



LFB Quarterly Performance report





Quarter 4 (End of Year) 2018/19

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Key to abbreviations and symbols used

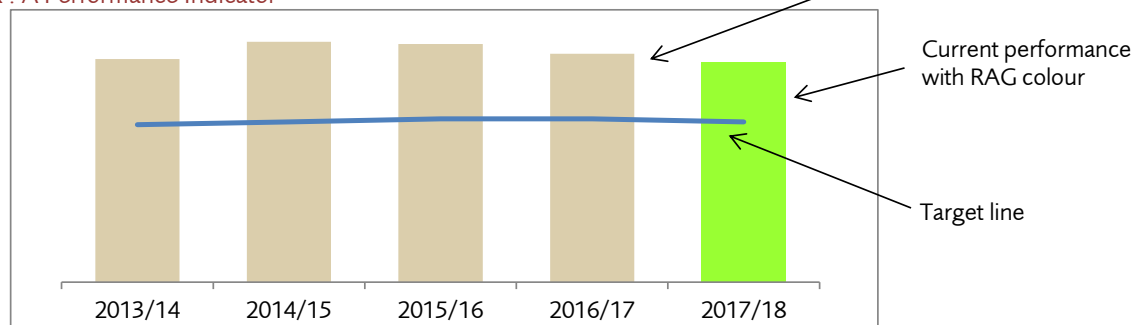
RAG Status

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

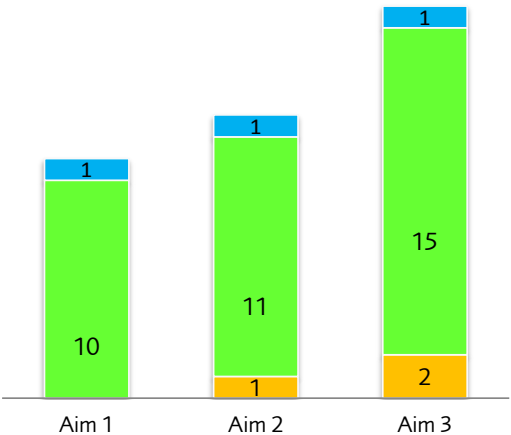
Aim 1 – PREVENTION and PROTECTION : Engaging with London's communities to inform and educate people in how to reduce the risk of fires and other emergencies. Influencing and regulating the built environment to protect people, property and the environment from harm.

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 33 - 34



Corporate Performance Indicators



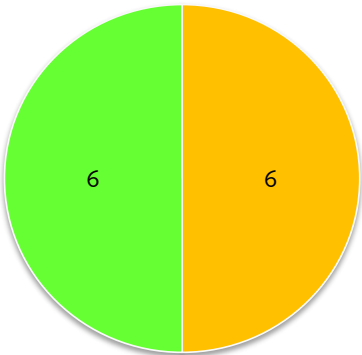
Corporate Risk Register

p 35 - 36

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

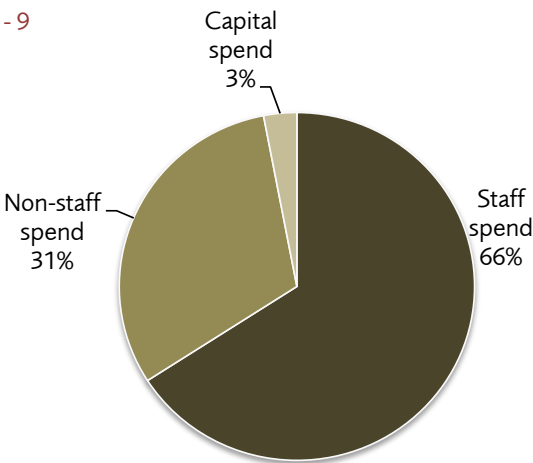
Corporate Projects

p 37 - 38



Finance

p 7 - 9



Introduction

Summary of performance

Welcome to the London Fire Brigade's performance report for quarter four (end of year) 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.

Performance at a glance

The Brigade is delivering well against its performance portfolio. Commitments and actions arising from strategic plans such as the London Safety Plan are progressing. In terms of performance across the aims, the summary position remains mixed. The Brigade is doing well in terms of delivering against Aim 2 – Response and Resilience. Aim 1 – Prevention and Protection has been impacted by the number of fire fatalities in 2017 and the current demand on fire safety resources, and Aim 3 – People and Resources continues to be affected by long term sickness levels and the challenge to meet higher diversity targets.

