the Inquiry, police investigation and the Brigade's own learning and safety investigation into the fire. In October it provided the Inquiry with a position statement detailing what actions the Brigade has taken since the night of the fire. The team has now completed and disclosed version 0.6 of the Operational Response Report, which is a factual narrative of actions taken by the Brigade at the scene, and covers the period from 0054 to 0700 hours. It is anticipated that this report will be complete towards the end of January and will cover the full period of life saving activity between 0054 and 0811. Work on the second volume, covering the final extinguishment of the fire and the recovery phase, will continue this year. A similar report covering the actions by Control in response to the fire was disclosed to the Inquiry during Phase One.

The Metropolitan Police and Inquiry are continuing to take statements from LFB staff and GTIRT is continuing to co-ordinate this work and provide information, support and guidance to staff.

## Westminster Inquest

The Chief Coroner delivered his conclusions on 3 October 2018, determining that each of the victims was unlawfully killed. A short narrative was also given in relation to each of the deceased, setting out the means by which each person came by their deaths.

On 19 December 2018, the Chief Coroner issued a 'Report to Prevent Future Deaths.' This made recommendations for various organisations, including the MPS,

TFL and the Maritime and Coastguard Agency to respond to. No recommendations were made to the London Fire Commissioner.

## 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. These courses address the issues in our standard LIFE course, aiming to discourage younger children from becoming involved in gangs and petty crime. In quarter three, three early intervention courses were delivered.

18 LIFE courses (14-17) were delivered including a one day bespoke input for 'Break the Cycle' in Tottenham 165 young people completed a course during the quarter.

### 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 three, JFIS received 25 new referrals and are currently working with 53 young people, 65 visits were completed by caseworkers and 34 cases were closed. At the end of December JFIS had 17 young people on the waiting list. JFIS secured a grant from an external organisation to deliver focused training on dealing with arson with all Borough Commanders and other key staff.

### 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 three, the team visited 290 primary schools seeing 27,840 children and four secondary schools seeing a total of 970 children. Wider visits to SEN schools and taking part in Prison Me No Way covered 1,560 children making a total of 30,370 overall.

The Team have worked in partnership with Lewisham Homes in creating a Fire Safety poster competition for four schools in the borough of Lewisham and also successfully run a Home School service for young people in the borough of Islington, working closely with fire stations and Station Managers.

### Fire Cadets (FC)

Quarter three has seen another successful period with 15 new units being set up and a further six opening in Jan 2019.

### 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. In quarter three, Crossfire worked with 5,340 children and young people across Impact Factor, All Ages Family Challenge and School Assemblies. During quarter three Crossfire organised the first ever Blue Light Young People's Board at

Dockhead Fire Station. The focus of the day was to highlight to the young people how the three services work together on an operational and non-operational basis, and to consult with them about their ideas for future integration. In addition, Crossfire worked with the MPS's central education team to put on a training event for all police officers attached to pupil referral units.

After working with the charity "Fearless" and SCO19 from the MET, Crossfire has created and started delivering a new workshop on the criminal exploitation of children to sell drugs, known as County Lines. It has also recruited a new agency to the Impact Factor team which specialises in Domestic Violence.

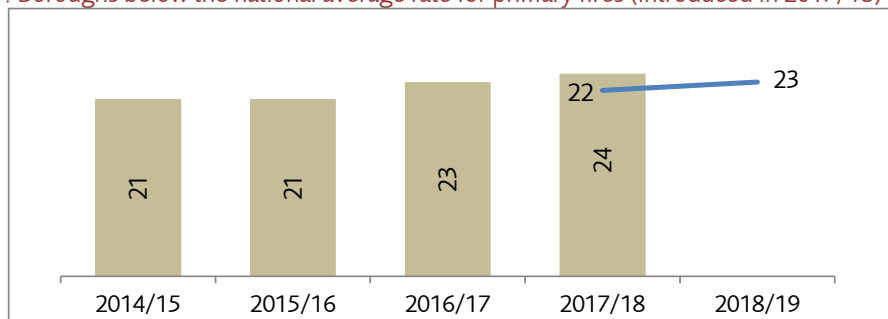
### **Wider youth engagement**

The Youth Engagement and Intervention Team - London Fire Brigade was shortlisted as a finalist in the Public Sector Children's Team Award.

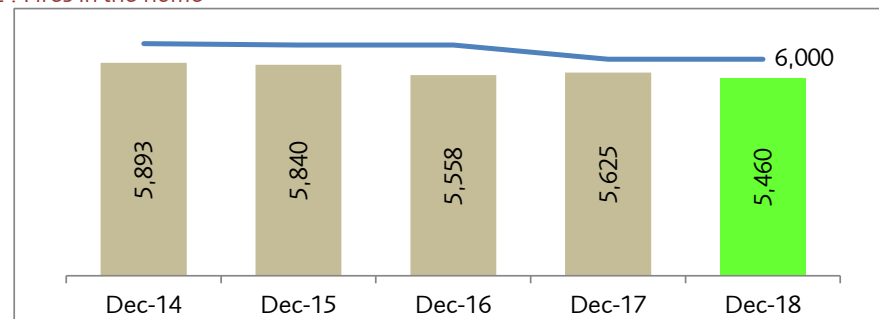


# Prevention and Protection – where fires are happening and who we're targeting

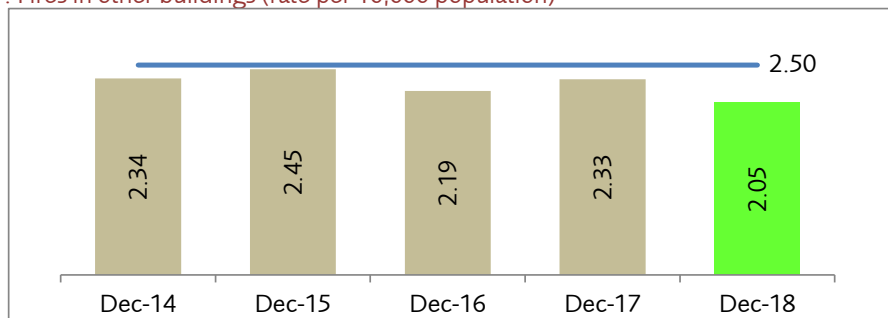
H1 : Boroughs below the national average rate for primary fires (introduced in 2017/18)



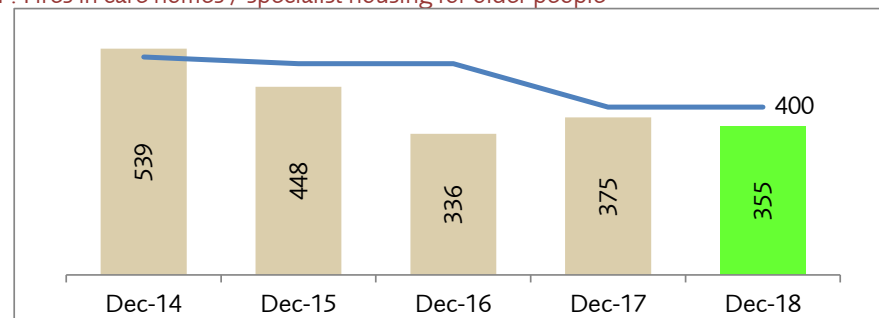
H2 : Fires in the home



H3 : Fires in other buildings (rate per 10,000 population)



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



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

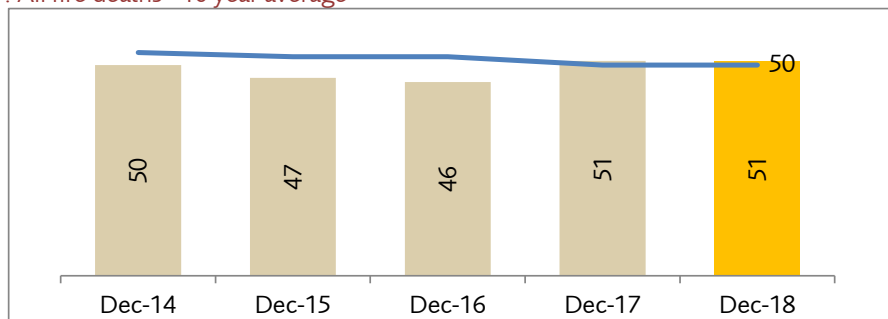
This indicator was introduced as part of the current London Safety Plan as our fairness measure under the GLA's Equality Framework. Our long term goal is to achieve fairness and equality of outcome for all Londoners by bringing all boroughs below the national average. Challenging targets have been set for the period of the plan to move towards this goal and we exceeded our target of bringing 22 boroughs below the national average in 2017/18. Currently there are nine boroughs with a rate of primary fire higher than the national average and we continue to focus our prevention activity on those who are most at risk from fire. We are looking at the reasons behind the variation between the boroughs.

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

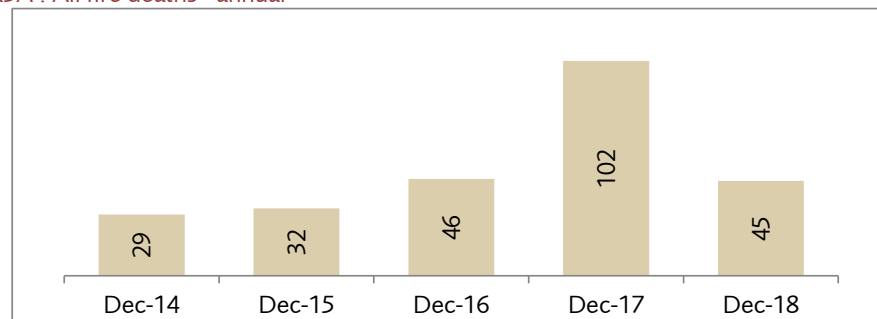
The Brigade is meeting its targets for the number of fires in the home and fires other buildings, both numbers have fallen over the past year, by 2.9 per cent and 12 per cent respectively. The Brigade is also meeting its target for the number of fires in care homes/specialist housing. The numbers show an improvement over the past year by 5.3 per cent, and is significantly lower than four years ago (34 per cent). The Brigade continues its work in targeting vulnerable residents including those in care homes and specialist housing and this prevention work is helping to drive down the number of fires in these types of premises.

