



LFB Quarterly Performance report





Quarter 1 2018/19

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Key to abbreviations and symbols used

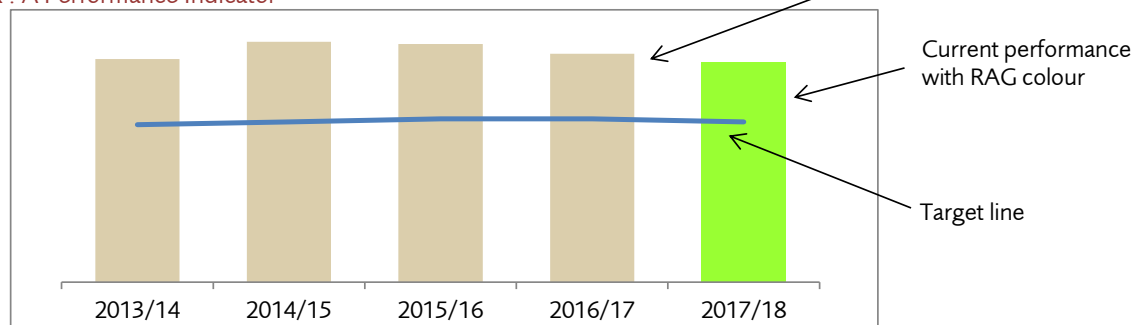
RAG Status

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

Performance indicator data

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

HX : A Performance Indicator



Performance at a glance

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

Corporate Aims

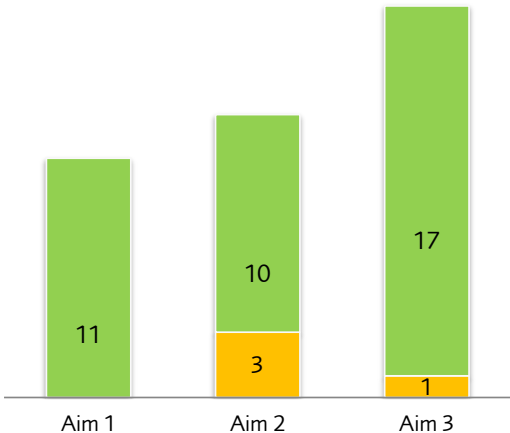
Aim 1 – PREVENTION and PROTECTION : Engaging with London's communities to inform and educate people in how to reduce the risk of fires and other emergencies. Influencing and regulating the built environment to protect people, property and the environment from harm.

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

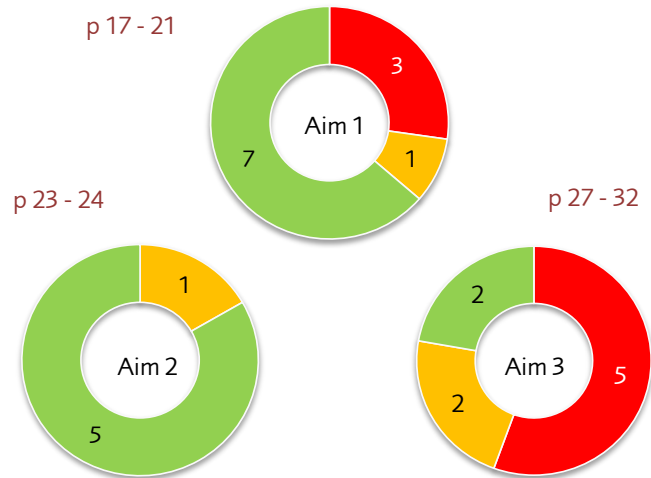
Aim 3 – PEOPLE and RESOURCES : Developing and training our staff to their full potential, at the same time transforming the Brigade so that it is a place where people want to work, and have the opportunity to influence how we work maximising how we spend our money, ensuring that the Brigade is supported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

London Safety Plan

Number of commitments
p 35 - 36



Corporate Performance Indicators



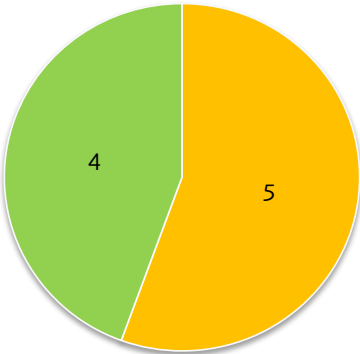
Corporate Risk Register

p 37 - 38

LIKELIHOOD	Very likely 4		2	1	
	Likely 3		10	4	
	Unlikely 2		1	2	1
	Very unlikely 1		1		
		Minor 1	Significant 2	Major 3	Catastrophic 4
IMPACT					

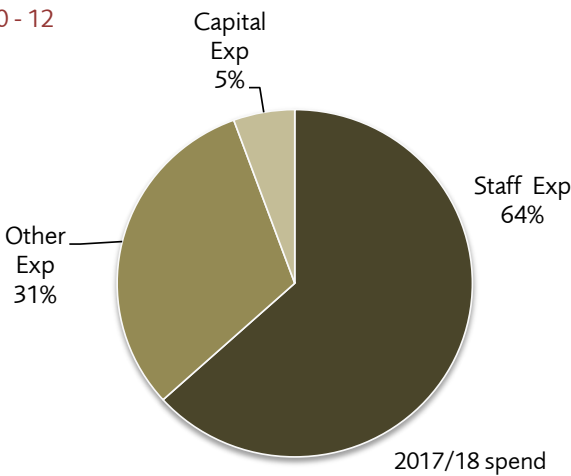
Corporate Projects

4 projects on target
5 projects off target
p 39 - 40



Finance

p 10 - 12



Introduction

Summary of performance

Welcome to the London Fire Brigade's performance report for quarter one 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 one 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 rise in fire fatalities and false alarms, 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 has been updated for 2018/19 in light of a new risk management strategy. There are now six red risks which reflect new priority areas to manage. Four key projects are progressing to schedule. More information on all these areas including exceptions is given later in this report.

Performance highlights - indicators

Performance as at the year ending Q1 2018/19 is generally good, with the majority of indicators meeting the target. The positive performance highlights are:

- The number of **fires in the home (dwelling fires)** continues to reduce (5,584) over the longer term.
- The **number of injuries from fires** continues to reduce (959) when compared to data over five years.
- A total of 82,848 **home fire safety visits (HFSV)** have been conducted and is well 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 11 seconds and a second appliance in 6 minutes 31 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 (52), along with **accidental fire deaths in the home (10 year average)** (39). In the 12 months to the end of Q1 2018/19, there were a total of 44 fire fatalities, compared to 109 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 (5.47 per cent), Fire and Rescue staff (3.88 per cent), and Control staff (7.66 per cent).

Publicity and campaign news

New website

On 27 March 2018 the LFB launched a new website, the first new website we've had since 2008. One key benefit is that the new site is mobile enabled; designed for use on all platforms. The site contains a wealth of new advice and content on safety in the home and workplace. It has dedicated advice for landlords and carers and sections on road safety and training for bikers. There are new borough areas for improved community access and the whole site is designed to be a more useful, modern fire and rescue service website. It has improved the flow of traffic from popular news and incident content to meaningful safety advice. The site offers

greater local interaction opportunities and local channels, including 27 borough twitter accounts. A new email update is being offered to those signing up to receive it via the new site, providing community safety advice. Digital channels have been used to promote events and opportunities for the public including fire station open days, recruitment open days and road safety events. The new site has facilitated a huge increase in the Brigade's contact with members of the public for safety advice and concerns. Comparing the month 22 January – 22 February to 22 June – 22 July there was a increases in the number of people who visited the book a home fire safety visit page, in the number of people visiting our incident pages and in people visiting the site overall. Since the launch of the new site the proportion of people using mobile or tablets to access the site has gone up by 5 per cent.

Sherlock The Fire Brigade Dog was published on 4 May to coincide with International Firefighter's Day. It is a joint collaboration between London Fire Brigade, LFB Enterprises (LFB e) and the publisher, Penguin Books. It tells the story of the unbreakable bond between Watch Manager, Paul Osborne and Sherlock from LFB's fire investigation team which was formed when they met in 2013. Paul and Sherlock are an important and integral part of LFB's firefighting and prevention team. There was wide-spread publicity for the book when it was published with Paul and Sherlock appearing on nationwide TV and radio and in national newspapers. ITV, This Morning's YouTube video of their appearance currently has nearly 64,000 views.

The #firefightingsexism campaign is part of the LFB's Safer Together Strategy and is designed to challenge the use of the term fireman in media articles in print, during broadcasts and online. In this quarter The Commissioner and Deputy Mayor wrote to a number of key stakeholders to ask for their support of the campaign and to pledge to stop using the word 'firemen' (a job title that hasn't actually existed for over 30 years) and use 'firefighter' instead, pointing out that research shows that using 'fireman' reinforces the view that it's a man's job and deters women who would make brilliant firefighters from applying to the LFB. This letter went to all London Assembly Members and MPs. LFB also wrote to media outlets, advertisers and creative agencies asking them to make the pledge too. The Press office have also been proactively correcting references to 'fireman' in national media which in itself has become news.

Total Recalls

This campaign continues to call for changes to the way fridges and freezers are manufactured and to the product recalls system. LFB worked with the BBC's Watchdog programme and on 16 May DAC Charlie Pugsley featured extensively in a package broadcast on the primetime BBC One about the long running issues with Whirlpool tumble dryers, the changes manufacturers could make to improve white goods safety and providing safety messages to the public on what they can do to stay safe. As a result, he was approached directly by BEIS for his input on their work on tumble dryers.

Emollient Creams and Carers Week

Fifteen Londoners have died in the last three years in fires where it's believed that a flammable skin cream was found to have spread flames across bedsheets or clothing. In May LFB issued a warnings about these creams and advice on how to minimise the fire risk, this was widely featured in Evening Standard, Daily Mail, Daily Mirror The Sun but also medical trade titles such as Nursing Standard and the BMJ . To coincide with Carers Week 11 – 17 June letters went out promoting new guides for vulnerable people and their carers to help identify fire risks and reduce the chance of a fire taking place in their homes. These letters went to Directors of Social Care/Adult Social Care or other appropriate officers at each London Borough, to care homes, charities and relevant training providers (over 2000 letters in total).

Marathon

Two teams of firefighters from North Kensington and Paddington fire stations, along with number of other firefighters from across London, pledged to run the London Marathon to raise money for charities supporting local people affected by the fire at Grenfell Tower and the Firefighters Charity. This provided an opportunity for the Brigade to help manage the intense media interest in the Grenfell Tower fire without prejudicing the legal processes underway. Widespread coverage was secured including BBC Breakfast, Good Morning Britain, The Mirror and numerous other national and pan London media. Over £160k was raised for the charities.

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 April and 30 June 2018.

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

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

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

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

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

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

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

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

London Fire Commissioner – Records management and storage services – retendering – This reports seeks approval to initiate re-tendering action for the contract to provide for the management and storage of Brigade records. The Brigade out-sources its records management and storage arrangements when it moved to the Union Street headquarters. Records storage was previously a service provided and managed in-house.

London Fire Commissioner – HMICFRS Inspection – Resource implications

– One of the roles of the new Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) is to support continuous improvement and support fire and rescue services become more effective. Based on experiences of previous inspection and peer review regimes, this is likely to place a new resourcing requirement on the Brigade to facilitate the inspection process.

London Fire Commissioner – Firefighter recruitment – qualification requirements

– This report seeks to enable applicants for trainee firefighter positions to demonstrate the required competence in English and Maths by means of GCSE examination passes or certified achievement of Functional Skills level 2 in these subjects. Where such evidence is not available, candidates will continue to be required to pass the Brigade's ability tests in English and Maths.

London Fire Commissioner – Local Pay Policy – This report sets out a formal pay policy statement for 2018/19 to be adopted by the London Fire Commissioner in accordance with the requirements of the Localism Act 2011, section 38.

London Fire Commissioner – Transparency – information/data published –

This report outlines the information published by the London Fire Commissioner (LFC) to provide clarity and reassurance that the LFC is no less transparent than the former London Fire and Emergency Planning Authority.

London Fire Commissioner – General Data Protection Regulation – readiness

– This report updates the London Fire Commissioner on the progress of work to prepare for the implementation of the new data protection regime introduced by the EU's General Data Protection Regulation (GDPR) and the new Data Protection Bill/Act 2018. This report seeks to provide assurance to the London Fire Commissioner that the London Fire Brigade will be broadly compliant with the GDPR from 25 May 2018 (when the new arrangements came into effect).

London Fire Commissioner – Replacement of Incident Ground Communications – Update

– This report sets out the case for replacing personal issue fireground radios and mobile repeaters under a newly established project, and deferring the replacement of the BARIE and Intrinsically Safe Radios to be carried out under the scope of the Respiratory Protective Equipment (RPE) project.