The Brigade's corporate risk register was updated for 2018/19 in conjunction with a new risk management strategy. There are currently four five risks which reflect priority areas to manage. Six key projects are progressing to schedule, however six are also amber. More information on all these areas including exceptions is given later in this report.

Performance highlights - indicators

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

- The number of **fires in the home (dwelling fires)** continues to reduce (5,392) over the last year and is down 10 per cent over the last five years.
- The number of **fires in care homes / specialist housing for older people** (366) continues to meet its target and is has seen a significant reduction (31.5 per cent) over the last five years.
- The **number of injuries from fires (5 year average)** continues to reduce (936) over the last year and has seen a significant reduction (16.7 per cent) over the past five years.
- A total of 82,102 **home fire safety visits (HFSV)** have been conducted and is in excess of the target of 74,000 for 2018/19.
- The **speed of attendance to incidents** by both first and second fire pumping appliances continues to remain well within the performance targets (6 minutes and 8 minutes, on average, respectively). On average, a first appliance arrived at an incident in 5 minutes 13 seconds and a second appliance in 6 minutes 32 seconds. The first appliance arrived within 10 minutes on over 96 per cent of occasions.

However, the **all fire deaths (10 year average)** remains above target (51), along with **accidental fire deaths in the home (10 year average)** (39). In the 12 months to the end of quarter four 2018/19, there were a total of 38 fire fatalities, compared to 108 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 (5.61 per cent), Fire and Rescue staff (3.26 per cent), and Control staff (9.45 per cent). Although still above target, Fire and Rescue staff sickness has improved slightly over the last year (down from 3.96 per cent).

Publicity and campaign news

Fire Safety campaign

In February the Brigade called publicly on housing developers to stop ignoring its advice and to fit sprinklers. The Brigade's leading campaign calls for sprinklers to be mandatory in all buildings housing vulnerable residents and purpose built flats over six stories. Using a Brigade audit of purpose built and refurbished flats, which identified only a small number of buildings being fitted with sprinklers, the Brigade called on the public to contact their Member of Parliament during the Government's public consultation on building regulations (Approved Document B).

The Commissioner gave a number of high profile media interviews, including BBC Breakfast and BBC Radio 4, to challenge housing developers and the government to do more. Later in March, the Commissioner was again quoted in various media, including The Guardian newspaper, in relation to a letter signed by 19 leaders and cabinet members from local authorities nationwide, asking for Government funding towards their sprinkler programmes.

Public affairs managed to secure a 90 minute debate about fire safety and sprinklers in the House of Commons on Tuesday 12 March 2019. The debate was helpful given that by this time the consultation had closed and responses were being considered.

More publicity about new Brigade resources

The Commissioner welcomed the Mayor of London to Dockhead Fire station in March where fire crews demonstrated the new fire hoods and drones. The event was attended by a range of media including broadcasters ITV London and BBC London news, and the Commissioner gave several interviews to explain how the new equipment protects Londoners. Media coverage also included how the emergency services work together, a roll call featuring and explaining the new Personal Protective Equipment and a demonstration of how both the Metropolitan Police and London Fire Brigade use emergency service dogs.

Calls for inclusion

As well as celebrating the Commissioner's 30 years of service, the long service award held at City Hall in February also provided another useful opportunity to promote the Brigade's position on inclusion and recruitment, reminding the public that when the Commissioner joined only a handful of women were employed as firefighters in London. The Brigade also responded to calls from television presenter Piers Morgan to explain its #FirefightingSexism campaign. The Commissioner appeared live on Good Morning Britain to explain what the campaign is really about.

Social media storm

The Brigade used social media to warn and inform residents on adverse weather conditions during this period, including Storm Gareth. In one 24 hour period, Control Officers took around 140 calls to weather related incidents. Public advice was issued on how to stay safe in high winds. Also in this period the Brigade was found to be the best fire and rescue services in the UK for using social media following research conducted by leading trade magazine PR Week.

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=lfbpa>

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 London Fire Commissioner (LFC) between 1 January and 31 March 2019.