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

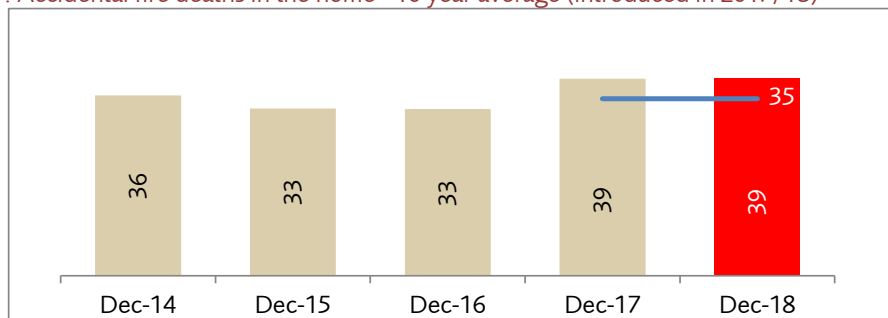
H5 : All fire deaths - 10 year average



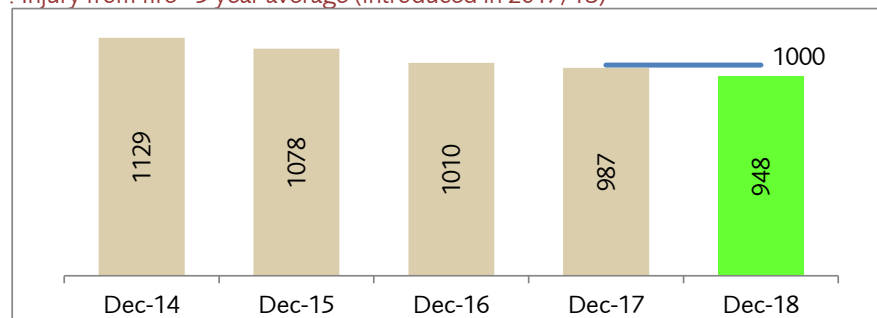
CX3A : All fire deaths - annual



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



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



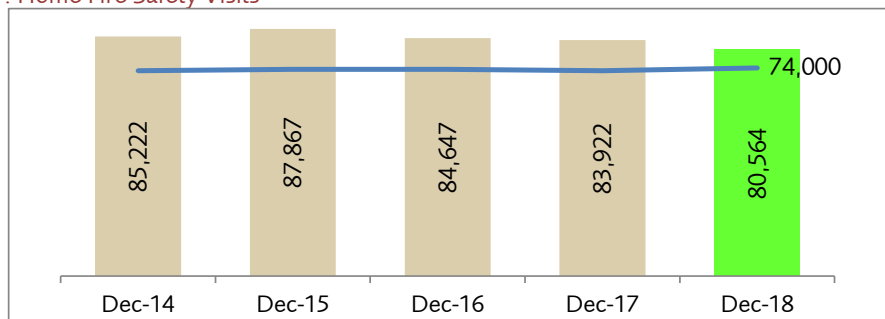
## H5, H6, and H7 – Fire deaths, accidental fire deaths and injuries from fire.

There were 45 fire fatalities in the rolling 12 months at the end of quarter three (31 December 2018). Of the 10 fire fatalities within the quarter, nine were accidental fire deaths in the home.

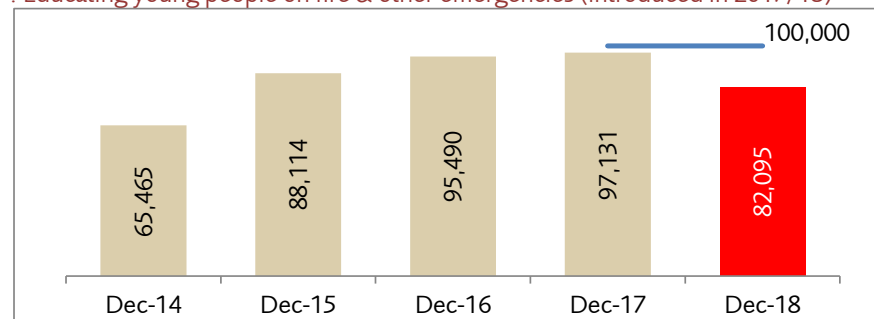
The Brigade introduced the accidental fire deaths target as the Brigade believes it can do more here to drive numbers down. Injuries from fires have continued to fall (948) and the Accidental Dwelling Fire (ADF) review process, which helps understand the factors most likely to result in an ADF or fire 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 (introduced in 2017/18)



## H8 – Home Fire Safety Visits

Home Fire Safety Visits (HFSV) are now well established, and continue to exceed their target, with most boroughs (30) also exceeding their target for this period. The majority of HFSVs (78.4 per cent) are targeted at of high risk people and places (classified as 'P1'), and includes hot strikes – where localised HFSVs were completed in a building or street following a fire, and the structured programme to target high rise buildings post-Grenfell.

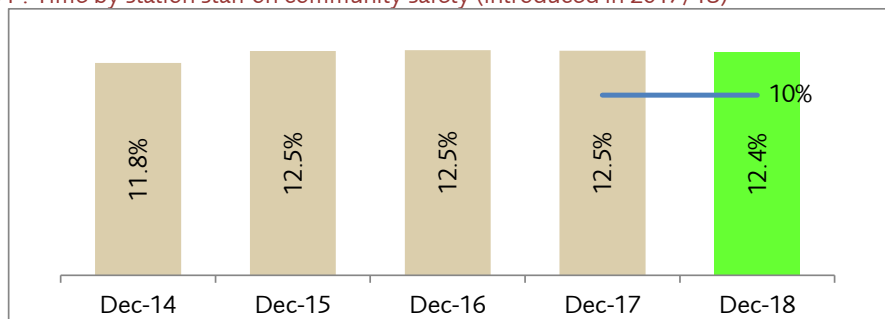
## H9 - Educating young people on fire and other emergencies

Whilst the reported figures for as at the end of quarter three 2018-19 are under 100,000, resources have been targeted to reach groups with new and emerging issues and those that are harder to reach. An update on the youth activities carried out by the Brigade is provided earlier in this report.

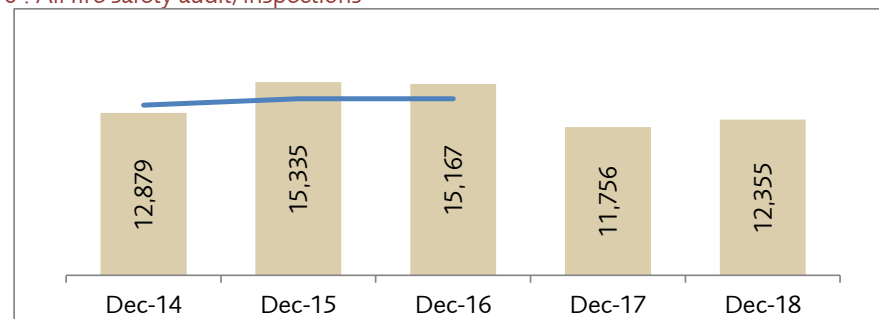
The intention of the new indicator, established as part of the current LSP, was to capture the full range of the Brigade's youth activity work. It is apparent that not all such activities are being counted in a consistent and reliable way. These other activities potentially include schemes such as Crossfire, 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. Work is underway to rectify this so that future reports count the full range of Brigade youth work.

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

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



H10 : All fire safety audit/inspections



## CO1 – Time spent by station staff on community safety

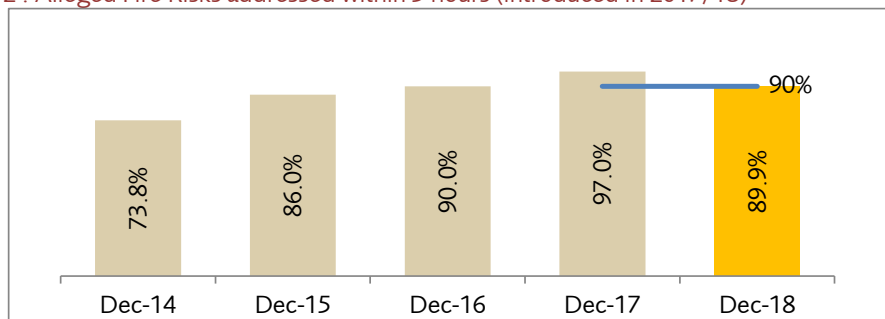
This indicator measures the percentage of available time spent on community safety activity by fire station staff. Performance progress against this indicator has been steady for a few years and is exceeding the target. Examples of the work conducted under this indicator include a number of events targeting senior citizens particularly in west London and Acton fire station specifically. Fire station open days (at least one per borough) continue to create opportunities to form links with schools and community groups and help to increase HFSV referrals.