London Fire Commissioner – Microsoft Office Licensing Renewal – London Fire Brigade adopted Microsoft (MS) Office as its desktop tool for email (Outlook),

documents (Word), spreadsheets (Excel) and presentation (PowerPoint) software in 1999. A corporate budget is in place for the licensing of these products. The licensing arrangement with Microsoft requires a three yearly confirmation of the Brigade's requirements against Microsoft's current licensing structure and prices.

London Fire Commissioner – Electric Vehicle Charge Points – Electric Vehicle Charge Points (EVCPs) were installed at 78 of the London Fire Commissioner's (LFC) premises in 2015. Since the introduction of 57 electric range extended and Plug-in Hybrid Electric Vehicles into the LFC fleet, the demand for EVCPs across the estate has increased considerably. A tender for further installation works and management of new and existing EVCPs was conducted using an existing local authority framework agreement. Two suppliers submitted compliant tenders, and the contract is awarded to the bidder who offered the most economically advantageous tender.

London Fire Commissioner – Business Intelligence Solutions: Data Platform Procurement

- This Decision authorises the initiation of tendering for a contract to design and build a data platform as part of the Business Intelligence Solutions (BIS) project. The BIS project was approved by the former London Fire and Emergency Planning Authority's (LFEPA) Resources Committee (reports FEP 2578 and FEP 2626) and is a budgeted corporate capital project. The data platform will enable the Brigade to create a central repository for all of reported information, which in turn will improve access to, encourage better use of and better organise the Brigade's data from all its information systems.

London Fire Commissioner – Procurement and Financial Delegations - This report recommends amendments to the London Fire Commissioner's Scheme of Governance. It proposes that approval of procurement initiation under the Procurement Standing Orders should be delegated by the Commissioner to the Director of Corporate Services and to the Assistant Director (Technical and Commercial) and that the Assistant Director (Finance) should have delegated authority to exercise certain powers relating to financial management concurrently with the Director of Corporate Services.

London Fire Commissioner – Fire Engineering Qualifications - Following changes to the provision of Fire Safety training course from the Babcock's contract, this report seeks approval from the London Fire Commissioner, to tender for the

provision of the Fire Engineering Degree course for five years commencing 2018, to replace previous arrangements.

London Fire Commissioner – Appointment of Assistant Director, People Services - In 2017, Assistant Commissioner Andy Roe and Tracey Dennison, interim Head of Human Resources Management, undertook a review of people-related services in the Brigade, leading to the creation of a People Services department for the Brigade, which would be headed up by a new Assistant Director. In February 2018, the Brigade engaged Gatenby Sanderson to undertake an executive search and selection process to support the appointment of an Assistant Director of People Services. As a consequence, a recruitment panel has met and recommended an appointment to the post.

London Fire Commissioner – Provision of Insurance Services - This report seeks approval to award contracts for the London Fire Brigade's insurance policies from 1 July 2018. The LFB has a range of insurance policies in place to protect against the financial impact of liability claims and loss of assets, with annual premiums paid to insurers to provide the required level of cover. The existing insurance arrangements expire on 30 June 2018.

Financial Performance

Performance in the year to date

LFC Revenue (£000s)	Budget	Outturn	Variance
Operational staff	240,397	236,389	(4,008)
Other staff	57,353	56,520	(834)
Employee related	23,122	23,086	(36)
Pensions	20,445	20,445	0
Premises	37,790	36,680	(1,110)
Transport	16,790	16,224	(566)
Supplies	30,245	30,166	(80)
Third party	1,896	1,923	26
Capital financing	9,770	9,256	(514)
Contingency	135	175	40
Income	(37,220)	(37,432)	(211)
Net revenue expenditure	400,724	393,432	(7,292)
Use of reserves	(1,721)	(1,721)	0
Financing Requirement	399,003	391,711	(7,292)
Financed by:			
Specific grants	(12,278)	(12,334)	(56)
GLA funding	(386,725)	(386,725)	0
Net Financial Position	0	(7,348)	(7,348)

LFC Capital (£000s)	Budget	Outturn	Variance
ICT Projects	5,385	1,717	(3,668)
Estate Projects	19,279	5,492	(13,787)
Fleet and Equipment Projects	23,287	23,472	185
Contingency	(6,686)	(6,686)	0
Total capital expenditure	41,265	23,995	(17,270)
Financed by:			
Capital Receipts	29,270	11,300	(17,970)
Grants	195	895	700
GLA Funding	11,800	11,800	0
Borrowing	0	0	0
Total	41,265	23,995	(17,270)

Revenue Position

The forecast outturn position for 2018/19 on the revenue budget is an underspend of £7.3m. The underspend is mainly due to:

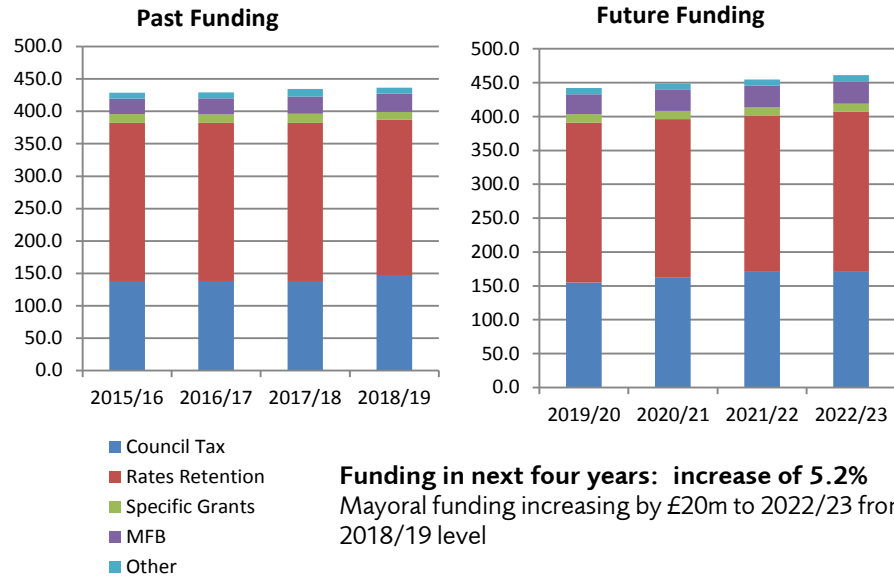
- An underspend of £4.0m on operational staff budgets based on expected operational staff numbers given forecasts for recruitment and leavers,
- FRS staff budgets £1.0m due to the number of vacant posts,
- An underspend £0.6m on transport budgets due to lower number of repairs and abatements level.
- The additional income from MFB Act income from insurance companies £0.3m.

Capital Position

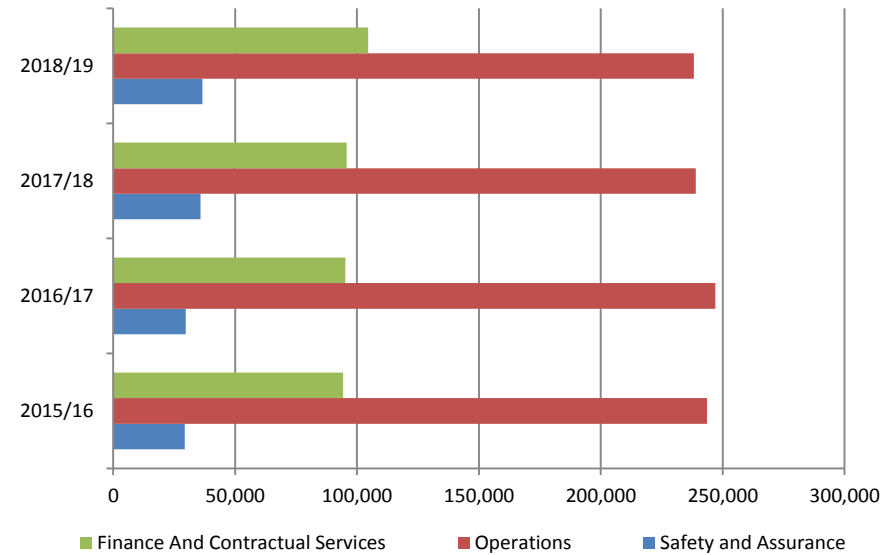
The approved capital programme for 2018/19 was £39.1m and, following a review of the future capital requirement, the revised capital programme is now £41.3m. The forecast capital spend is £24.0m, which is £17.3m less than the budget. This variance is mainly as a result of budget re-phasing to 2019/20 and later years (£18.2m) offset by £0.9m project savings and removal of the ICT over programming.

Financial Trends

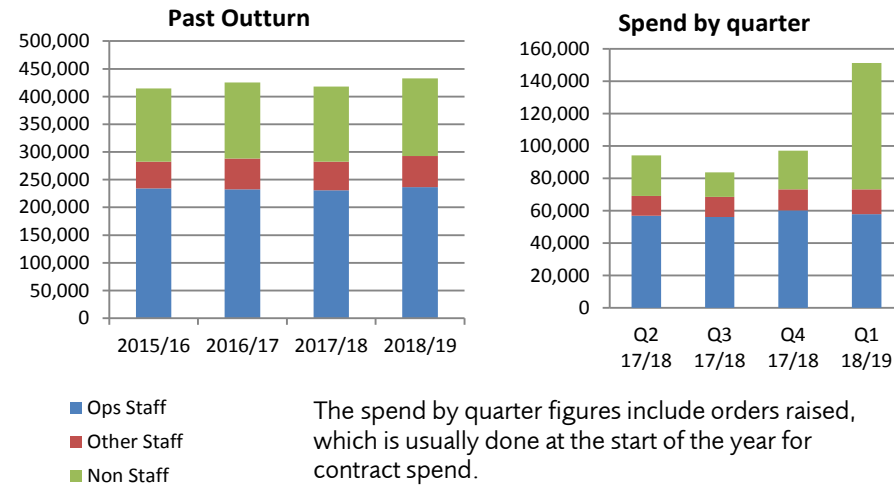
Total Funding for LFC (£m)



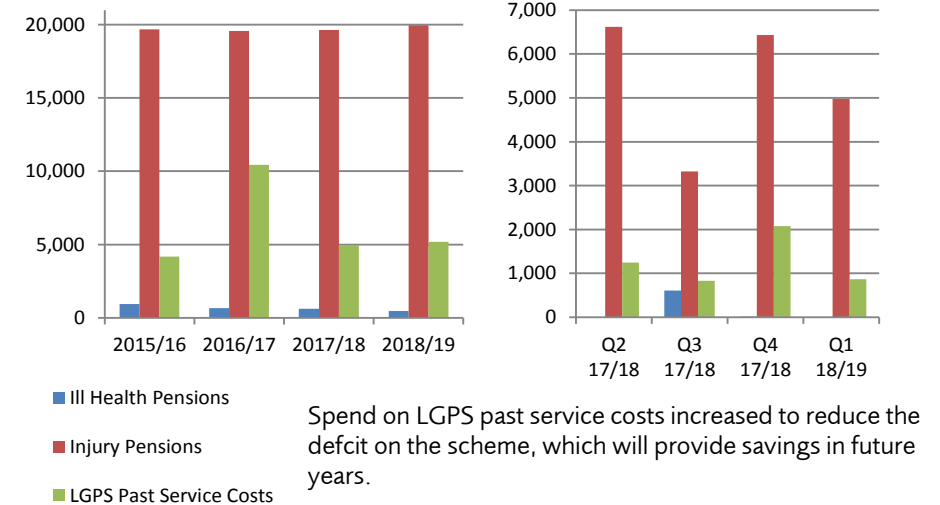
Directorate Spend by Year



Total Costs (£k)

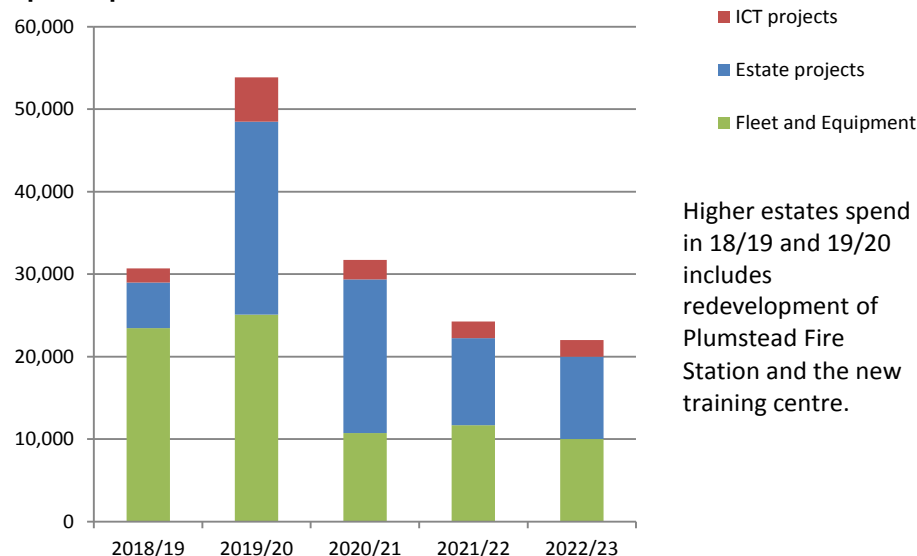


Spend on Pensions (£k)