These decisions are published on the London Fire website at:

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

London Fire Commissioner - Internal Audit - Quarter 3 Progress Report, 2018/19 – This report summarises the work carried out under the Internal Audit Shared Service Agreement by the Mayor's Office for Policing and Crime (MOPAC)'s Directorate of Audit, Risk and Assurance in the third quarter of 2018/19. It provides an assessment of the adequacy and effectiveness of the internal control framework within the Brigade.

London Fire Commissioner - 2019 /20 Budget – This report presents the London Fire Commissioner's final draft revenue and capital budget for 2019/20 for approval. The report also provides an update on the actuarial revaluation of the firefighter's pension scheme and then presents revised potential financial implications for the LFC.

London Fire Commissioner – Desktop Improvement Project– This report seeks approval for the expenditure for external resources to deliver the Desktop Improvement Project. The key objectives of the project are to upgrade the Windows 2016 operating system, including the web browser, and allow for the upgrade of Microsoft Office software on the Citrix / 'terminal services' ('thin client') desktop.

London Fire Commissioner – Portable Hygiene Units– This report seeks approval to award the contract for the purchase of two Portable Hygiene Units (PHUs) and associated services.

London Fire Commissioner – Information Shared Services- This report seeks approval to accept a tender for an Information Service which will be delivered as a shared service with the Greater London Authority (GLA).

London Fire Commissioner – Treasury Management Strategy 2019-20 and future years– In accordance with Financial Regulations, the Director of Corporate Services, being the statutory finance officer for the London Fire Commissioner (LFC), is required to report to the LFC on the Treasury Management Strategy Statement and Annual Investment Strategy it is proposed to adopt in the coming financial year.

London Fire Commissioner - Capital Strategy 2019-20 and Future Years– The CIPFA Prudential Code 2017 sets out a new requirement for Local Authorities to produce a Capital Strategy, to form part of an authority's integrated revenue, capital and balance sheet planning. The Capital Strategy is to be published for the 2019/20 financial year and requires formal approval by the London Fire Commissioner (LFC). This will be an annual requirement and will form part of the budget setting process.

London Fire Commissioner - Half yearly monitoring of Health and Safety performance 2017/18 – This is the Health and Safety update and monitoring report for the 12-month period ending September 2018 (Q2 2018/19), which also includes Q1 and Q2 specific commentary. The report covers performance against a number of key health and safety indicators and measures.

London Fire Commissioner - Key Projects for 2018/19 – Quarter 3 Reporting - This report updates the London Fire Commissioner on key projects being undertaken within the London Fire Brigade as at the end of December 2018.

London Fire Commissioner - Quarterly monitoring of commitments in the London Safety Plan for 2018/19 - Quarter 2 (end-September 2018) – The current London Safety Plan (2017) was approved by the London Fire and Emergency Planning Authority on 30 March 2017 (FEP2723). The Plan details how the Brigade will help make London the safest global city and is supported by a set of commitments to realise that ambition. Progress against the commitments, as at the end of September 2018, is provided within this report.

Financial Performance

LFC Revenue (£000s)	Budget	Outturn	Variance
Operational staff	241,115	239,924	(1,191)
Other staff	55,994	54,611	(1,384)
Employee related	23,890	24,764	874
Pensions	20,445	20,493	48
Premises	37,864	37,362	(502)
Transport	16,329	15,449	(880)
Supplies	29,230	30,011	781
Third party	2,262	2,207	(55)
Capital financing	9,770	9,365	(405)
Contingency	215	0	(215)
Income	(39,043)	(40,434)	(1,391)
Net revenue expenditure	398,073	393,752	(4,321)
Use of reserves	16,749	17,398	649
Financing Requirement	414,822	411,150	(3,673)
Financed by:			
Specific grants	(16,352)	(16,826)	(474)
GLA funding	(398,470)	(398,470)	0
Net Financial Position	0	(4,146)	(4,146)

LFC Capital (£000s)	Q3 Forecast	Outturn	Movement
ICT Projects	647	582	(65)
Estate Projects	3,068	3,065	(3)
Fleet and Equipment Projects	8,343	9,638	1,295
Property Disposal Fees	0	147	147
Total capital expenditure	12,058	13,432	1,374
Financed by:			
Capital Receipts	11,163	13,314	2,151
Grants	895	118	(777)
Borrowing	0	0	0
Total	12,058	13,432	1,374