## H10 : All fire safety audits / inspections

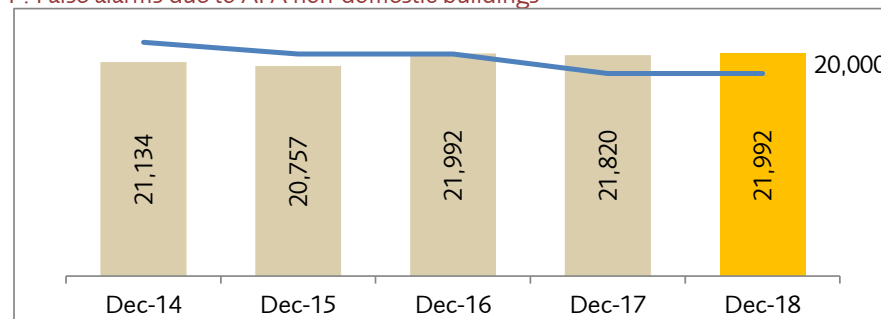
A total of 12,355 inspections have been carried out in 2018, a modest increase in comparison to the same period last year. We are continuing to take the approach outlined in previous reports, focusing on higher risk premises and a more robust inspection process which once again has resulted in a higher percentage of 'Notifications of Deficiencies' being issued.

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

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



H11 : False alarms due to AFA non-domestic buildings



## CO2 : Alleged Fire Risks

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

## 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.

We are adapting our approach in this regard and in addition to continuing to work collaboratively with NFCC on this issue, we have now received LFC approval to improving call challenge arrangements and funding to engage a dedicated team of Fire Alarm System Officers to work specifically on reducing AFA numbers in targeted premises.

# 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.

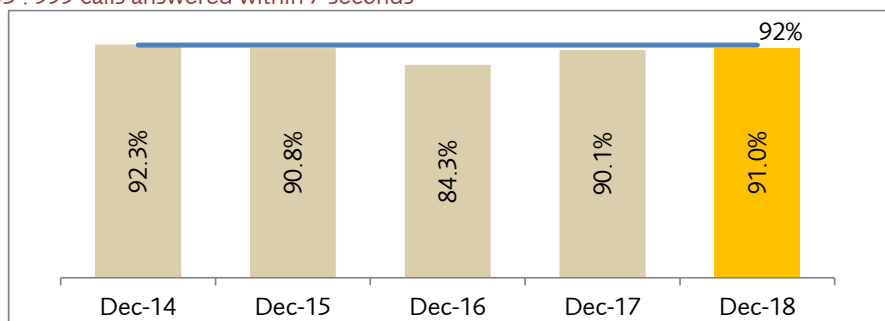
We'll deliver this aim by:

- *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.*

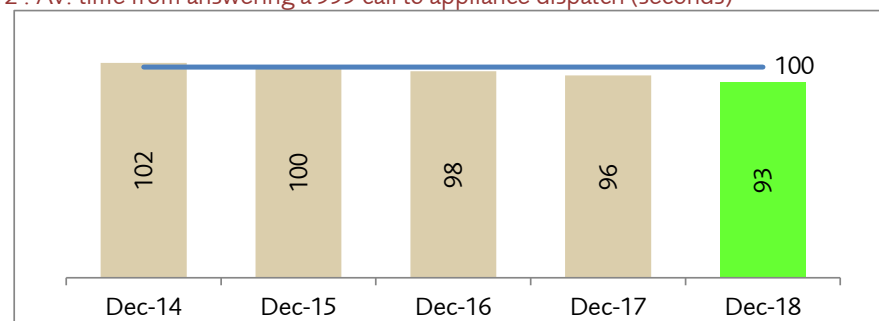
Our work under this aim focus on activities that help deliver a world class operational response service, and by working with our partners to address identified risks, at a local and national level to ensure continuity of service. Indicators under response and resilience focus on the emergency call handling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

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

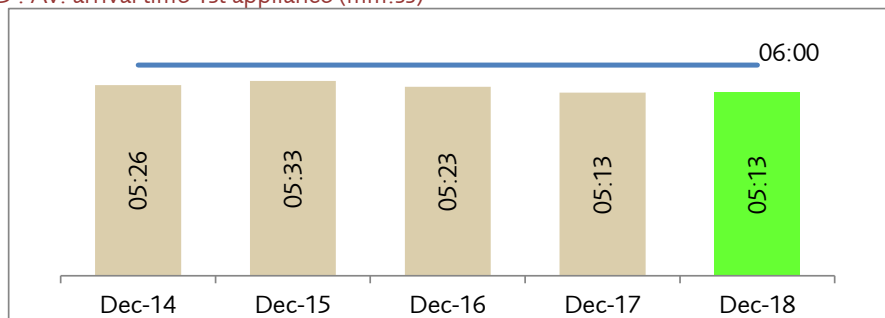
CO3 : 999 calls answered within 7 seconds



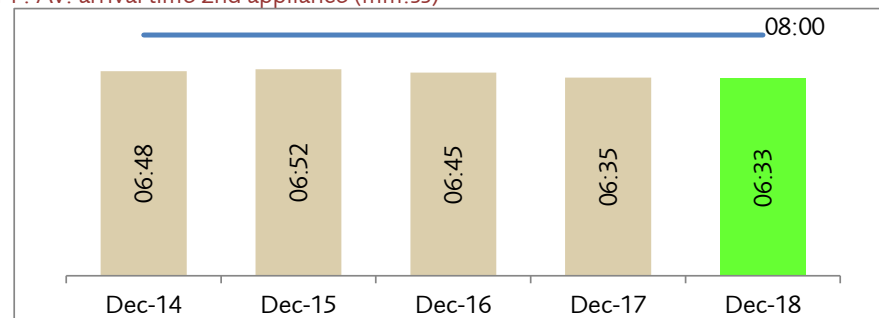
H12 : Av. time from answering a 999 call to appliance dispatch (seconds)



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



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



## CO3 and H12 – Call handling

Call answer performance for the rolling 12 months sits below the required standard, however it continues to rise, good performance during quarter two and three has contributed positively. We will continue to see an upward trend on call answer performance during quarter four while service demand and staffing levels remain static. Automatic Call Distribution is now well embedded into the Control Room directing calls to available Control Room Officers without delay. Time from answer to mobilisation continues to sit at 93 seconds demonstrating stability in the mobilising system and its users.

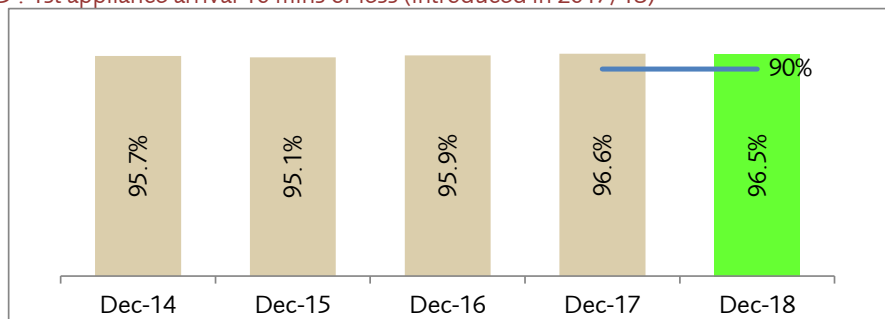
## H13 and H14 – Attendance times

These indicators measure the Brigade's London-wide performance for the time it takes for a first fire engine to arrive at an emergency incident, within an average of six minutes, and a second fire engine, within an average of eight minutes. First and second appliance arrival times have continued to improve steadily. First appliance average arrival times have improved by 20 seconds since December 2015 and second appliance average arrival times have improved by 19 seconds over the same period. This is likely to be due to a combination of factors including the capability of the Vision system which provides geographical mobilising (despatching the nearest fire engine). Turnout times are also a key focus for station management teams and the personal announcement (PA) countdown system helps crews to focus on their timings when leaving the station.