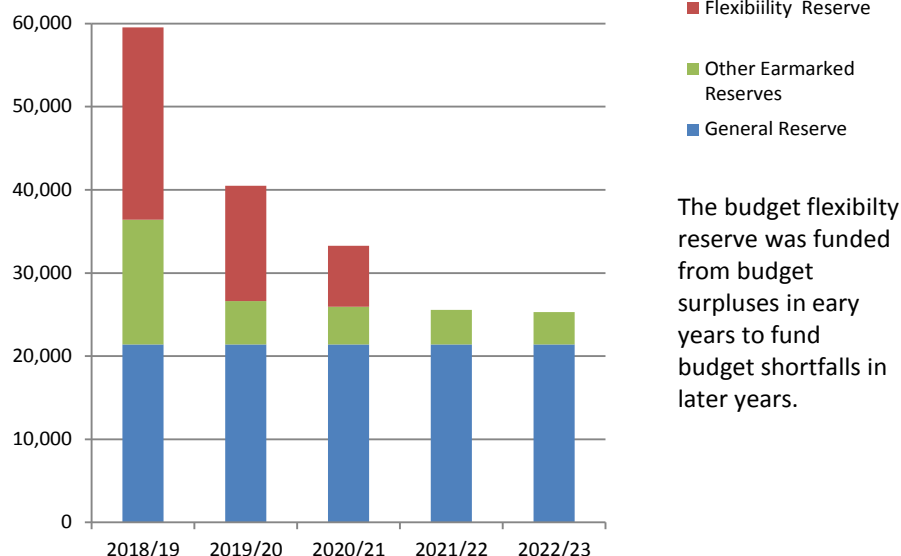


Capital, Borrowing and Reserves

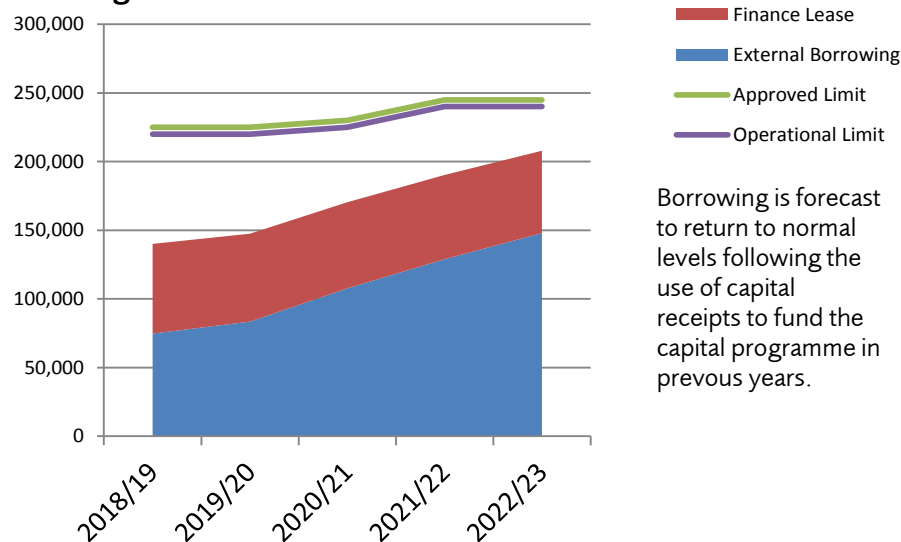
Capital Spend



Reserve Balance in Future Years



Borrowing Levels



Reserves

The value of the general reserve is to be maintained at a minimum of 3.5% of net revenue expenditure. The earmarked reserves are maintained for specific purposes, either to smooth the financial impact of demand led expenditure or to meet the cost of significant one off type expenditure. Balances are currently being reviewed as part of the 2019/20 budget process.

Earmarked Reserves (£k)	18/19	19/20	20/21	21/22	22/23
ICT Development	460	300	200	100	0
London Resilience	1,658	1,658	1,658	1,658	1,658
LSP2017 Implementation	3,937	1,664	1,125	871	690
Vehicle & Equipment	742	12	12	12	12
Fire Safety Reserve	733	655	655	655	655
EMR Reserve	683	536	536	536	536
Other Earmarked Reserves	725	413	349	349	349
	<u>8,938</u>	<u>5,238</u>	<u>4,535</u>	<u>4,181</u>	<u>3,900</u>
Budget Smoothing Reserves					
Additional Resilience	3,046				
Compensation	1,000				
Firefighters' Pension	1,172				
Other Demand Led	863				
Total	15,019	5,238	4,535	4,181	3,900

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

There are a number of significant work demands arising from the Hackitt review, but there is also a real opportunity to influence the fire safety landscape for the foreseeable future in a way that has not been possible previously.

Our focus will continue to be on improving the safety of Londoners, by:

- Influencing, reviewing and applying new and updated guidance and legislation;
- Championing a people centred approach to fire risk assessments;
- Targeting interventions to the most vulnerable in our communities;
- Adapting to new technology in the built environment;
- improving fire safety knowledge of station based staff.

The High-Rise Task Force (HRTF), which was established in the week after the Grenfell Tower fire, has now responded to over 1,500 referrals and currently there are 149 blocks converted to simultaneous evacuation procedures.

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

Fire Safety prosecutions

There have been two successful prosecutions during quarter one and we currently have 31 live investigations.

Notice of deficiencies

The chart below provides data on the number of audits completed during the rolling 12 month period from 1 July -30 June for both 2016/17 and 2017/18, with the percentage that resulted in an Enforcement Notice or Notification of Deficiencies.

Year	Total Audits	No. of NODs	% of NODs	No. of ENs	% of ENs
2016/17	11270	1757	15.6	359	3.2
2017/18	11193	2401	22.7	421	3.8

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

The following data refers specifically to Enforcement Notice's or Notification of Deficiencies for quarter one 2018/19.

Quarter 1	Total Audits	No. of NODs	% of NODs	No. of ENs	% of ENs
2018	2858	595	20.8	106	3.7

Grenfell Tower fire update

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

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

Internal assurance processes have been put in place to review GTIRT progress and decision making. A strategic advisor has been appointed to the team. This post will

provide high level strategic advice to the team and will monitor and assess the performance of the Brigade's investigation.

GTIRT works closely with officers from Communications, Health and Safety and the General Counsel's Department. A Board comprising such officers meets weekly to review progress and wider implications for the Brigade. The General Counsel's Department has instructed external counsel to advise, and represent, the Commissioner and GTIRT has access to their advice when required.

The Inquiry has now completed the Commemoration hearings, heard opening statements from core participants including LFB, and heard the preliminary findings of three expert witnesses; Dr Barbara Lane, Professor Niamh Nic Daeid, and Professor Luke Bisby. In addition Deputy Assistant Commissioner Andy Bell has appeared as a witness to introduce the first iteration of the Brigade's Operational Response report covering the first hour of the incident and answer questions on the Brigade's safety and learning investigation.

The Brigade's first witness appeared on the 25th June and evidence from firefighters and officers who attended the fire is scheduled to continue until 2nd August 2018. Initially 54 LFB witnesses were called to provide oral evidence but this has recently increased to 77 with a further 65 who will have their statements read into evidence. Such evidence will be published on the Inquiry website as soon as a witness is sworn in or their statement is read.

The Inquiry will adjourn for the month of August and hearings will recommence on the 3rd September. It was initially scheduled that evidence from the bereaved, survivors and residents would start on this date but as the number of LFB witnesses has recently increased to 77, firefighter and officer evidence is expected to continue until the end of that month.

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 one, two Early Intervention courses (11-14) were delivered with 19 young people completing the course.

16 LIFE courses (14-17) were delivered including one Feltham Young Offenders course (released on temporary license to Wembley), with 134 young people completing a course.

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 one, JFIS received 33 new referrals; completed by 162 visits by caseworkers; closed 69 cases and are currently working with 101 young people with a further 46 young people on the waiting list.

JFIS have introduced a pilot programme to deliver one to one fire safety education to prisoners in Feltham prison who have committed arson related crimes. In quarter one, there were 4 referrals and 8 visits completed.

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 one, the team visited 272 primary schools seeing 25,587 children and 23 secondary schools seeing a total of 3,588 children.

Fire Cadets (FC)

The Fire Cadet scheme is the fastest growing youth programme provided by the Brigade both in terms of reputation and support. We currently have 15 cadet units running in London including Marine and Junior Cadets and will expand to 23 boroughs by September 2018.

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

In April, Cadets from across the city supported LFB's water station at Mile 20 of the London Marathon. Over 100 Cadets and Volunteers supported the event in glorious sunshine, not only supporting the multitude of professional and fun runners, but also representatives running from London Fire Brigade including teams from North Kensington and Paddington.

In May Cadets from the LFB Fire Cadets Ceremonial Team joined representatives from across the UK at the Firefighters Memorial Trust's Service of Thanksgiving at the National Memorial Arboretum. For the second year running, LFB Fire Cadets were given the honour of wreath bearing a number of the principle wreaths, as well as taking part in the parade of Cadets, Ceremonial Teams and Standard Bearers from across the UK.

At the end of May, Cadets from Barking and Dagenham and Havering also took part in a sponsored abseil of the Arcelor Mittal Orbit of the Olympic Park in aid of the road safety charity Brake. In total the young people raised over £2000 (one raising around £400 independently) which was a phenomenal achievement, with a number of them overcoming their fear of heights during the event.

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 one, Crossfire delivered Impact Factor Days in a number of London boroughs and have worked with over 2,000 children and young people.

Wider youth engagement

The London Fire Brigade pop-up museum celebrated London History Day on Thursday 31 May when more than 300 people came to explore LFB's history from the Great Fire of London to the present day. Activities on the day included a fire safety zone, the creation of a large Great Fire of London model and a visit from Samuel Pepys who recalled his experiences of the event.

The 12th LFB Youth Board meeting took place in May 2018 and looked at how the new LFB museum could be engaging with young people. This was attended by 25 young people.

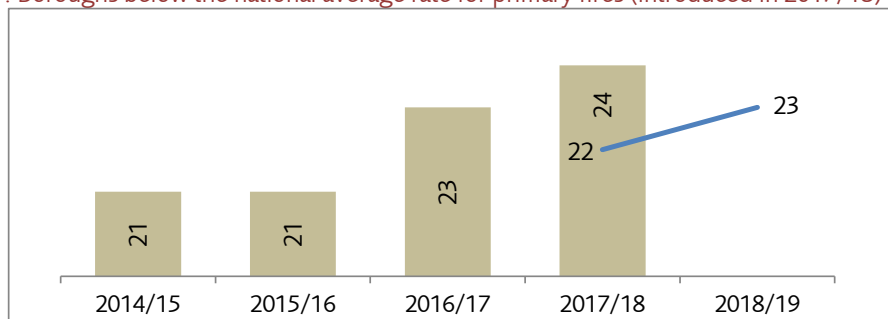
Outreach Recruitment

During quarter one, our Outreach Team have attended 48 events including career fairs, partnership working events with Job Centre Plus and 3 open days at Fire Stations.

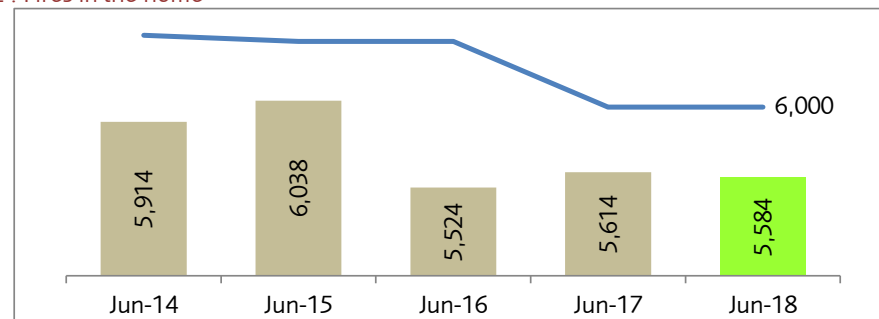
The Outreach Team in conjunction with Fire Engineering attended an event at Sandhurst Military Academy on Thursday 24 May aimed at encouraging girls to choose careers in engineering and science-related roles. The event was attended by 900 school girls aged 11-15 from across the country and was very well received.