Revenue Position

The outturn position for 2018/19 on the revenue budget is an underspend of £4,146k (1.1%). This is subject to external audit, with final accounts to be approved for the London Fire Commissioner (LFC) and published by 31 July. The revenue

outturn includes additional underspends of £1,642k since last reported at Quarter 3 (LFC - 0121), mainly due to:

- Additional income (£1,310k) due to additional rental income from a premium payment on the Grotto site at Southwark £455k, income from training courses ran by LFB £216k, interest receivable of £391k due to the receipt for the sale of Southwark fire station and a reduction in the provision outstanding debt of £547k, offset by a reduction in income from insurance companies (£325k) under the Metropolitan Fire Brigade (MFB) Act due to a refund to an insurance company for overpayment,
- A revised forecast on building maintenance (£462k) due a reduction in the forecast expenditure on maintenance contracts on a backlog of works aimed at improving the overall condition of the LFC estate.
- Professional Development (£446k) due to lower than expected spend against the training contract due to the way firefighter apprenticeship training costs and payments from the digital account are apportioned across financial years.
- A further increase to the underspend on property rates (£339k) following further successful appeals, in the fourth quarter.
- Additional underspend on vehicle passthroughs (£216k) due to delays to modification programmes and a lower forecast cost of accident repairs;
- Professional services (£229k) due to revised costs for prosecution cases and inquest matters and the Control and Mobilising (CAMS) contract due to service credits.

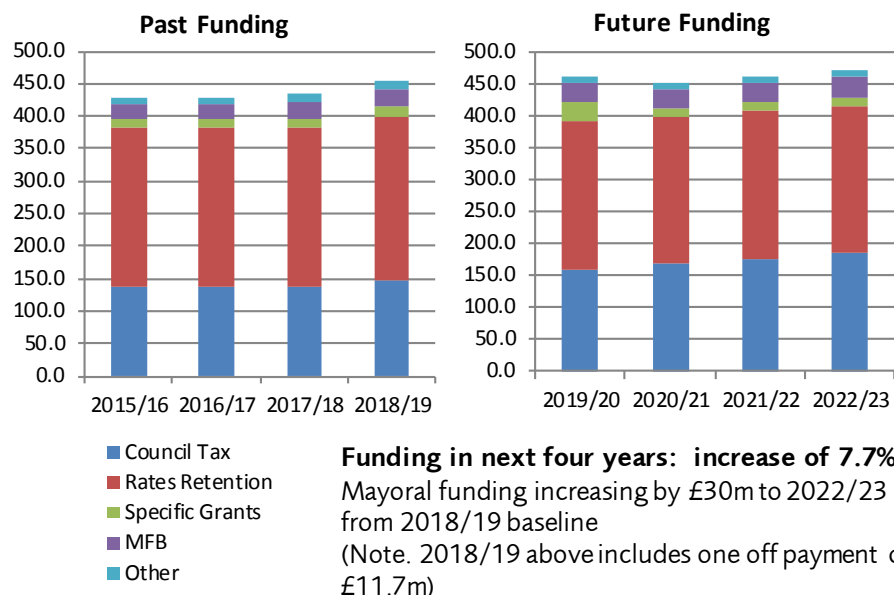
The above underspends are offset by an increase in spend on operational staff (£603k) following an updated forecast for pay awards, on telecommunications budgets (£566k) mainly as a result of the Home Office catching up with billing for FireLink charges and on hardware and software budgets (£120k) due to upgrades to software and IT systems.