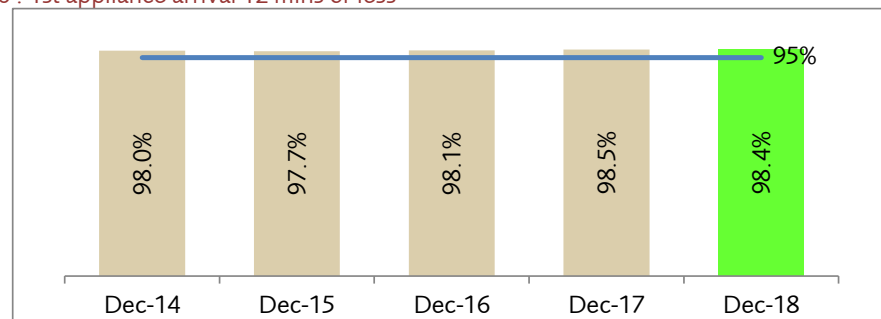


# Response and Resilience – providing a high quality, effective response

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



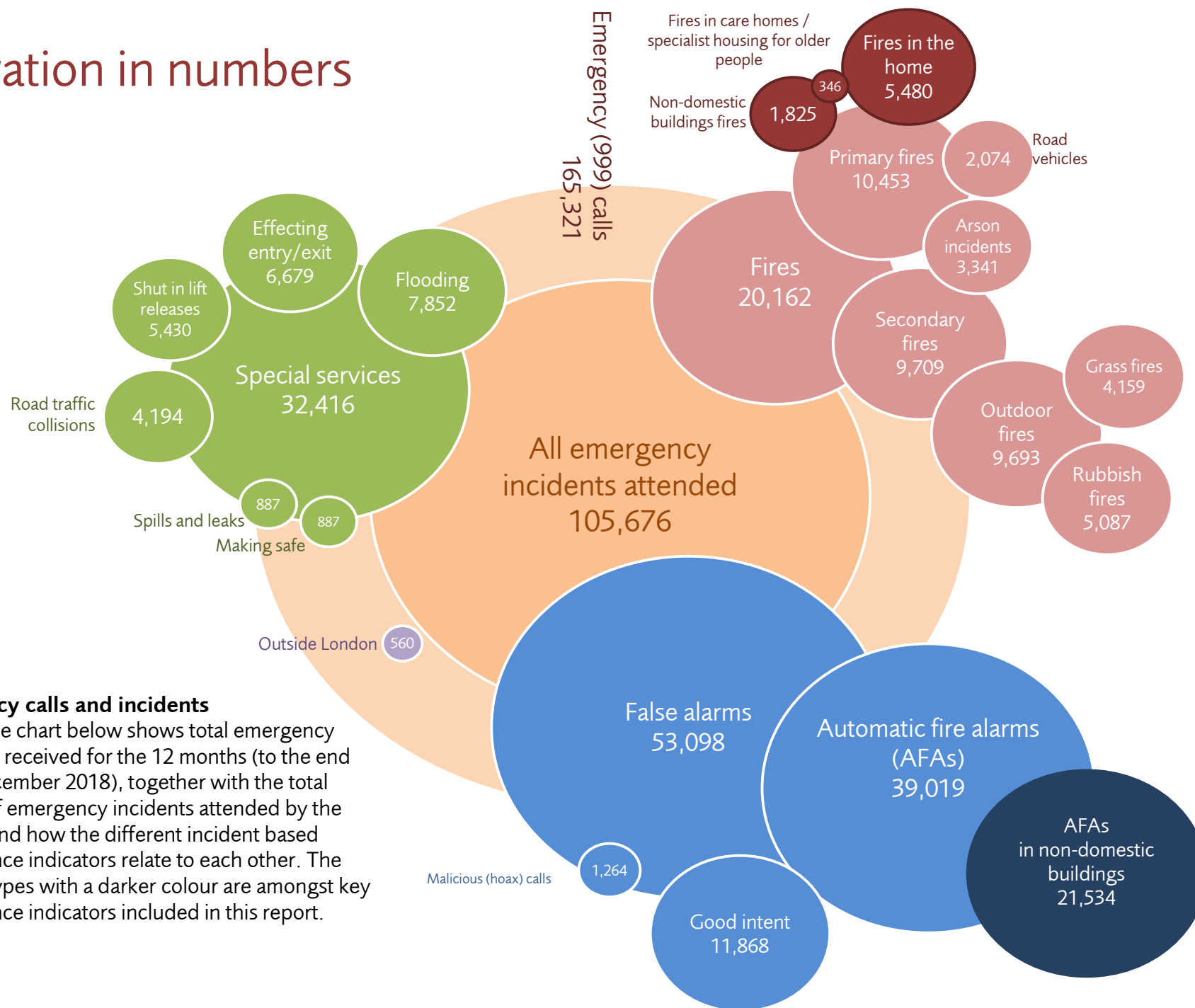
H16 : 1st appliance arrival 12 mins or less



## H15 and H16 – Attendance times

The Brigade has a performance standard that a first fire engine should arrive at an emergency incident within 10 minutes on at least 90 per cent of occasions (H15) and within 12 minutes on at least 95 per cent of occasions (H16). Both the 10 minute standard and 12 minute standard are being met and reflect the good performance currently being achieved 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 December 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), CO<sub>2</sub> emissions, and information requests.

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

## Annual indicators

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

CO7A : Trainee firefighter intake - % BAME

CO7B : Trainee firefighter intake - % women

CO10A : Pay ratio between highest & median salary

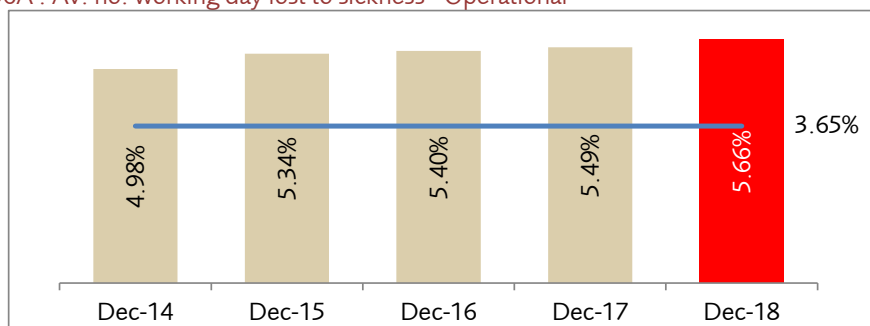
CO10B : Gender pay gap - all staff (median)

CO14 : Spend with SMEs

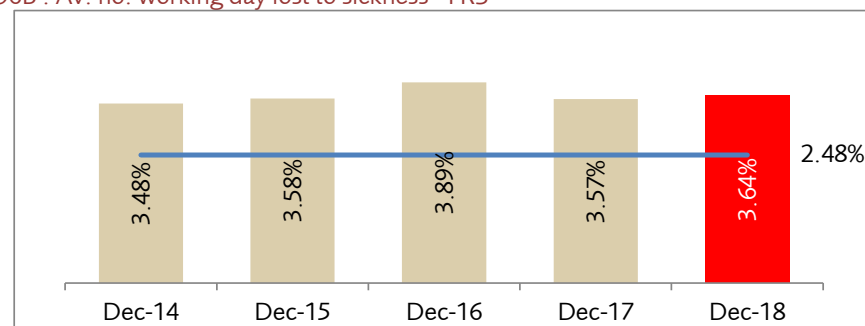
CO15 : CO<sub>2</sub> reduction from 1990 levels (%)

# People and Resources – delivering a positive and healthy culture

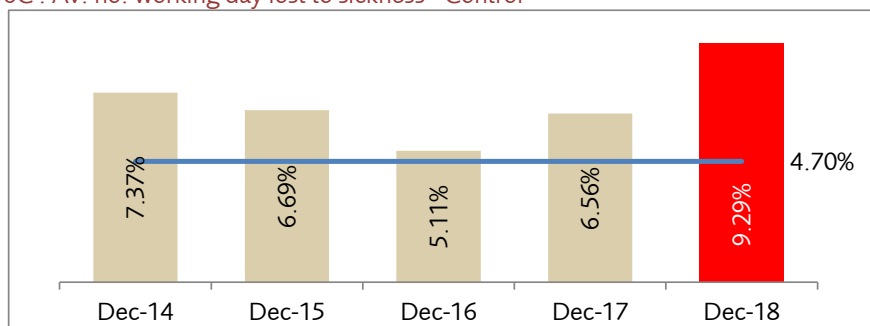
CO6A : Av. no. working day lost to sickness - Operational



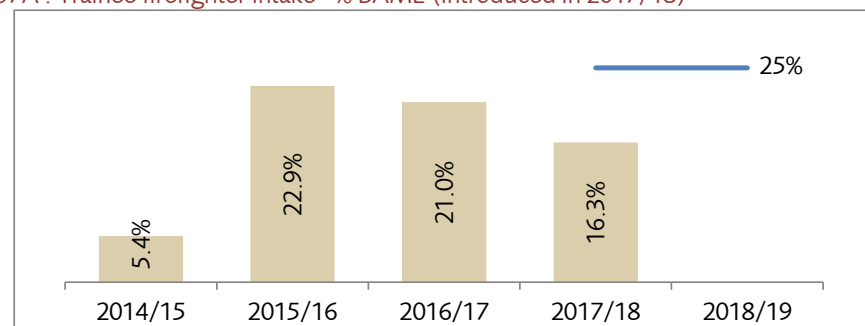
CO6B : Av. no. working day lost to sickness - FRS



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



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



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

Over the last 12 months sickness for operational staff has continued to increase, standing at 5.66 per cent at the end of December 2018, up from 5.49 per cent one year ago. FRS sickness is now at 3.64 per cent, an increase of 0.07 per cent compared to a year ago. Control sickness has increased significantly to 9.29 per cent compared to 6.56 per cent. Whilst the Control staff increase is more marked, it should be noted that this concerns a relatively small group of staff (110) and a small fluctuation in the number of absent staff can significantly affect the percentage of time lost due to sickness. All sickness is currently above target.

Stress, anxiety and depression (SAD) became the main reason for sickness amongst all three staff groups (operational, FRS and control) in the twelve months to September 2018 and this remains the case. Sickness arising from participating in the Grenfell Tower incident response and the public inquiry remains a contributory factor to current sickness absence levels but is not significant in the context of overall sickness. A clear plan has been agreed as to how those off sick due to the incident will be managed so that they are brought to a conclusion in a sensitive and dignified way. As reported in September 2018 the increasing number of episodes of sickness absence due to SAD, combined with the fact that episodes of SAD absence usually last longer than other causes of sickness absence, continues to drive up headline absence rates. The Managing Attendance Policy and Sickness Capability Process are currently subject to review following acceptance that the existing policy is too cumbersome and resource intensive. People Services continues with its review of the afore mentioned policy and process

and it is anticipated that the revised comments will be ready for consultation by the end of March 2019. Following consultation with Directors and Heads of Service, it will then be possible to consult with the trade unions. Wellbeing initiatives to improve employee health include the following:

- Ongoing upload of additional resources and materials to the LFB Wellworks healthy living portal to support good musculoskeletal and psychological wellbeing, firefighter occupational fitness and dietary and lifestyle wellbeing.
- Finalising the implementation programme for annual fitness testing for all operational staff using the NFCC recommended Chester Treadmill Test and new fireground drill test developed in partnership with the University of Bath.
- Updating LFBs Recognising and Managing Stress, Anxiety and Depression training intervention. Rolling out a new Mental Health Awareness package to all staff which it is anticipated will be available to staff from June 2019.
- Continuing to recruit, train and promote the role of MIND Blue Light Champions (BLCs) in LFB and providing all BLCs with Mental Health Aid Training. To date approximately 140 Blue Light Champions have been recruited and it is hoped this number will eventually rise to approximately 250. This is anticipated to take a further 18 months.
- Exploring the feasibility of introducing a dedicated Peer Trauma Support Team to support the work of the Counselling and Trauma Service Team and determining whether a collaborative approach with other blue light service organisations would provide greater service wide benefits.
- Recently established a staff mental health support group – United MINDs – as part of the organisation's wider Equality Support Group network in order to align mental health wellbeing with all other inclusion initiatives. This was completed in September 2018 and the official launch is February 2019. It should be noted that this initiative has been developed by staff for staff under the Equalities Support umbrella.
- Introduced a Counselling and Trauma Service input into the welcome day that all new Firefighters receive when joining LFB, so that all new starters are aware of, understand, and know what the service offers and how to access it. This commenced in January 2019. Discussions are ongoing as to whether it will be more appropriate for this education to sit within the core content of the firefighter development programme.
- Launching a dietary and lifestyle intervention programme for fire station staff involving LFB's nutritionist (a serving Firefighter seconded into the role) visiting fire stations providing one to one advice in addition to gathering data to support his work toward a PhD focused on Firefighter obesity and how to address this issue. The firefighter delivered a presentation to the Deputy Mayor in December and it was well received.
- Ongoing work to establish staff support groups focused on the menopause, diabetes and cancer.

#### **CO7A, CO7B – Improve diversity of firefighter intake**

At the 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 campaigns continue to increase the overall numbers of applicants. The 2018 campaign delivered over 6,000 applications. The priority for 2017/18 was to increase the number of women joining the Brigade as trainee firefighters. Good progress was made with an improvement in the intake of female trainees which rose to 11.6 per cent from 10.5 per cent in 2016/17. The 2018 campaign, which closed on the 19 April, delivered 829 applications from women, 13 per cent of the total applications, an increase on previous campaigns of 2.5 per cent.

The 2018 campaign assessments are still in progress and will continue into 2019. Over 400 candidates are currently awaiting the assessment centre stage. Both

BAME and women continue to perform well at the work related test stage, with a 90 per cent success rate for women and a 100 per cent success rate for BAME. This is a result of the support given by the Outreach team and the fitness instructors. Actions continue to be taken corporately and locally to ensure candidates continue to feel supported and engaged through the recruitment process. To achieve the establishment, training courses from the 2018/2019 training schedule have started to be populated from the 2018 campaign cohort, and additional courses have been scheduled to support this.

The development of a new Talent Management Framework is currently underway. This aims to identify, recruit and retain new talent from diverse backgrounds. Work is also underway to explore new talent schemes and opportunities, such as creating a bridge from the Fire Cadet programme, tapping into the rich diversity of the cadet force. Firefighter development has now become an apprenticeship scheme and trainee firefighters now complete an 18 month apprenticeship managed by the Talent Team. Information is currently being gathered and we are working with a number of internal and external stakeholders to improve and shape our talent, recruitment and assessment processes for the future and draw from a wider and more diverse talent pool.

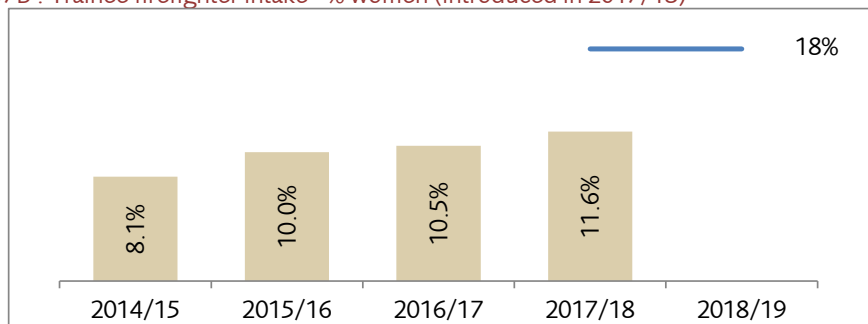
The improvement of firefighter diversity continues to be supported by the Outreach Team who continue to host targeted open days for underrepresented groups. These days are designed to raise awareness of the job of the modern day firefighter, variety of role opportunities and provide fitness support. The Outreach Team are currently focusing their recruitment and engagement activity with BAME communities, particularly BAME females and are working with the LFB Talent Manager to create a talent pipeline into the firefighter role.

The team have found that attendance at community events such as Notting Hill, Windrush, African Street Festival and Vasikhi Sikh festival provide an excellent opportunity for communities to see positive, diverse brigade role models and discuss any misconceptions about working for the fire service. Interested parties are then invited to open days to learn more. Outreach have also engaged with the LGBT community at Pride, Black Pride and appearing in LGBT publications to promote the firefighter role. The team regularly attend numerous career days and events in schools, including a pan London fire service career event at the GLA and now deliver specific workshops designed to break down gender and cultural stereotypes in relation to career options in schools and at fire stations.

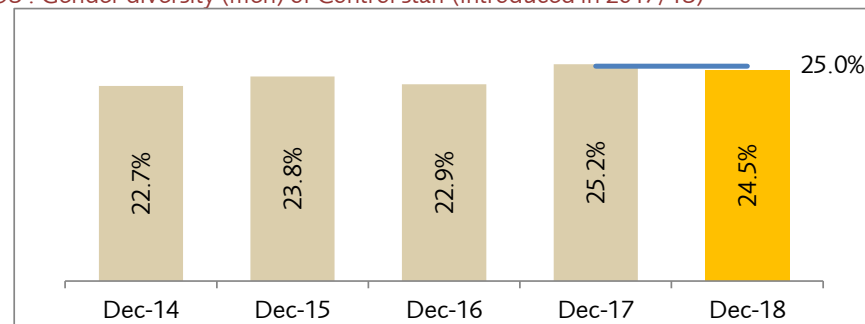
To assist future strategies, research has now been conducted to understand the barriers which prevent BAME communities from considering a career in the fire service and Talent & Recruitment, Outreach and Communications are incorporating these findings into future strategies.

# People and Resources – delivering a positive and healthy culture

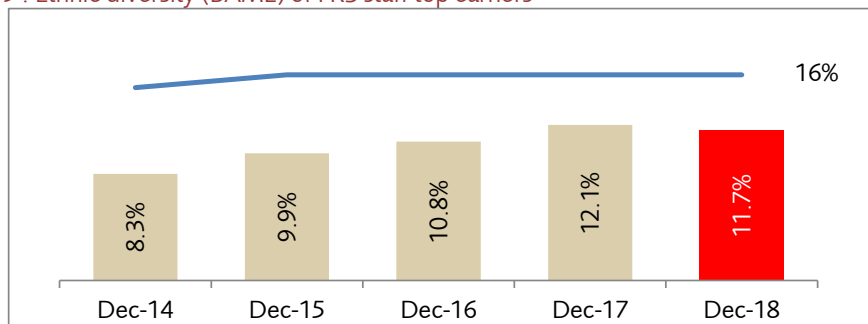
CO7B : Trainee firefighter intake - % women (introduced in 2017/18)



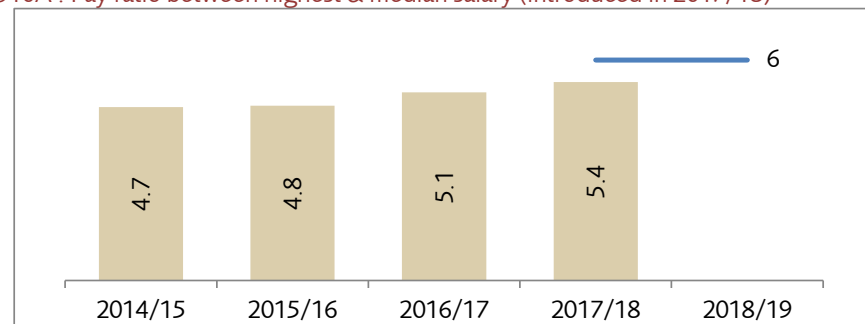
CO8 : Gender diversity (men) of Control staff (introduced in 2017/18)



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



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



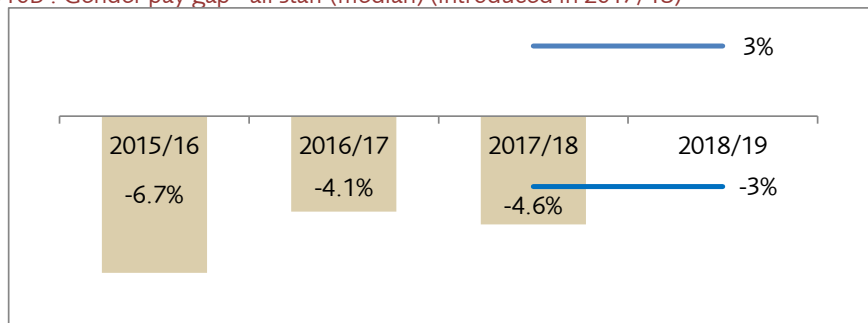
## CO8, CO9 - Gender and ethnic diversity

These areas represent priority gender and ethnic diversity aspirations for the Brigade. There has been a fall in the proportion of men in Control (24.5 per cent) compared to the position 12 months ago, and the percentage of FRS top earners from a BAME background has fallen to 11 per cent. Given the numbers involved, both areas can be affected by significantly by individual joiners/leavers. Progress in both areas is also influenced heavily by available vacancies, and reducing the number of leavers in these groups.