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

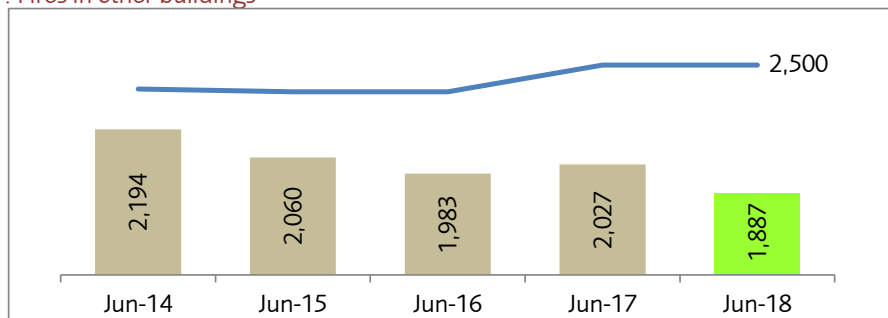
H1 : Boroughs below the national average rate for primary fires (introduced in 2017/18)



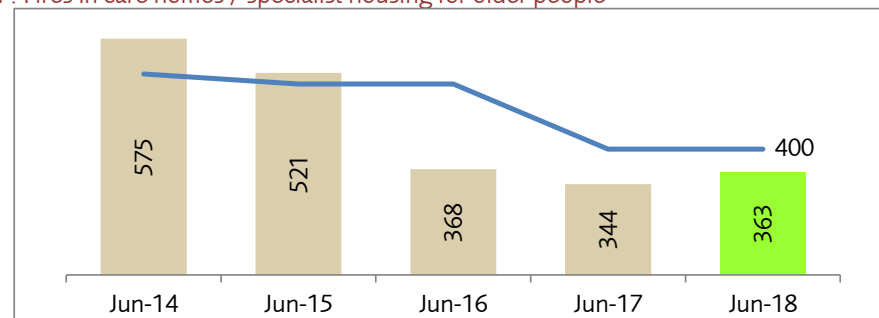
H2 : Fires in the home



H3 : Fires in other buildings



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



H1 Boroughs below the national average rate for primary fires

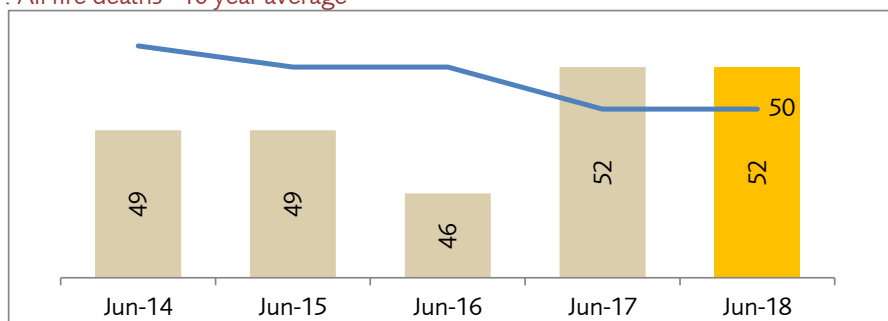
This indicator was introduced as part of the current London Safety Plan as our fairness measure under the GLA's Equality Framework. Our long term goal is to achieve fairness and equality of outcome for all Londoners by bringing all boroughs below the national average. Challenging targets have been set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

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

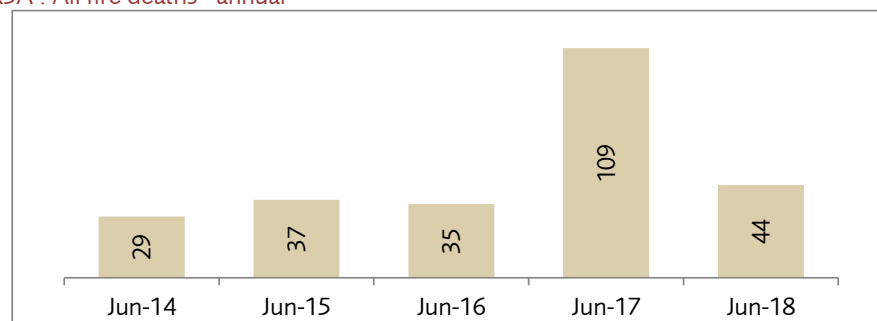
The Brigade is meeting its targets for the number of fires occurring in premises. There has been an increase in the number of fires in care homes/specialist housing when comparing the data for June 2018 (363) to June 2017 (344). However, the longer term trend shows the numbers of fires occurring across homes, non-domestic buildings and care homes/specialist housing at a lower rate than five years ago.

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

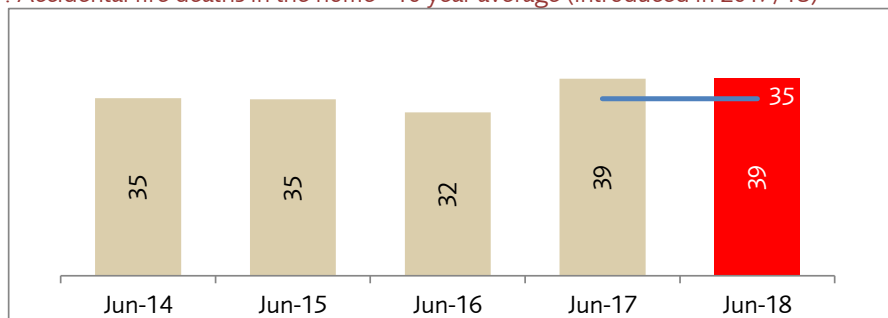
H5 : All fire deaths - 10 year average



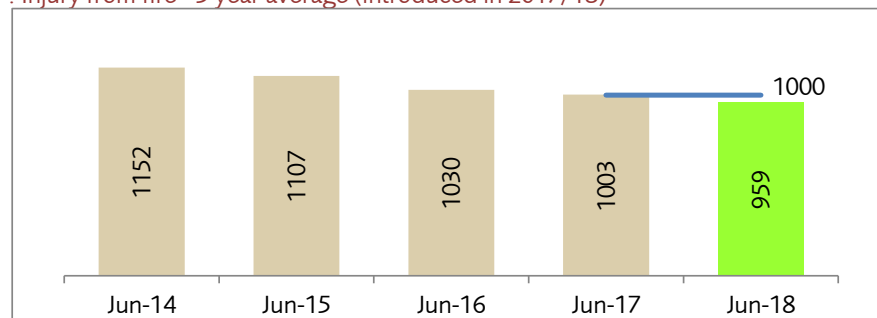
CX3A : All fire deaths - annual



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



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

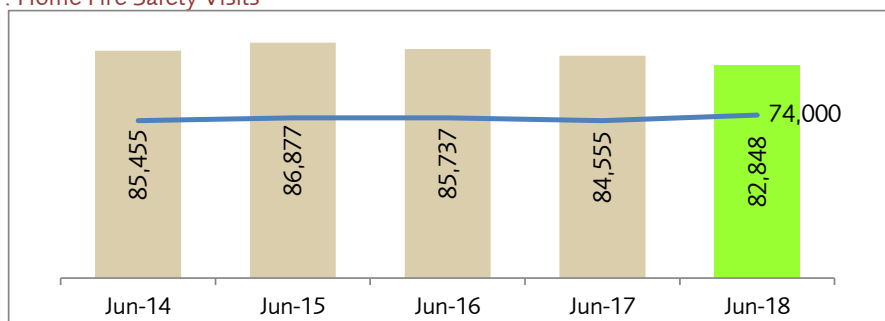


H5, H6, and H7 – Fire deaths, accidental fire deaths and injuries from fire.

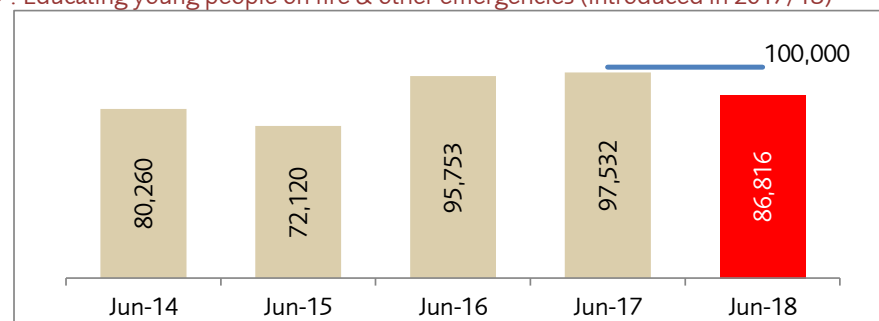
There were 44 fire fatalities in the rolling 12 months as at the end of Q1 (30 June 2018). This compares to 109 fire fatalities at the same period last year (this includes 71 fire deaths reported from the Grenfell Tower fire (as at 16 November 2017)). An update on the Grenfell Tower fire is commented on elsewhere in this report. Of the 44 fire fatalities in the 12 months to the end of June 2018, 32 were accidental fire deaths in the home. However, the 10 year average for accidental fire deaths remains higher at 39. The Brigade introduced the accidental fire deaths target as the Brigade believes it can do more here to drive numbers down. Although fire fatalities have risen, injuries from fires have continued to fall (959) 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

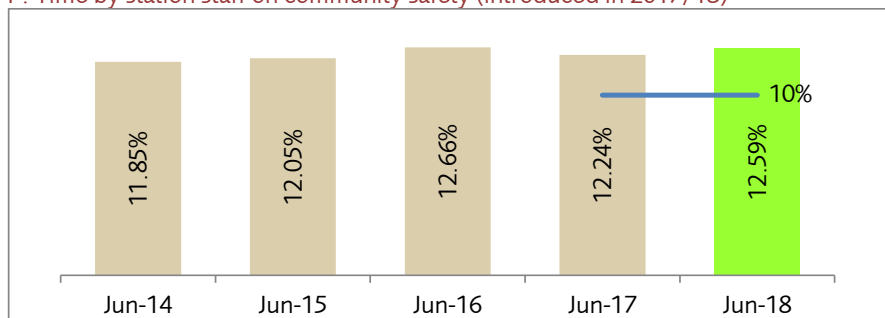
Home Fire Safety Visits (HFSV) are now well established and all boroughs exceeded their HFSV targets, with priority HFSVs (i.e. high risk people and places (P1)) averaging 90 per cent over the period. Lambeth has the highest target across all boroughs (4569) and has exceeded its target. Over half the boroughs have exceeded their target by 10 per cent or more.

H9 : Educating young people on fire and other emergencies

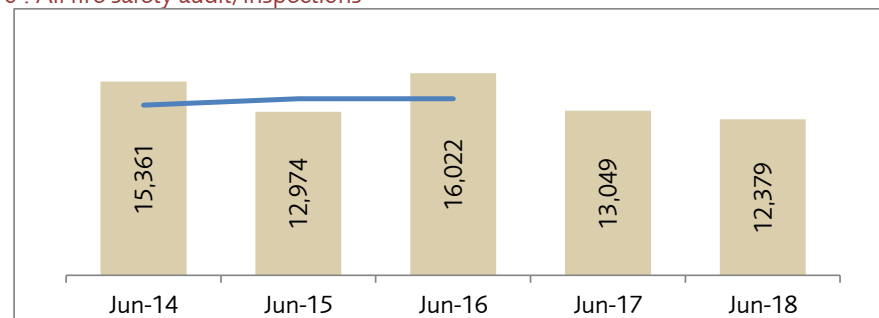
Whilst the reported figures for as at the end of Q1 2018-19 are under 100,000, resources have been targeted to reach groups with new and emerging issues and those that are harder to reach. An update on the youth activities carried out by the Brigade is provided earlier in this report.

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 continues to be above target. Supporting this indicator, we are increasing our involvement in community based projects and groups through our 'Opening Up Fire Stations' project which forms part of the London Safety Plan. This will allow a number of community organisations and partners greater access to fire stations, staff and bespoke fire safety advice.

H10 : All fire safety audits / inspections

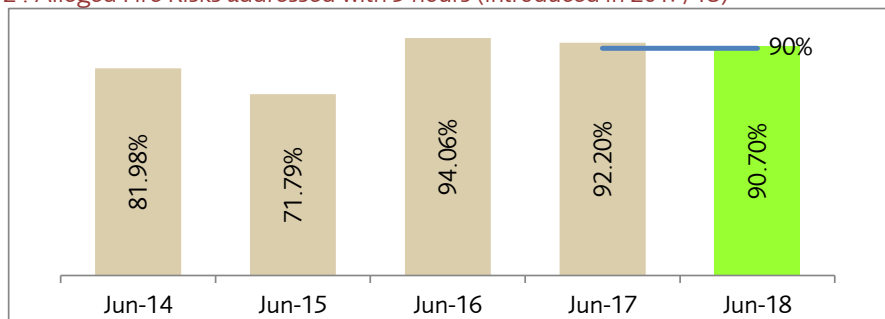
A total of 12,379 inspections have been carried out for the 12 months between 1 July 2017 and 30 June 2018.