Capital Position

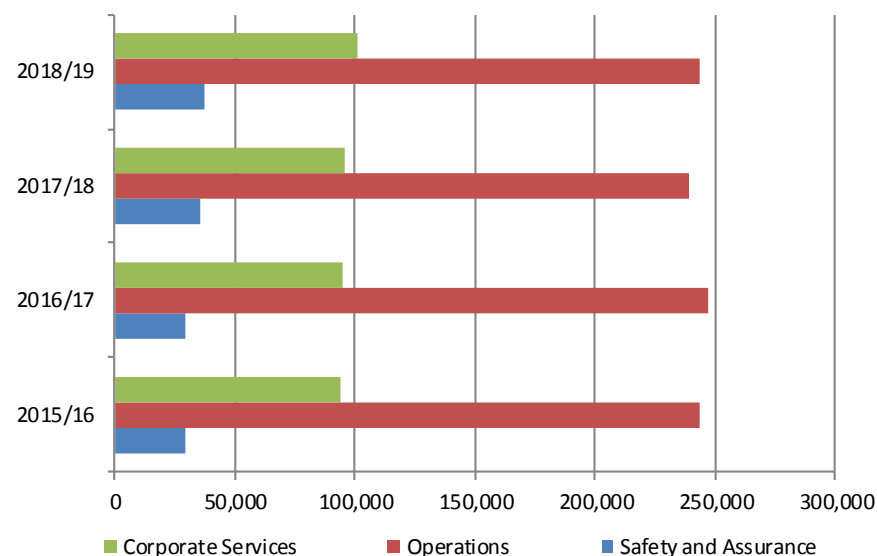
The capital outturn for 2018/19 is £13,432k. This is an increase of £1,374k from the position reported as at the end of Quarter 3 of £12,058k (LFC-0121). This is due to budgets brought forward from 2019/20 and future years of £2,297k and new budgets of £147k, offset by budget re-phasing to 2019/20 of £425k and budget savings of £645k.

Financial Trends

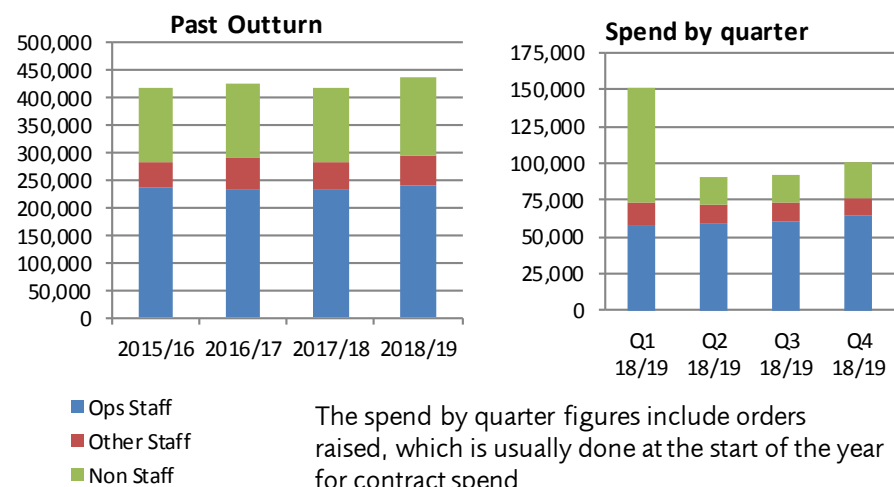
Total Funding for LFC (£m)



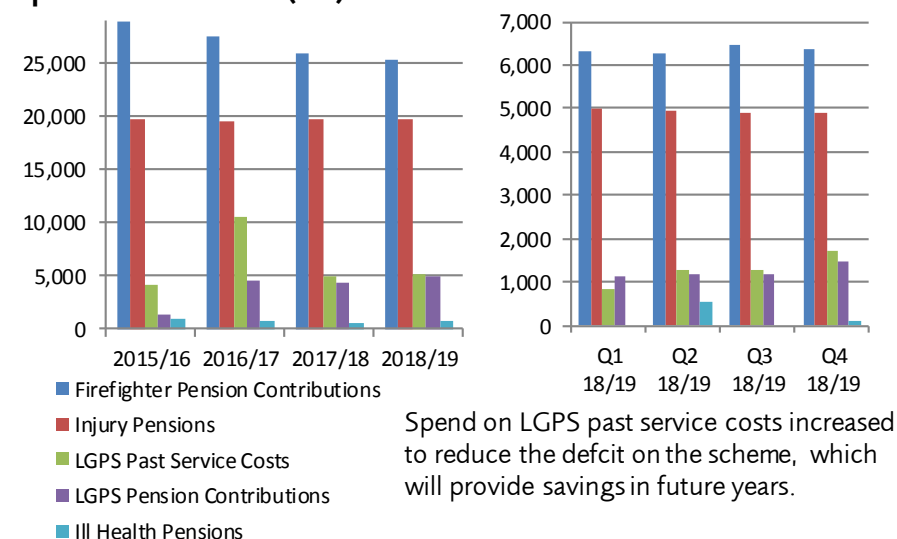
Directorate Spend by Year (£k)