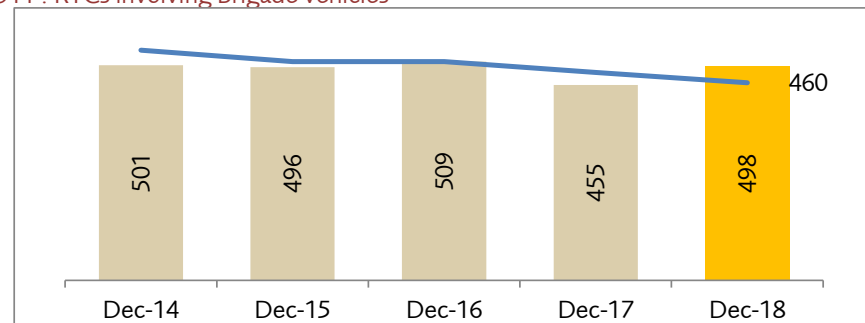


# People and Resources – delivering a positive and healthy culture

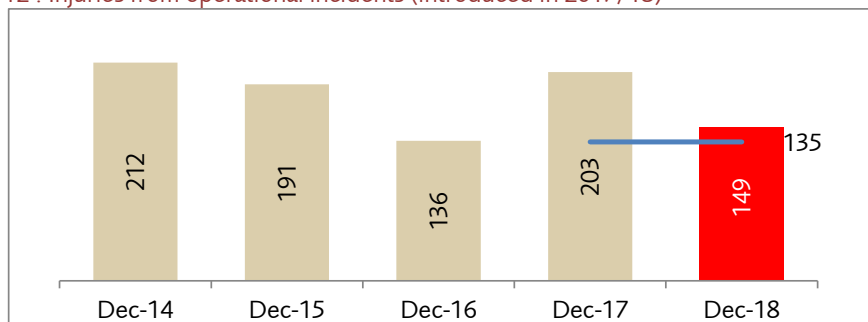
CO10B : Gender pay gap - all staff (median) (introduced in 2017/18)



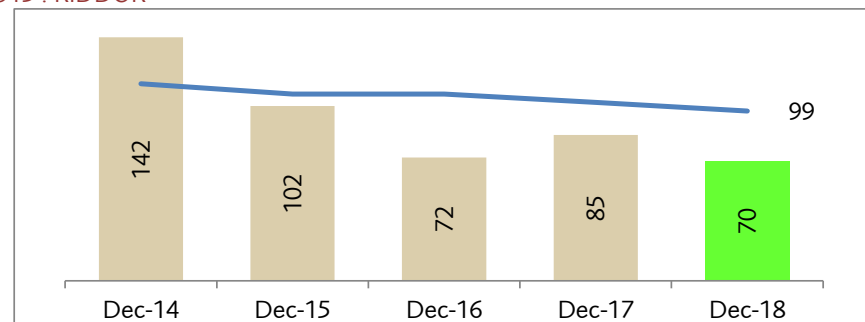
CO11 : RTCs involving Brigade vehicles



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



CO13 : RIDDOR



## CO10B - Gender pay gap

The Brigade published its gender pay gap data as part of the GLA family on 2 January for the year ending 2017/18. It will be submitted in due course nationally as part of the government's requirements. The median hourly pay gap for the year ending March 2018 was -4.6 per cent indicating that the Brigade has pay differentials in favour of women for overall median pay rates.

## CO11 – RTCs involving Brigade vehicles

The target for Road Traffic Collisions (RTCs) involving Brigade vehicles (498 versus a target of 460) is not currently being achieved. This performance is in line with the figures we had in the past five years, however it is set against an ambitious target which has been reducing 5 per cent year on year which means we are no longer meeting the target. Officers are working with Communications on a seatbelt campaign targeted at firefighters, this includes a video and posters which will be put up at fire stations.

## CO13 – RIDDOR

The target for injuries reportable to the Health and Safety Executive (HSE) under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

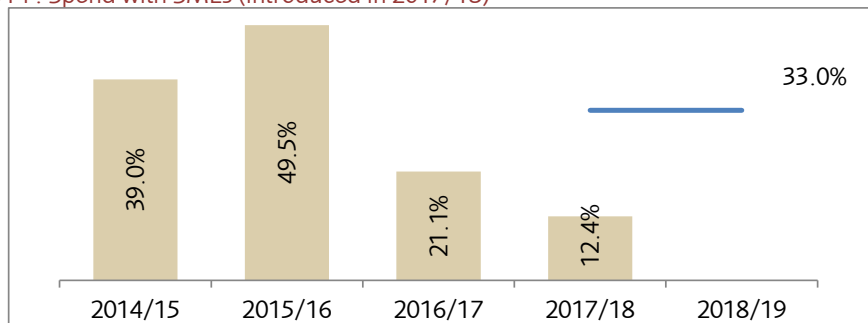
(RIDDOR) is being met (70 versus a target of 99); long term performance has seen significant improvements with a 52 per cent reduction when compared with September 2014.

#### **CO12 - Injuries from operational incidents**

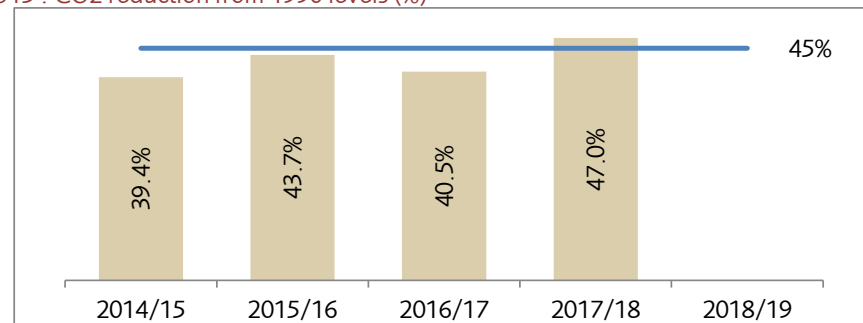
The target for injuries from operational incidents is not being met (149 versus a target of 135). This target was set against the lowest recorded figure for operational injuries from 2016/17 and is another ambitious target. Whilst the target is not currently being met, there has been a 27 per cent reduction when compared with January 2018. Officers are working to identify how we can further target reductions in operational injuries. A new accident database went live on 1 October 2018, and in the medium to long term, it will allow us to better analyse, how, why, when and what sort of incident injuries are occurring, which will then allow us to better target them with interventions.

# People and Resources – delivering a positive and healthy culture

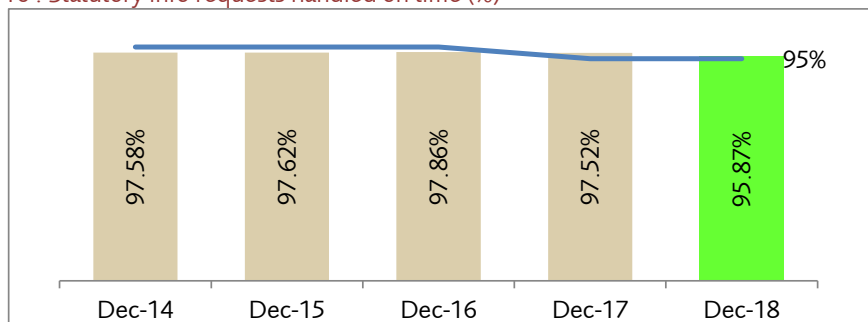
CO14 : Spend with SMEs (introduced in 2017/18)



CO15 : CO2 reduction from 1990 levels (%)



CO16 : Statutory info requests handled on time (%)



## CO14: Spend with SMEs

Spend with SMEs during 2017/18 as at 12.4 per cent. There has been an internal review of total spend which has seen spend categorised as 'influence-able' increase from £100m to £120m per annum. The inclusion of additional contracts that we consider we can influence through procurement and therefore could be delivered by an SME, has increased the total spend defined within this category, whilst having little impact on the actual spend with SMEs. In addition the Brigade has also been in a period of limited major works spend (the construction supply chain contributed greatly to the SME spend total) which has impacted the amount of spend with SMEs.

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

A further reduction of more than 5 per cent was achieved on the previous year for CO<sub>2</sub> emissions due to a number of factors:

- Grey fleet mileage reduced by 14 per cent, 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 per cent.
- Fleet emissions have dropped by 22 per cent on the previous year, indicating this was largely due to the increased vehicle movements with the 150 years celebrations
- Air travel is down 14 per cent.

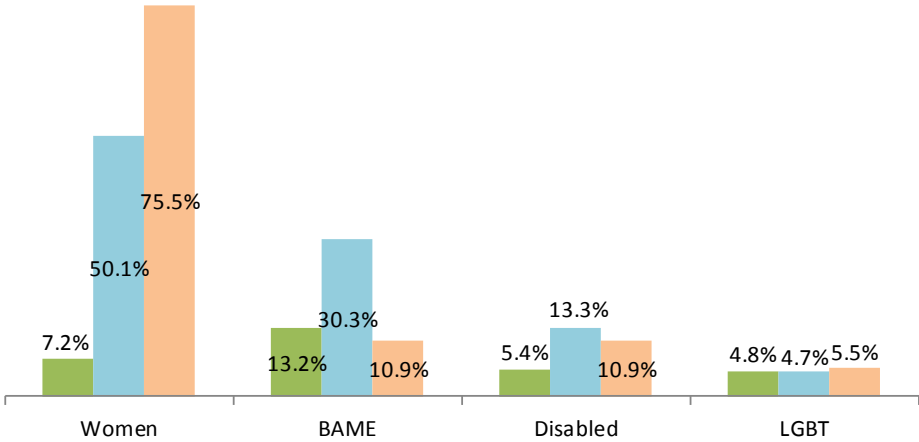
**CO16: Statutory information requests handled on time**

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 remains above target but the 12 month position but is lower than peak performance achieved during 2016 (97.86 per cent) as this indicator has been impacted by the large number of requests following the Grenfell Tower fire.