In the London Safety Plan (LSP), we said we wanted to review how we undertake and target audits. We want to ensure they are intelligence-led both in terms of fire trends, knowledge of issues arising in the built environment from fire investigation, fire engineering and partnership engagement, and to include a focus on people centred risk and vulnerability. This means shifting resources to quality assurance processes and enhancing training for inspecting officers so that they can undertake a thorough inspection when the initial audit flags concerns – it is about quality as well as quantity.

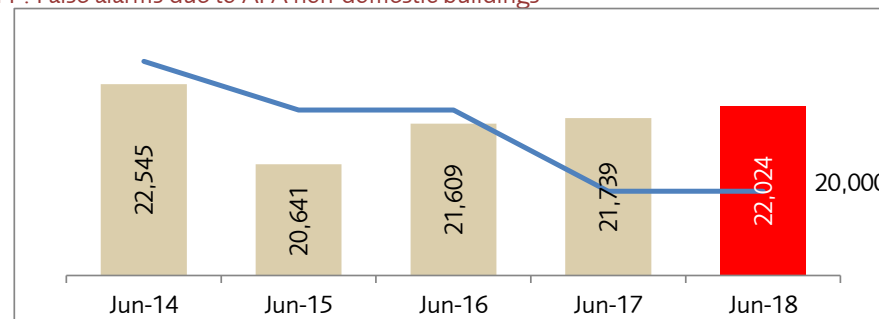
The more robust nature of these visits has resulted in more issues being identified which in turn has seen the number of 'Notifications of Deficiencies' issued increase.

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

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



H11 : False alarms due to AFA non-domestic buildings



CO2 : Alleged Fire Risks

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

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

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

Response and Resilience – providing a high quality, effective response

Key points

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

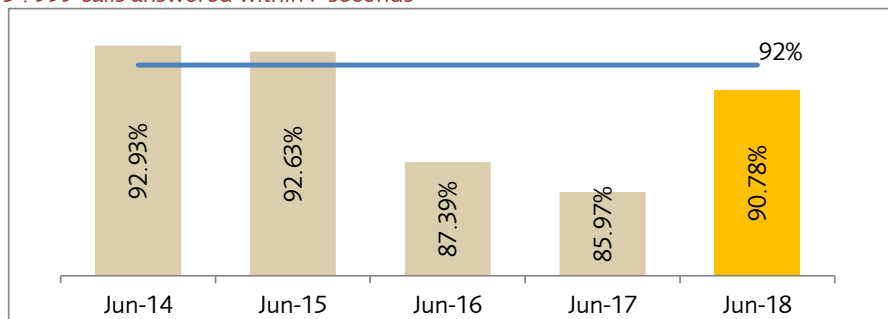
We'll deliver this aim by:

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

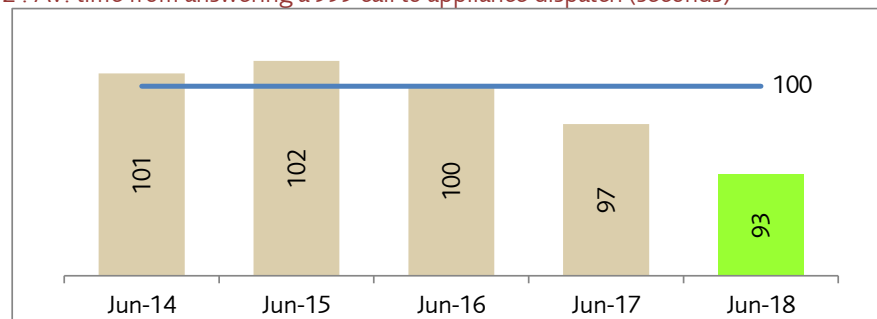
Our work under this aim focus on activities that help deliver a world class operational response service, and by working with our partners to address identified risks, at a local and national level to ensure continuity of service. Indicators under response and resilience focus on the emergency call handling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

Response and Resilience – providing a high quality, effective response

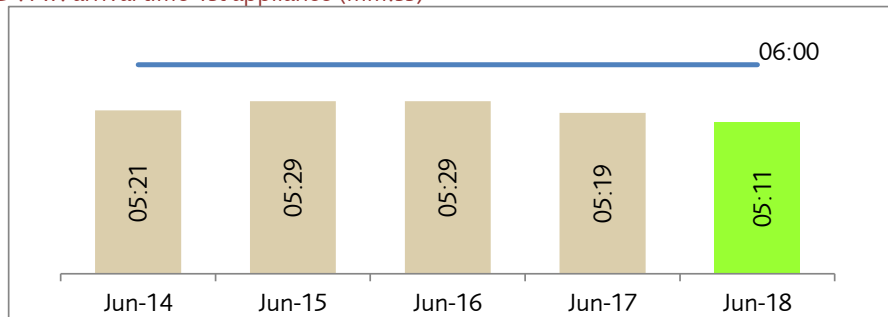
CO3 : 999 calls answered within 7 seconds



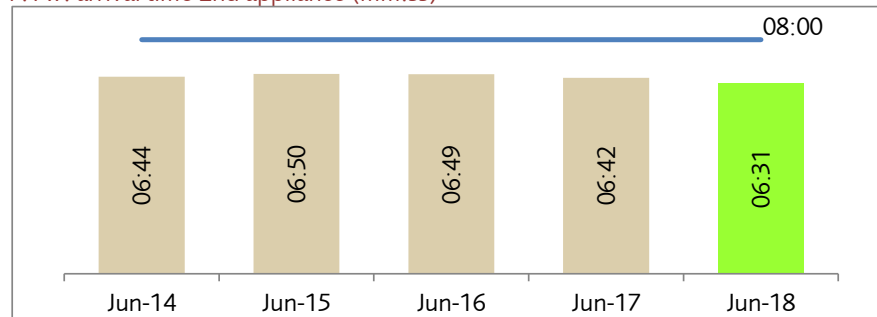
H12 : Av. time from answering a 999 call to appliance dispatch (seconds)



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



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



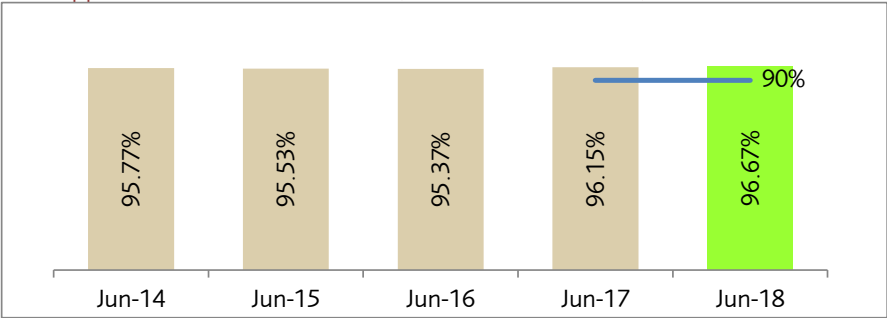
CO3 and H12 – Call handling

Since April 2018 we have seen a very gradual increase in the daily call rate. In April had four days where we took over 500 calls, this increased in May to twelve days of over 500 calls received. June saw fifteen days of 500 calls and more. The latter part of June we experienced a period of ten consecutive days where we took between 573 and 790 calls, the busiest we have been for some time. Whereas this would tie in with seasonal norms the hot weather and lack of rain have probably influenced this increase. The call rates in June where multiple calls have generated higher volumes of 999 calls than we would normally expect to see have impacted on our overall performance and hence we have slightly underperformed in this period.

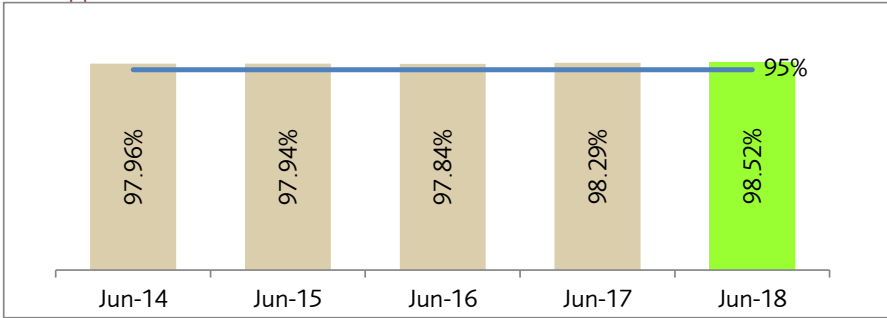
H13 and H14 – Attendance times, measure the Brigade's London-wide performance for the time it takes for a first fire engine to arrive at an emergency incident, within an average of six minutes, and a second fire engine, within an average of eight minutes. There is also a standard that a first fire engine should arrive at an emergency incident within 10 minutes on at least 90 per cent of occasions (H15) and within 12 minutes on at least 95 per cent of occasions (H16). First and second appliance arrival times have continued to improve steadily. This is likely to be due to a combination of factors including the capability of the Vision system which provides geographical mobilising (despatching the nearest fire engine). Turnout times are also a key focus for station management teams and the personal announcement (PA) countdown system helps crews to focus on their timings when leaving the station.

Response and Resilience – providing a high quality, effective response

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



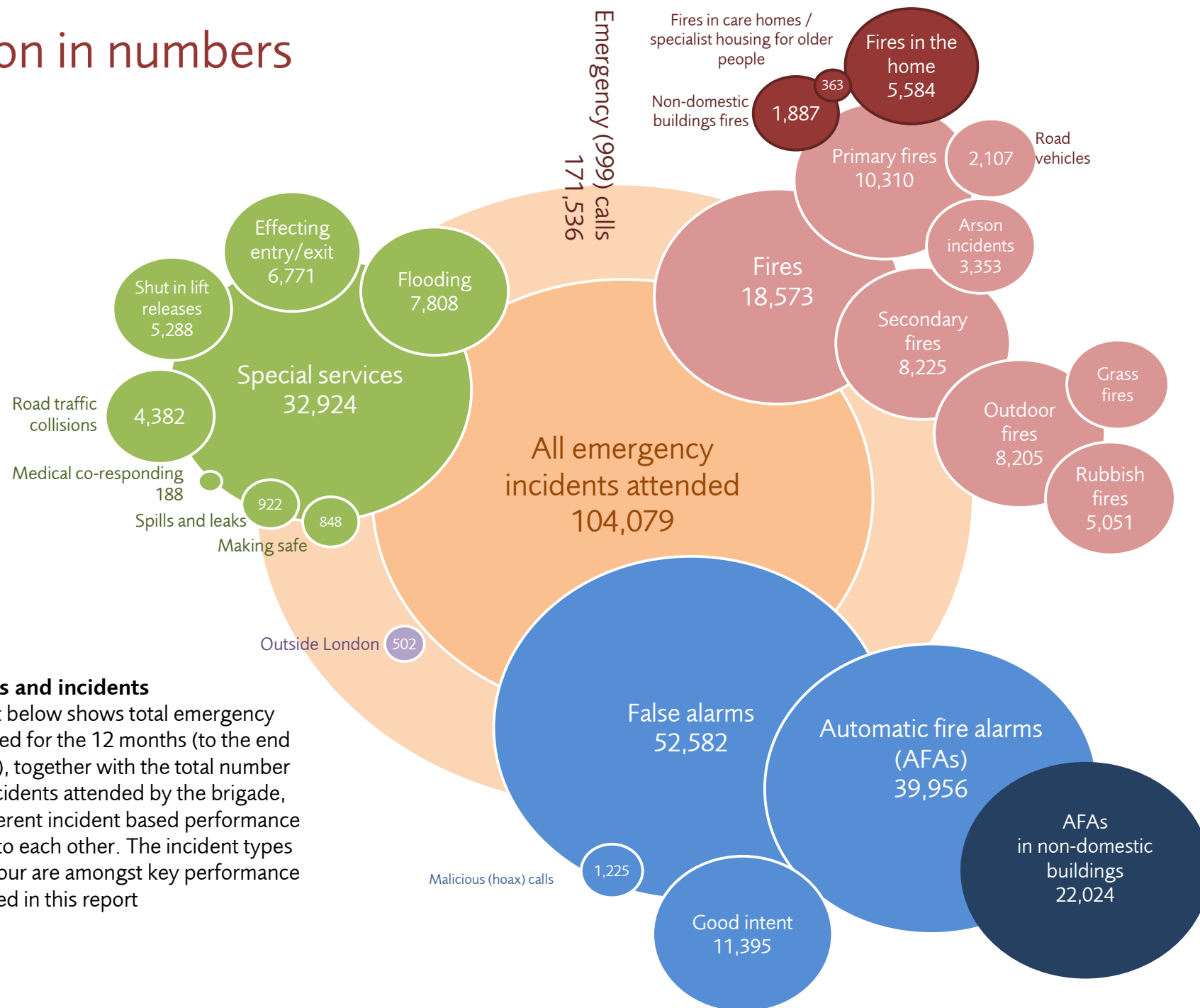
H16 : 1st appliance arrival 12 mins or less