Total Costs (£k)

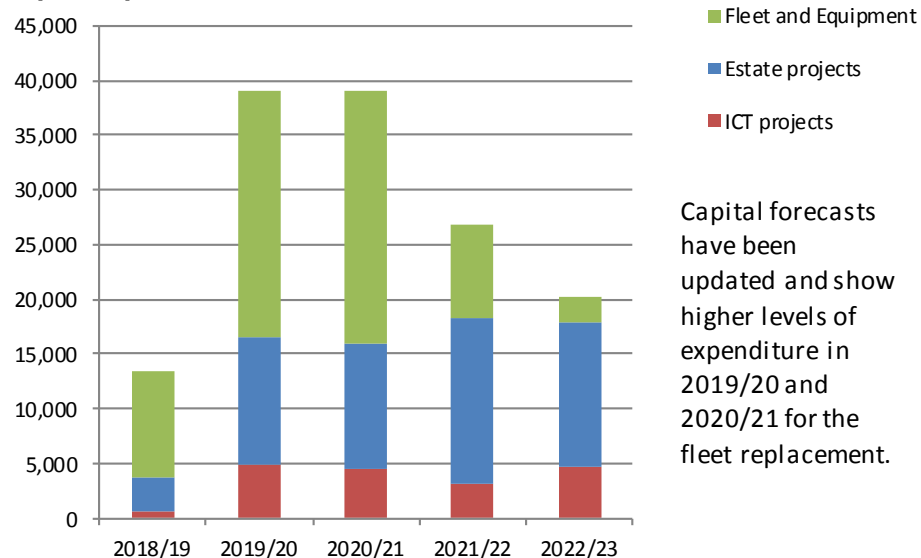


Spend on Pensions (£k)