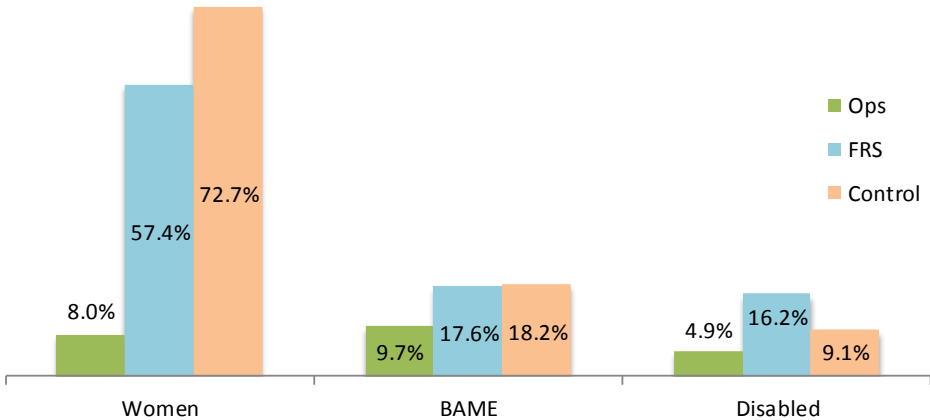
# Key people and resources information – workforce composition

Workforce composition\*

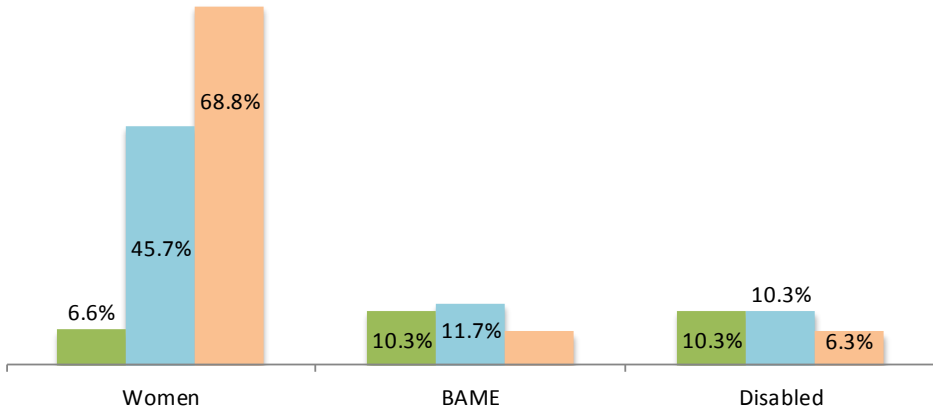
\*due to the small numbers of LGBT staff, we only publish data for the overall workforce composition as it may be possible for individuals to be identified



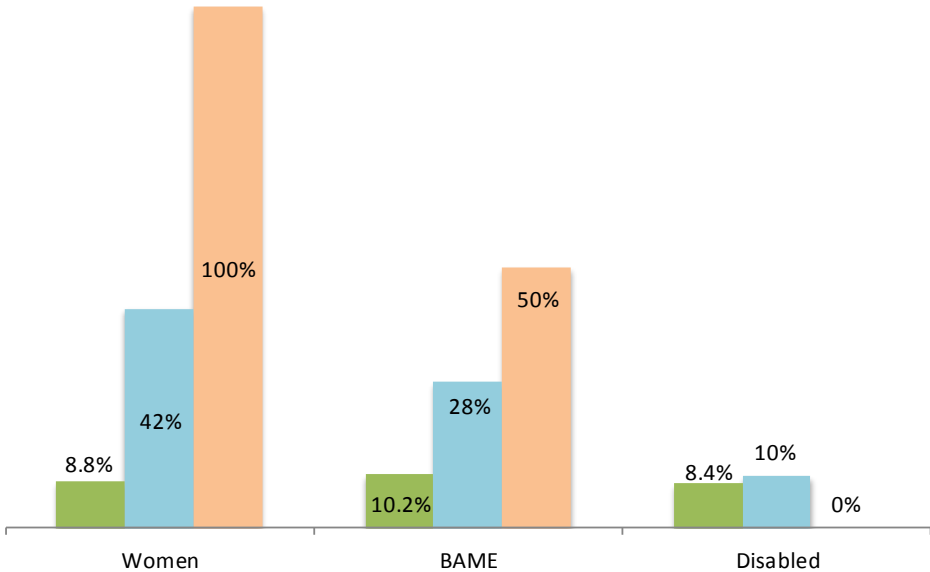
Workforce promotions



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**

The London Safety Plan (2017) was approved by the London Fire and Emergency Planning Authority on March 2017. The Plan details how the Brigade will help make London the safest global city. The Plan is structured into three aims (prevention and protection, response and resilience, people and resources) as well as five overarching principles in terms of how we'll deliver our services. Our principles include a renewed focus on collaboration and inclusion. The Plan is also supported by a series of commitments across the aims and principles to ensure plan delivery. As at the end of quarter three 2018/19, there are 42 commitments. Four commitments are currently off track (amber) as follows:

**LSP16** We will review our flood response capability.

*The physical procurement of the equipment required for this project has all been ordered and 90 per cent of the equipment has been delivered to date. This includes the delivery of five new Emergency Rescue Boats (ERBs) last month. There is currently an issue with the Rescue Recall Responder contract which is being dealt with in partnership with General Counsel and the Representative Bodies.*

**LSP20** Improving our Command Unit functionality.

*Please refer to the Command Unit Replacement (CUR) project update on page 38.*

**LSP37** We will commission, subject to consultation and planning permission, and deliver a third training centre at Croydon so that we have the capacity to train and develop our staff to the highest standards.

*Please refer to the LFB Training Centre Croydon project update on page 39.*

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

*Please refer to the Emergency Services Network (ESN) project update on page 38.*

## **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. Discussions are taking place with key stakeholders, including the support groups to implement the actions within the action plan, and examining what is the best method of reporting progress against the commitments contained within the strategy.

## **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.

The strategy has 47 actions: 32 actions have been completed, 13 actions are on target and 2 remain off target, although work is in progress. The implementation of the whole life costing policy is under review, which incorporates the review of key building elements and will consider the approach undertaken by other functional bodies and opportunities to collaborate in this area. Options to address the future provision of the health, safety and environment induction training are under review with consideration of the new green champions awareness course that has been developed jointly with Avon and Somerset fire service.

Completed actions include:

- The move to electronic recording of fleet vehicle and equipment test on tracked items, replaces the standard paper record, providing a more efficient recording mechanism and accountability that regular equipment testing is undertaken and, providing a safer system of working by improving assurance that equipment is working before use. This now moves into business as usual for the roll out of electronic test cards for new items of equipment.

- The Ultra Low Emission Fleet (ULEF) Plan, which was developed to set out how the fleet targets in the London Environment Strategy (LES) would be achieved (in particular the 2030 target to provide a zero emission capable or fossil fuel free fleet), reviewed the use of Biodiesel. The ULEF plan recommendation being taken forward is focussing on delivering a zero emission capable fleet.
- The eligibility criteria for the car schemes has been revised, introducing additional requirements in support of improved air quality in London, additionally a new fairer tariff has been agreed for staff use of chargepoints at fire stations to incentivise a move to electric vehicles.

#### **Other governance plans:**

**Annual Governance Statement: Action Plan** - The Annual Governance Statement (AGS) includes an action plan which includes any other significant actions being undertaken to improve the governance arrangements which the LFC wishes to declare. There is one action in the latest AGS which relates to securing successful transition to the new governance arrangements under the LFC. The arrangements have now been in place for nine months with three Directorate Boards supporting the Commissioner's Board and the decision making process. Scheduled audits of both the governance and assurance framework will be conducted by the Mayor's Office for Policing and Crime (MOPAC) during 2018/19 to review the arrangements.

**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.

Since the last update MOPAC have issued three risk and assurance final reports, these were on the Use and Control of Credit Cards, Assurance Framework and Processing the GLA Payroll. The review of Delegate Throughput for Babcock Training remains as draft report stage, managers are considering these recommendations and once actions have been agreed we will issue a final report. A further two risk and assurance reviews are currently at draft report stage; ICT Skills Profile and Learning Support Provision, and two advisory reviews are also at draft report stage; Collaboration Planning and Preparedness and Governance Arrangements.

Fieldwork is underway for five risk and assurance reviews; ICT Network Resilience/ Topography, Minor Capital Programme, Operational Policy-External Relations, Thematic Review of Driving on Brigade Business and Workforce Planning.

Our follow-up programme of work also continues to progress, with a total of eight follow-up reports being completed to date this 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.