H15 and H16 – Attendance times

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

Operation in numbers



Emergency calls and incidents

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

People and Resources – delivering a positive and healthy culture

Key points

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

We'll deliver this aim by:

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

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

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

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

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 btw highest & median salary

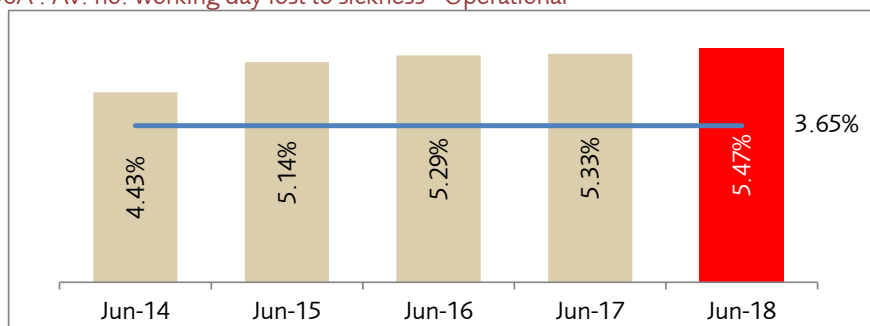
CO10B : Gender pay gap - all staff (median)

CO14 : Spend with SMEs

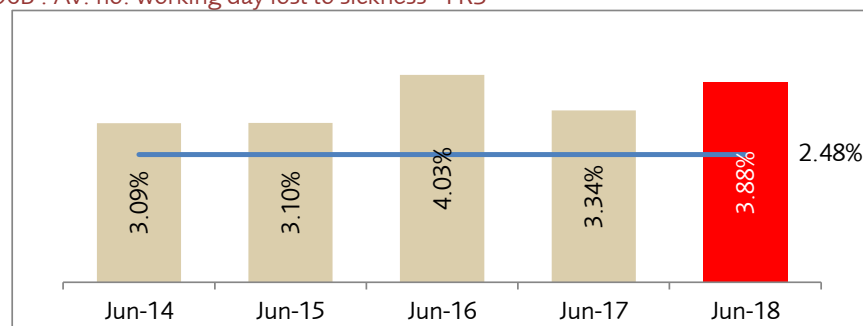
CO15 : CO₂ reduction from 1990 levels (%)

People and Resources – delivering a positive and healthy culture

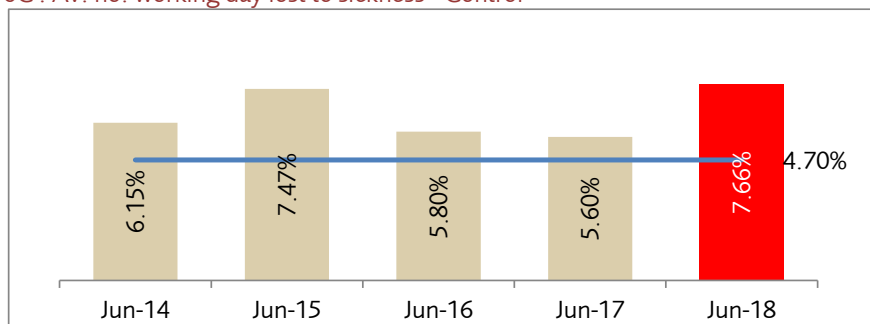
CO6A : Av. no. working day lost to sickness - Operational



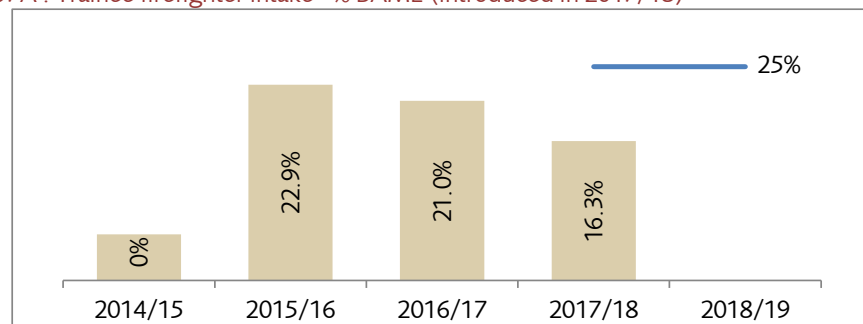
CO6B : Av. no. working day lost to sickness - FRS



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 5.47 per cent at the end of June 2018 up from 5.33 per cent a year ago. FRS sickness is now at 3.88 per cent, compared to 3.33 per cent in June 2017. Control sickness has also increased to 7.66 per cent compared to 5.60% in June 2017. All sickness is currently above target.

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

A review of the Managing Attendance policy has commenced to determine how the policy can be made less time intensive and more effective in helping managers to manage sickness absence. Officers are putting a number of measures in place to support operational staff to maintain a healthy lifestyle and personal fitness:

- Working with our occupational health provider (HML) to develop guidance available to all staff via a *Healthy Living* portal and this is scheduled to be launched at the end of July 2018. It will comprise videos demonstrating the physical training that firefighters should undertake to help them meet the demands of their

role;

- Working with the National Fire Chiefs' Council and the national FBU is ongoing to develop a fire ground drill test that reflects how London's firefighters discharge their fire ground activities. Much of the national fire ground drill test will be adopted however, one element of it requires adaptation so that it reflects how London firefighters discharge this activity. The LFB is working with Bath University to make sure the test is based upon a solid evidence base and defensible in the event it is subject to challenge. This will result in testing an alternative standard which will involve a wide range of operational participants including individuals at all age ranges and fitness levels; and
- Once the above has been completed work focus will turn to issue of a fitness policy that introduced mandatory fitness training.

CO7A, CO7B – Improve diversity of firefighter intake

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

The priority for 2017/18 was to increase the number of women joining the Brigade as trainee firefighters. Good progress was made with an improvement in the intake of female trainees which rose to 11.6 per cent from 10.5 per cent in 2016/17. The latest campaign consisted of a bespoke recruitment website, promotional film and targeted digital advertising. Messaging was focused on challenging out-of-date perceptions, created using the findings of the Future Thinking research presented to LFEPA in 2017. The 2018 campaign was launched on the 8 March, International Women's Day. It was also planned to align with the Mayor's 'Behind Every Great City Campaign', exploiting all opportunities to publicise the profession as a choice for women. At the close of the campaign on the 19 April, 829 women had applied which is 13 per cent of the total applications, an increase on previous campaigns of c27 per cent.

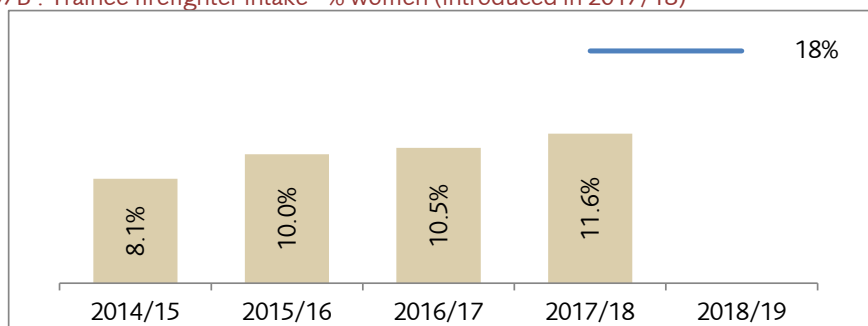
This work was supported by the newly established Outreach Team whose role is to encourage applications from underrepresented groups. Since July 2017, the team have attended over 100 career and community events around London and encouraged potential applicants to attend an 'Attraction Day' at Paddington Fire Station. These days are designed to provide an overview of the stages of the application process and what the role of a firefighter entails in the modern fire service.

The team have delivered a series of women-only attraction days. These specifically aim to facilitate discussions about challenging the myths and stereotypes about women being capable of carrying out the firefighter role, including how the shift system can fit into family life and the variety of career development opportunities in the Brigade. Historically, women have found the physical element of the tests challenging, therefore this day also provides them with the opportunity to receive fitness advice. In preparation for the latest campaign, 266 women attended an attraction day and 145 of these went on to apply for the role.

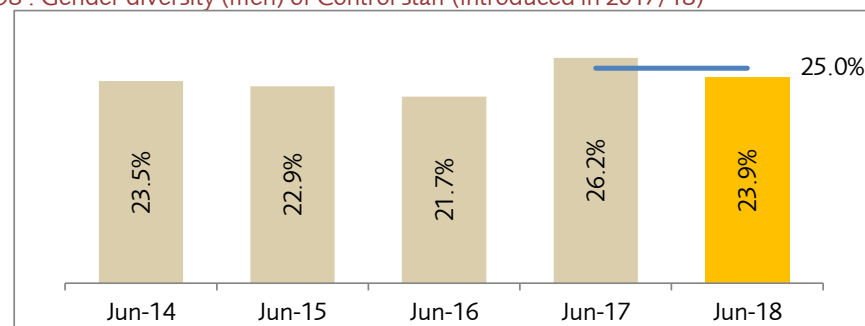
Whilst the recruitment of women has increased, the appointment of trainee firefighters from a BAME background fell in 2017/18 to 16.3 per cent (however the number of applications to the most recent campaign from BAME applicants remained steady at 21 per cent). This is also being proactively addressed by the outreach team. The team and local fire stations are linking with partner organisations and attending events which allow engagement opportunities with BAME communities to raise an awareness of careers in the fire service and using the Brigade's diverse role models to positively promote the role. The Brigade is also commissioning research to better understand the barriers preventing predominately Black and Asian communities from joining the Brigade and this analysis will support the development of a strategy to overcome those barriers.

People and Resources – delivering a positive and healthy culture

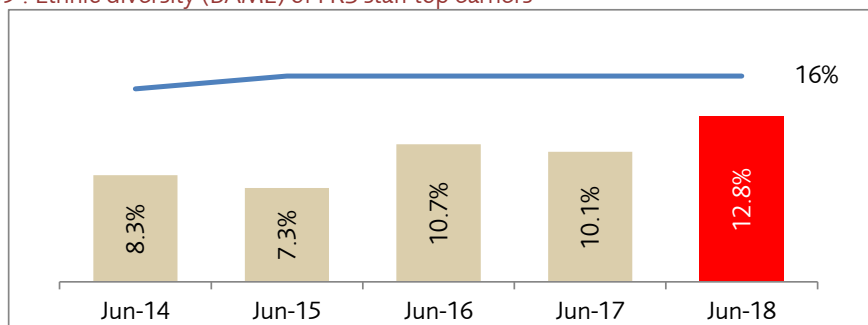
CO7B : Trainee firefighter intake - % women (introduced in 2017/18)



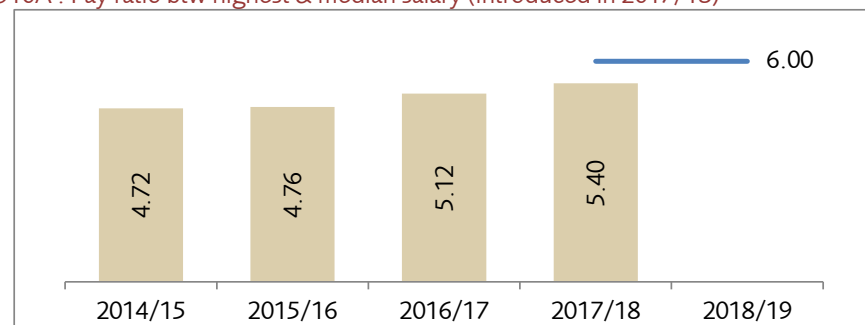
CO8 : Gender diversity (men) of Control staff (introduced in 2017/18)



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



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

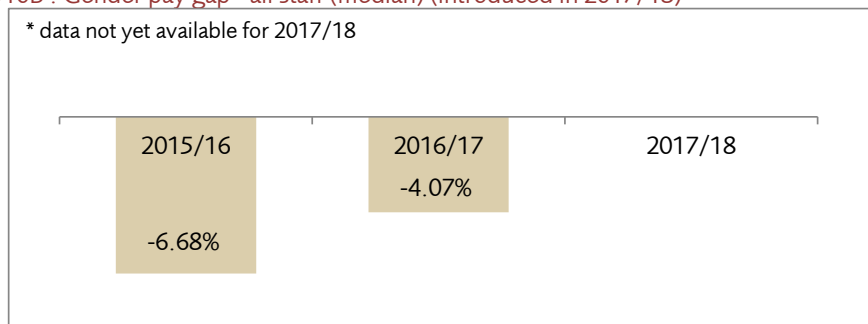


CO8, CO9 - Gender and ethnic diversity

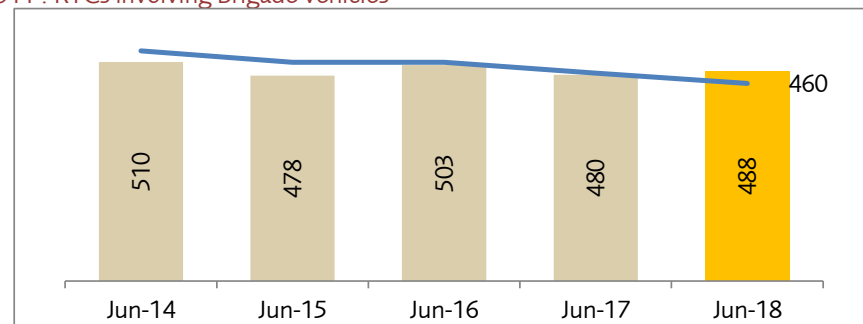
These areas represent priority gender and ethnic diversity aspirations for the Brigade. Although there has been a fall in the proportion of men in Control (23.9 per cent) compared to the position 12 months ago, the percentage of FRS top earners from a BAME background has increased to 12.8 per cent (up 2.7 per cent on the June 2017 position). 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

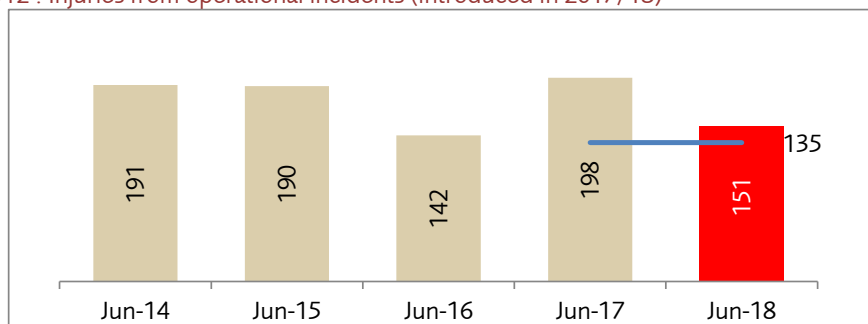
CO10B : Gender pay gap - all staff (median) (introduced in 2017/18)



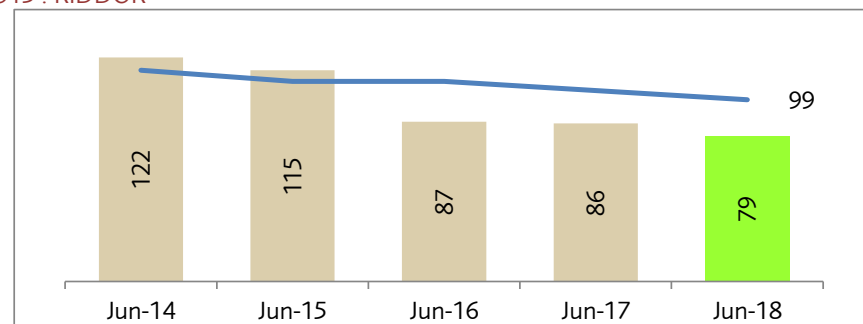
CO11 : RTCs involving Brigade vehicles



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



CO13 : RIDDOR



CO10B - Gender pay gap

The Brigade published its gender pay gap data for the year ending 2016/17 in line with the government's requirements in March 2018. The median hourly pay gap for the year ending March 2017 was -4.07 per cent indicating that the Brigade has pay differentials in favour of women for median pay rates, for both full and part time staff. The publication date of the 2016/17 data was required to be the same across the GLA family. It is anticipated there will be the same approach this year. The Brigade is currently awaiting confirmation from the GLA of the publication date for the 2017/18 data.

CO11, CO12 and CO13

The target for **RTCs involving Brigade vehicles** (488 versus a target of 460) is not currently being achieved. There have been modest improvements in RTCs over the last 5 years but there has been a 5 per cent increase in RTCs in the year to the end of Q1 when compared to the 2017/18 outturn.

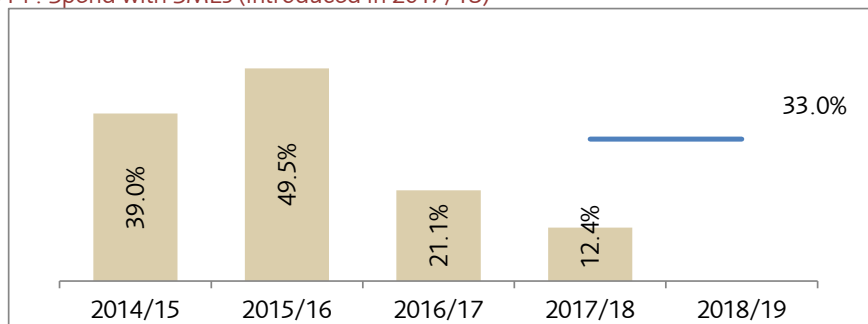
The **injuries reportable to the HSE under RIDDOR** target is being met (79 versus a target of 99); long term performance continues to improve and there has been a 4 per cent reduction in RIDDOR injuries in the year to the end of Q1 when compared to the 2017/18 outturn.

The **injuries from operational incidents** target is not being met (151 versus a target of 135). This target was set against the lowest recorded figure for

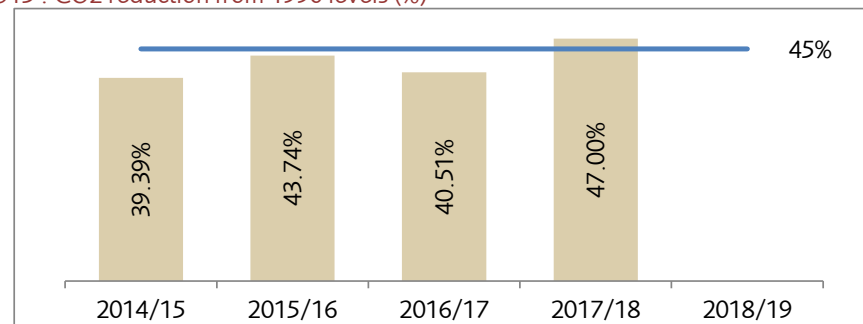
operational injuries from 2016/17 and is an ambitious target. Whilst the target is not currently being met there has been a 27 per cent reduction in injuries from operational incidents in the year to the end of Q1 when compared against the 2017/18 outturn.

People and Resources – delivering a positive and healthy culture

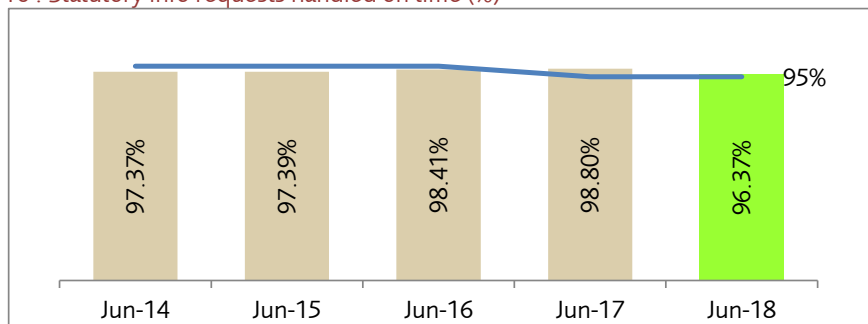
CO14 : Spend with SMEs (introduced in 2017/18)



CO15 : CO2 reduction from 1990 levels (%)



CO16 : Statutory info requests handled on time (%)



CO14: Spend with SMEs

Spend with SMEs has continued to drop on last year's performance to 12.4 per cent, despite an increase of £470k in direct spend to SMEs. The overriding factor is a substantial increase of some £22m of spend categorised as 'influenceable' in 2017/18 compared to previous years, as well as entering a period of limited major works spend, which has always been a significant contributor to SME spend. A more detailed review of the data is underway.

CO15: CO₂ reduction from 1990 levels

A further reduction of more than 5 per cent was achieved on the previous year for CO₂ 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.

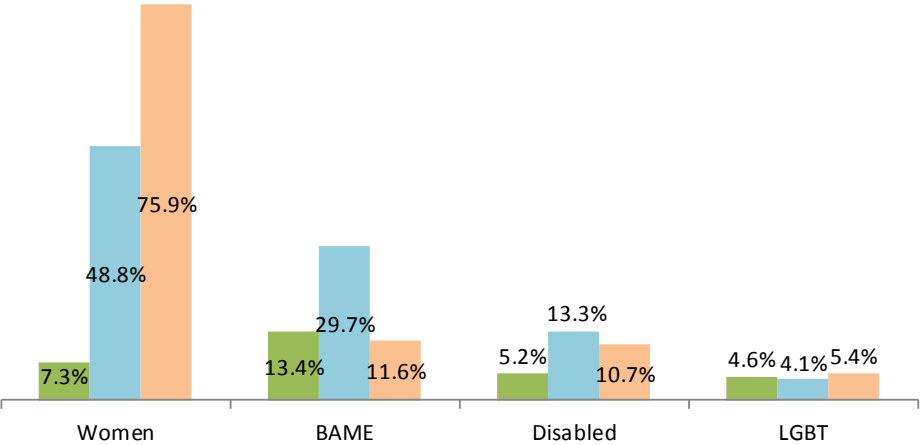
C016: Statutory information requests handled on time

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

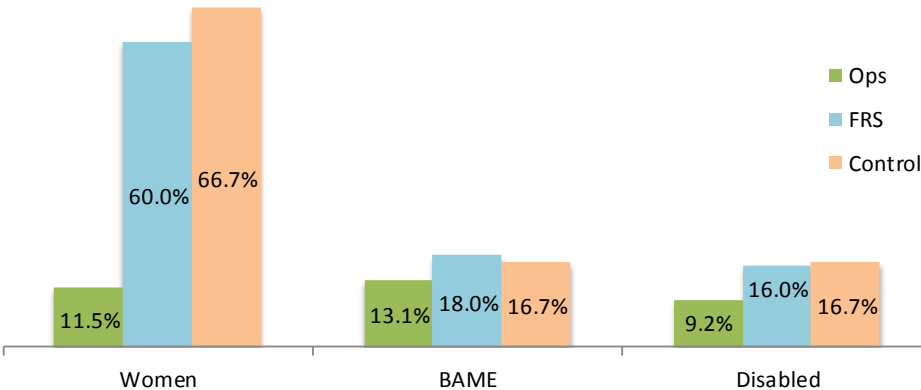
Key people and resources information – workforce composition

Workforce composition*

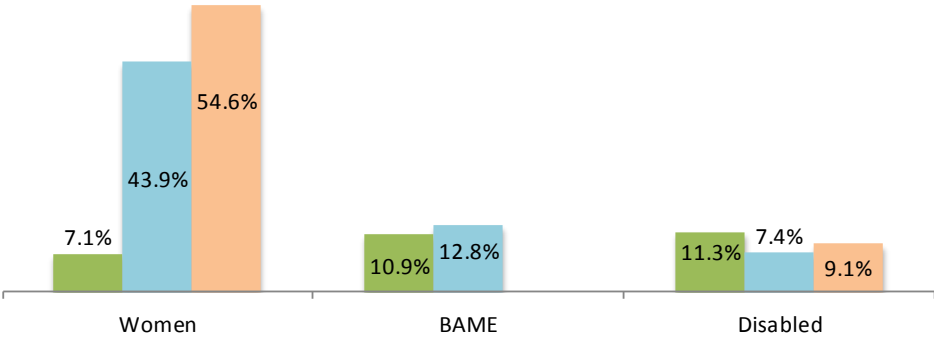
*due to the small numbers of LGBT staff, we only publish data for the overall workforce composition as it may be possible for individuals to be identified



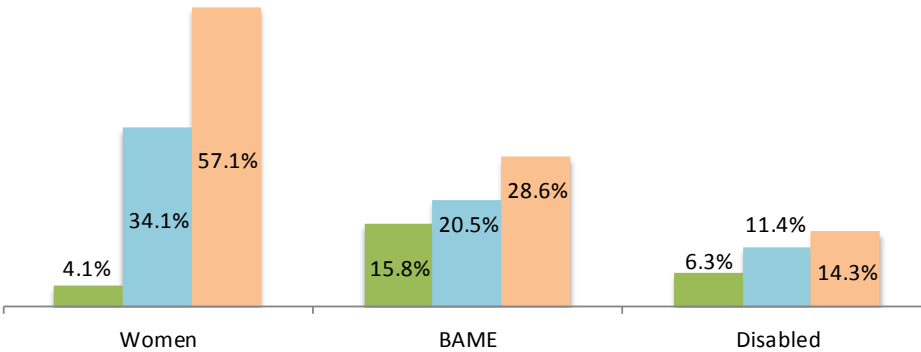
Workforce promotions



Workforce top earners



Workforce voluntary leavers



Delivering on action plans

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

LSP (2017) Commitments – key highlights 2017/18

The London Safety Plan (2017) was approved by the London Fire and Emergency Planning Authority on March 2017. The Plan details how the Brigade will help make London the safest global city. The Plan is structured into three aims (prevention and protection, response and resilience, people and resources) as well as five overarching principles in terms of how we'll deliver our services. Our principles include a renewed focus on collaboration and inclusion. The Plan is also supported by a series of commitments across the aims and principles to ensure plan delivery. As at the end of Q1 2018/19, there are 42 commitments. Four commitments are currently off track (amber) as follows:

LSP16 We will review our flood response capability.