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

Code	Risk Description	Score
CRR1	Death or serious injury occurs as a result of our staff not operating a safe system of work	6
CRR7	Failure of a significant contractual relationship impacts on the delivery of services	6
CRR8	The actions arising from the inclusion strategy fail to deliver a more diverse workplace	6
CRR10	The current environment doesn't support effective planning to meet the budget gap forecast in 2022/23	6
CRR13	A breakdown in industrial relations affects our ability to deliver the service	8
CRR15	The national programme to replace Airwave with the Emergency Services Network (ESN) does not 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
CRR18	The current threat levels arising from terrorism means that the Brigade is under prepared in its initial response to certain types of incident	9
CRR19	Complete failure of the Brigade's mobilising system	6
CRR20	The Grenfell inquiry process impacts on staff/officer wellbeing resulting in an increase in officers unavailable for key roles and reducing the resilience of the service	8

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

There are 22 risks on the Brigade's corporate risk register. There are five 'red' risks, the highest of which relates to the Grenfell Tower Fire Inquiry and public confidence. There have been two significant changes to the register as a result of latest reviews. CRR13 has had its rating raised (however it still remains amber overall) owing to a potential increased likelihood risk of industrial action taking place during the summer on a range of issues including pay. CRR19 has had its impact rating lowered (so that it is now an amber risk) owing to a number of robust fall back contingency arrangements and the positive results of testing exercises..

## **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**

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

The Strategic Response Arrangements (SRA) outline the core structures and key processes that the Brigade can activate during a major incident or business disruption. The SRA project is underway; this will provide a framework to update the policy and incorporate the learning gained from exercising the arrangements and live activation of the policy during the major incidents attended by the Brigade in the period during March to September 2017.

## **Business continuity exercise and testing**

In June 2018, the senior management team participated in the first of a series of exercises based on the theme of personnel shortages. The Brigade testing and exercising programme consists of departmental table top test, corporate exercises and specialised test such as ICT disaster management procedures. Following the senior management team exercise held in June we are planning a follow up that will cascade down from strategic to tactic level officers.

The MPS will be delivering a Cyber security exercise to the top management group on 14 February 2019. The key aims of the exercise are to increase awareness of cyber security issues amongst senior management, and encourage managers to use their leadership, communication and problem solving skills to develop effective protective security strategies for the Brigade. The exercise will be facilitated by the MPS who have refined a university-developed 'Decisions and Disruptions' board game that provides an immersive experience for exploring the decisions that businesses need to make to protect their assets from modern day security threats, such as hacking and virus attacks.

We continue to support the National Fire Chiefs Council's (NFCC) Business continuity community forum and hosted the November 2018 National NFCC BC meeting at the London Fire Brigade HQ. We worked with the group to prepare an itinerary of speakers on various subject matter. The conference had one of the best turn outs in recent years and we look forward to helping develop and build the forum.

## **Business disruptions**

The third quarter of 2018 covered Halloween , Bonfire night, Diwali and the festive period. This is traditionally a busy time for the Brigade in terms of number of incidents attended, particularly on Bonfire night and for preparedness around Christmas and New Year's Eve.

In 2018 incidents for the period around bonfire night were slightly down on the previous two years (398 incident on the 5 November 2018 compared with 508 incidents in 2016). We were able to deal with these within our usual planning assumptions, similarly there were no major incidents over the festive period that impacted on our service delivery. Special Operations Group work closely with our blue light partners to ensure we are ready to respond to any event or intelligence.

In quarter three, there were seven incidents attended by 12 pumps or more, while these incidents have an impact and are more challenging for Operations and Control staff, there was no impact from a business continuity perspective.

# 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 December 2018, there were 12 'A' governance projects (those which affect multiple directorates; have a significant business impact and/or are of particular risk to the Brigade).

Governance	Strategic Aim	Project Name	Q2	Q3	Budget (£m)	Estimated Spend (£m)	Stage	Original End Date	Forecast End Date
<b>Active Projects</b>									
A	2	Mobile Data Terminal (MDT) Replacement	A	A	£2.1m	£2.1m	Deliver	31/01/2016	22/02/2019
A	2	Emergency Services Network (ESN)	G	A	£1.3m	£1.3m	Plan	30/03/2019	30/03/2022
A	2	PPE Replacement 2018	G	G	Nil	Nil	Deliver	31/10/2018	31/12/2018
A	1	Command Unit Replacement (CURP)	A	A	£1.6m	Nil	Plan	31/03/2019	30/04/2020
A	2	Integration of National Operational Guidance into LFB	A	A	£0.9m	£0.9m	Plan	31/12/2018	31/01/2020
A	3	Paging Replacement	G	B	£123k	TBC	Deliver	31/05/2018	31/05/2019
A	2	Respiratory Protective Equipment (RPE)	N/A	G	£10.1m	TBC	Define	31/12/2021	31/12/2021
A	3	Operations Support Centre (OSC)	A	A	£7.5m	£1.7m	Plan	31/07/2017	30/01/2020
A	3	Business Intelligence Solution	G	G	£1.8m	£0.9m	Deliver	31/03/2020	31/03/2020
A	3	LFB Training Centre Croydon	A	A	£15.5m	£0.7m	Plan	28/02/2019	28/02/2022
A	3	Role to Rank (formerly Watch Structure)	G	G	£0.5m	£0.5m	Define	31/03/2019	31/03/2020
A	3	DaMOP Review	G	G	£1m	TBC	Define	31/05/2020	31/05/2020

Six of the projects are currently reporting as green, these are, Personal Protective Equipment (PPE) Replacement 2018, Paging Replacement, Respiratory Protective Equipment (RPE), Business Intelligence Solutions (BIS), Role to Rank and DaMOP (Development and Maintenance of Operational Professionalism) Review.

Six projects are currently reporting as amber.

**Mobile Data Terminal (MDT) Replacement** - Final testing of the new MDT ScResponse software has been completed and has received operational sign-off. Work is being undertaken to optimise the GPS signal accuracy and then a master build will be created. Preparations are underway for the familiarisation package where crews will be able to use a virtual instance of the ScResponse software before they received the new MDT. After a period of two weeks familiarisation, new MDT builds can be issued to LFB Fleet/Babcock for installation on pumping appliances. SatNav devices, enabled with ScGuide to receive mobilising messages are also planned to be issued with the new MDTs. The Airwave accreditation for the Sat Nav devices is expected to be completed the end of January making the devices available for deployment alongside the MDTs at the end of February 2019. Sat Nav devices will be installed on all call sign attributed Brigade vehicles. Appliance tablets have already been issued and provide mapping, hazardous materials data and vehicle extrication data to crews. These tablets will be further enhanced with a Premises Risk Assessment (PRA) app and Operational Risk Database (ORD) app in the coming months once testing and familiarisation has been completed. These apps can be pushed remotely to the tablet devices.

**Command Unit Replacement (CUR)** - With the introduction of the Ultra Low Emission Zone (ULEZ) in central London and its further expansion to include Inner London bound by the North and South Circular roads, there is an increased impetus on new Brigade vehicles to conform to the new requirements. Technical and Support Services researched the anticipated costs of a hybrid vehicle and a full electric vehicle. Following development of the estimated costs a proposal to increase the capital budget for the project is being developed. Babcock Critical Services (BCS) will review and ratify the output based specification once the suppliers have completed a gap analysis, which is due at the end of January. BCS and the Project Team will aim to hold an industry day with prospective Incident Command Operating System suppliers in February.

**Emergency Services Network (ESN)** - This project is reporting amber to reflect the uncertainty regarding the delays and will be reviewed when the Home Office programme communicates its revised plan to deliver ESN. While the timetable has

slipped the Home Office Permanent Secretary has given written assurance that Airwave will be available for operational use until all Emergency Services have transitioned to ESN and there has been confirmation that grant funding for the Airwave Service will continue to be paid for 2019/20.

The Home Office have provided grant funding to all FRSs including LFB for the costs of transition to ESN. This is to cover specific deliverables e.g. upgrading the Control room and for staffing costs to implement ESN. The change to the delivery approach, increased timescales and the need to extend the Airwave contract for a number of years means ESMCP have to produce a revised Full Business Case (FBC) which is forecast to be agreed by the end of March 2019. The National Fire Chiefs Council (NFCC) team and equivalent Police representatives are involved in discussions with the Home Office to ensure their delays do not cause new financial burdens for Emergency Services.

**Integration of National Operational Guidance (NOG)** - This project is reporting as amber due to delays with 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 failed to produce an end solution that the team felt was fit for purpose. A decision was made that focus groups were required to give end users of the new policy framework the opportunity to contribute to the development of the framework in terms of what type and level of information should be included and what format should be used, etc. The delivery of focus groups has now been completed and an outcome report produced by the facilitators. This report is now being used by the project team to produce a prototype of the new policy framework and this will be presented to the Project

Board in March for approval. Work is progressing well on the production of Risk Assessments for all extant policies and a consultant will be starting with the project team on 24 January to finish this work-stream and ensure compliance with Hazards and Control Measures featured in NOG.

**Operations Support Centre (OSC)** – The premises at Pegasus Road, Croydon is now leased and officers developed a building layout brief involving detailed engagement with both PEG and BDC staff. A consultant project manager and consultant designers were contracted and are progressing forward with this. Stage 5 RIBA construction should commence shortly pending LFC agreement and receipt of a licence to alter from the landlord. An LFC paper to agree extra funding is currently at the Mayoral stage and is being maintained as confidential until agreed and contracts are signed. The funding takes into account the additional costs of; the fit out works, a narrow aisle forklift truck, a hydrostatic hose testing machine and the breathable air storage. An appropriate racking solution has been identified and will be funded as part of the project. A computer based logistics trial is going to commence utilising software provided by a company called Red Kite, with a view to making the van service more cost effective, efficient and less polluting to the environment. This project is reporting as amber due to the previous delay in securing the premises and now the delay in having the premises refit undertaken.

**LFB Training Centre Croydon (also LSP37 commitment)** – The latest draft programme for the project, taking into account the expected vacant possession date for the current Protective Equipment Group (PEG) site, is for construction to be completed in February 2022. The latest programme accords with the timetable for the Operations Support Centre project (which is managing the relocation of PEG).