Progress on the physical aspects of procuring equipment has been good during this quarter. Tenders for dry suits and Emergency Rescue Boats (ERBs) are complete with the tender for flood barriers due to complete soon. Discussions with outside agencies have continued well. However issues with the representative bodies regarding the Rescue Recall contract means that the overall project is now off target. Actions have been put in place to reduce the impact of this issue and negotiation is on-going.

LSP20 Improving our Command Unit functionality.

The Command Unit replacement project (CURP) is in definition stage, the user requirements have been completed. The project end date has been adjusted to the end of April 2020 due to the memorandum of understanding that has been agreed between TFL and the Brigade regarding ULEZ deadline. The delivery of the CURP within the anticipated time frames is likely not to be met due to options for low emission vehicles and the uncertainties of the lead and build time of the vehicles. Additional dependencies have been included relating to Command Unit Integrated Watch Structure project.

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

It had been hoped to update to the Brigade's Assessment of Local Risk with up-to-date data (where available) and to publish this including the postcode tool by end of March 2018. Due to other work pressures, this is outstanding. Officers will act on feedback received to introduce new controls/ strategies with colleagues depending on what the revised data shows. The intention will be to communicate this update both within and outside the Brigade.

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.

The target programme was seeking to deliver the facility by October 2019. However, the latest draft programme for the project, taking into account the expected vacant possession date for the current Protective Equipment Group site, is for construction to be completed in November 2020. This accords with the timetable for the Operations Support Centre project. Cost also remains an issue, and officers have appointed an additional quantity surveyor to determine if the current brief can be met from the current budget. The training centre project continues to be rated amber as a result of this change of timetable, and uncertainty regarding affordability. Officers will continue to monitor the programme and financial position, and will provide updates to the Commissioner as these issues are progressed.

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. Officers are working with a number of key stakeholders, including the support groups to implement the actions within the

action plan. Significant updates on progress will feature as appropriate in this report during the year.

Sustainability Strategy

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

The strategy has 46 actions. 21 actions have been completed, one has been closed. There are 23 actions identified as on target, 14 of these have delayed delivery timeframes, however all are expected to be completed within the timeframe of the strategy. Two actions - the review of whole life costing of key building elements, and the provision of the health, safety and environment induction training to new recruits remain off target, whereby options to address these are still being investigated. Recent achievements include completing the tranche 3 of RE:FIT energy efficiency works on stations; reducing the number of high risk waste sites through continued joint working with the Environment Agency; replacing petrol equipment with battery operated equipment on frontline pumps and achieving ISO 14,001 certification for our Environmental Management System to the new standard one year early.

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 action is progressing well with three Directorate Boards supporting the Commissioner's Board and the decision making process. Further updates on this action will follow as part of this report.

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.

All 2017/18 MOPAC reviews have now been completed, and final reports issued as appropriate.

The report for the review of the FRS Staff Standby Roster System has been issued in draft, and is currently being agreed with management. Fieldwork is currently underway for four risk and assurance reviews; Babcock Training, Environmental Management Systems, Minor Capital Programme and Use and Control of Credit Cards and also for one advisory review around Collaboration Planning and Preparedness.

Terms of Reference have been agreed and issued as final versions for five risk and assurance reviews; Assurance Framework, ICT Network Resilience/ Topography, ICT Skills Profile, Thematic Review of Driving on Brigade Business and Thematic Review of Station Repairs. These reviews are in the process of be scheduled in to commence within this financial 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 last performance report, the corporate risks have been reviewed and refreshed in line with the new risk management strategy which was approved by the former LFEPA Strategy Committee on 12 March 2018. This has led to a review (and refresh) of existing risks and the identification of new risks. 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 of our staff not operating a safe system of work	6
CRR7	Failure of a significant contractual relationship impacts on the delivery of services	6
CRR8	The actions arising from the inclusion strategy fail to deliver a more diverse workplace	6
CRR10	The current environment doesn't support effective planning to meet the budget gap forecast in 2022/23	6
CRR13	A breakdown in industrial relations affects our ability to deliver the service	6
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	8
CRR20	The Grenfell inquiry process impacts on staff/officer wellbeing resulting in an increase in officers unavailable for key roles and reducing the resilience of the service	8
CRR21	The Brigade's Adult Safeguarding Framework does not support effective and efficient referrals to appropriate agencies to adequately support the needs of vulnerable people	6
CRR22	Brigade ICT services are affected by a cyber attack	9

Code	Risk Description	Score
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 now 22 risks on the Brigade's corporate risk register. There are now six 'red' risks, the highest of which relates to the Grenfell Tower Fire Inquiry and public confidence. The new risk management strategy promotes an 'active' register which will promote more movement on the register and the potential for more high priority risks to be identified and dealt with. Officers are developing controls (risk actions) to manage these risks, and along with progress against actions, risks will be reviewed regularly at Directorate Board meetings to encourage ownership and tackling of live issues.

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

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

The Strategic Response Arrangements (SRA) 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

Following the unprecedented number of activations of the SRA during 2017, the Brigade has returned to a normal testing and exercising programme. In June 2018, the senior management team participated in the first of a series of exercises based on the theme of personnel shortages.

We continue to support the National Fire Chiefs Council's (NFCC) Business continuity community forum and recently attended the two day conference hosted by Greater Manchester Fire and Rescue Service. This is an invaluable opportunity

for the business continuity leads to share best practice and experience. The London Fire Brigade will be hosting the group in November 2018.

Business disruptions

The first quarter of 2018 saw several minor strikes on the public transport network, and while we are mindful of impacts especially around shift changes, these are mostly dealt with as business as usual.

Unusually for the UK, we are going through a prolonged periods of warm, sunny and dry weather, the temperature for most days has kept just below the heatwave threshold of 30°C. However, we continue to issue advice and monitor the number of fires and work as part of London Resilience Group (LRG) to get up-to-date advice. The Brigade has also been able to offer support by way of 36 staff crewing six appliances and three support vehicles to Lancashire Fire and Rescue Service to help tackle the moorland fires.

This year has also represented the first anniversary of several of the major incidents the Brigade was involved in during 2017. This ongoing remembrance and support for the recovery helps us remain focused on the importance of ensuring our plans and response is as robust as possible.

We will continue to work with LRG and internal specialist officers in departments such as Operational Resilience and Operational Policy and Assurance to review the situation with the ongoing hot weather.

Delivering on change – corporate portfolio

Project Management is one of the key methods of delivering complex change in the Brigade in a planned and organised manner. At the end of June 2018 there were 9 'A' governance projects (those which affect multiple directorates; have a significant business impact and/or are of particular risk to the Brigade).

Governance	Aim	Project Name	Last RAG	Current RAG	Budget (£m)	Estimated spend (£m)	Stage	Original End Date	Forecast End Date
Active Projects and Programmes									
A	1	Command Unit Replacement (CURP)	A	A	£1.6m		Define	31/03/2019	30/04/2020
A	2	Mobile Data Terminal (MDT) Replacement	A	A	£2.3m		Deliver	31/01/2016	31/01/2019
A	2	Emergency Services Network (ESN)	G	G	TBC		Plan	30/03/2019	30/03/2019
A	2	PPE Replacement 2018	G	G	£2.6m		Deliver	31/10/2018	31/10/2018
A	2	Integration of National Operational Guidance into LFB	A	A	£1m		Plan	31/12/2018	31/01/2020
A	3	Paging Replacement	G	G	£123k		Deliver	31/05/2018	31/07/2018
A	3	Operations Support Centre (formerly IELP)	G	A	£200k		Plan	31/07/2017	01/09/2019
A	3	Business Intelligence Solution	G	G	£1.8m		Deliver	31/03/2020	31/03/2020
A	3	LFB Training Centre Croydon	A	A	£15.5m		Plan	28/02/2019	06/11/2020

Four of the projects are currently reporting as green, these are, Emergency Services Network (ESN), Personal Protective Equipment (PPE) Replacement 2018, Business Intelligence Solution (BIS), and Paging Replacement.

Five projects are currently reporting as amber.

Mobile Data Terminal (MDT) Replacement.– The new MDT device and new software has now been signed off, along with the tablet and the Sat Nav. Previous difficulties with setting up a network connection with British Telecom and Vodafone for the sat nav devices to receive mobilising messages has now been resolved. Preparation work is being undertaken to build the new devices in large quantities for the rollout in early August. Virtual instances of the new MDT, which will allow crews to extensively familiarise themselves with the new software, are prepared and

ready to be deployed. On the 2 July 2018, Airbus, the supplier of the new software for the devices notified its emergency service customers of some advisory delays in the deployment of Airbus SAFEcommand™ software which provides mapping, information retrieval and messaging services on the MDT for crews of pumping appliances and also other Brigade vehicles deployed to incidents. After consultation with Airbus and other fire rescue services who are part of the national programme to adopt Airbus SAFEcommand™, officers have decided to wait for the enhancements from Airbus before deploying. This is expected to be in September and will have no negative impact to operational service as crews will continue to use the existing Motorola VMDS software. This bug has no significant impact on sat nav or tablet devices and the rollout of these devices to appliances will continue in early August as planned.

The Command Unit Replacement (CUR) project is in the planning stage and currently behind schedule due to lead time for stakeholders' work streams, testing, and vehicle build. Exact funding requirements for the IT hardware and Incident command operating system elements of this project have yet to be finalised. As well as defining the options available for low emission vehicle and any additional associated costs. Formal release has been passed to Babcock Critical Services so they can undertake the procurement process for the Incident command operating system. It has been agreed that the project will be procured in a three stage structure of Incident Command Operating System, Hardware. And Vehicle through Babcock Critical services.

LFB Training Centre Croydon. (also LSP37 commitment) The target programme was seeking to deliver the facility by October 2019. However, the latest draft programme for the project, taking into account the expected vacant possession date for the current Protective Equipment Group site, is for construction to be completed in November 2020. This accords with the timetable for the Operations Support Centre project. Cost also remains an issue, and officers have appointed an additional quantity surveyor to determine if the current brief can be met from the current budget. The training centre project continues to be rated amber as a result of this change of timetable, and uncertainty regarding affordability. Officers will

continue to monitor the programme and financial position, and will provide updates to the Commissioner as these issues are progressed.

Integration of National Operational Guidance (NOG). This project is currently reporting as amber due to delays experienced in a number of key areas, including the creation of the national ICT solution and the development of risk assessments by the National Programme team. In addition, several methods of implementation have been trialled but have failed to produce an end solution that the team feels is fit for purpose. Therefore, it has been agreed by the Project Board that consideration will be given to running focus groups with all user groups. Good progress has been made with putting a contract in place for facilitation of the focus groups which will be run throughout August and September. The project team have carried out a review of all existing risk assessments and developed a 3 phase approach to create the necessary risk assessments which are also NOG compliant, this information will be used to determine the content and format of the final products.

The Operations Support Centre (OSU) project, formerly the Integrated Equipment and Logistics Project (IELP) is now reporting as amber due to the timescales having been progressively and substantially stretched. Initial construction was expected to start in May 2018. However, it took longer than planned to locate and secure a suitable property and more recently the introduction of new LFC governance rules resulted in a delay in going out to tender. The Lease for Pegasus Road was completed on 21st February 2018 and a building layout project brief has been substantively developed with end users, this has involved detailed engagement with both PEG and BDC staff. LFB have appointed both a consultant Project Manager and consultant designers who are progressing forward with this project, we have agreed the stage 3 RIBA plans and tender documents were drawn up. Property went out to tender on the 29 June 2018 with a tender period of 6 weeks, the process is expected to be completed and proceed through the LFC governance arrangements to agree funding and appoint a contractor by September 2018.