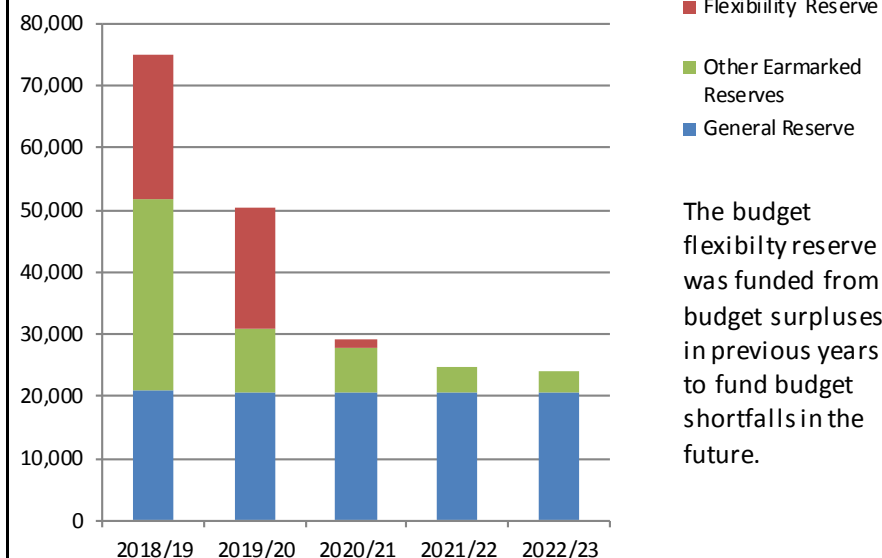


Capital, Borrowing and Reserves

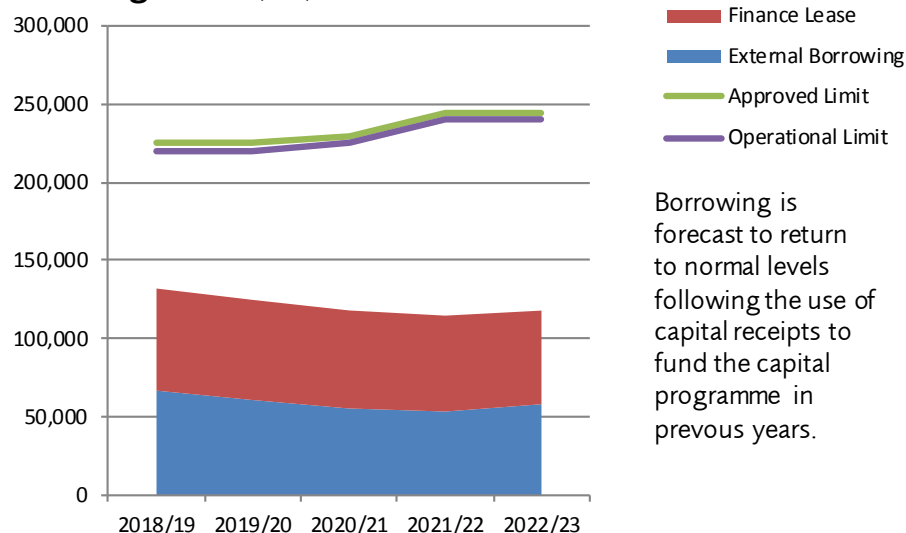
Capital Spend (£k)



Reserve Balance in Future Years (£k)



Borrowing Levels (£k)



Reserves

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

Earmarked Reserves (£k)	18/19	19/20	20/21	21/22	22/23
Capital Expenditure Reserve	11,745	0	0	0	0
Compensation	1,000	750	500	250	0
ESMCP	2,273	2,071	1,745	0	0
Fire Safety and Youth	988	973	340	204	121
Hydrants	462	367	247	127	0
ICT Development Reserve	2,001	891	341	100	0
LFC Control Reserve	959	729	729	729	729
London Resilience	1,087	72	72	72	72
London Safety Plan Initiatives	4,254	3,218	2,366	2,366	2,366
Organisational Reviews	1,031	0	0	0	0
Vehicle & Equipment Reserve	3,108	822	478	257	76
Other Earmarked Reserves	1,880	140	70	0	0
Total	30,788	10,033	6,888	4,105	3,363

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

LFB officers seconded into the Home office via National Fire Chiefs council (NFCC) are working to assist with the fire safety consultations due out in Quarter 1. The consultation will progress the work of HM Government's implementation plan and also look at a review of the Regulatory Reform (Fire Safety) Order 2005 (FSO). LFB officers are also working to ensure that the new regulatory framework proposed

protects the most vulnerable and ensure that protecting firefighters is at the heart of the built environment.

Our Fire Engineering Group continues to provide technical fire engineering support on a national level to NFCC and to various committees and steering groups. We have also provided a number of technical peer reviews for colleagues in other fire services as part of aspirations towards creating a centre of technical excellence. In quarter four, we have provided consultation returns on the full technical review of Approved Document B (ADB), Modern Methods of Construction (MMC) and the Use of Chemicals in the Home (which relates to the Furniture and Furnishing regulations 1998). In addition to this, we have also been involved in the drafting of the latest version of BS7974 (the guide on fire engineering) which is now published and we continue to support the ongoing Approved Document B clarification project.

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

At present we have 200 buildings who have simultaneous evacuation in place (as a result of ACM and/or general fire precautions issues). The High Rise Task Force shares information with Central Operations and the Pre-Determined Attendance section to enable Fire Stations to develop their on arrival tactics and update the Operational Risk Database (and Mobile Data Terminal) as necessary.

We continue to work closely with London Councils to provide technical fire safety (policy) advice, liaise with on major consultations such as ADB and to share our experience, key concerns and identify areas of common interest. We also remain a standing member of the London Housing Directors' Fire Safety Group and Fire Safety Steering Group as these forums provide opportunities to influence and share information as well as providing updates as to the current status of the HRTF. We are exploring ways to provide relevant inputs from our prevention/community safety work. For example, information about our schools visits and how such work improves fire safety messaging in the community.

Fire Safety prosecutions

During quarter four, there has been one successful prosecution case where the responsible person pleaded guilty to 2 charges. The sentencing hearing listed for 26 April 2019.

We have two pending cases, where warrants have been issued - one has a trial date set for May 2019. The other remains outstanding as the defendant has now failed to attend court on two separate occasions.

At the moment we have 35 current investigations and a further 19 cases are with our General Counsel Department.

Notice of deficiencies

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

Quarter 4 2018/19	Total Audits	No. of NODs	% of NODs	No. of ENs	% of ENs
	2174	402	18.5%	90	4.1%

NOD have risen steadily over the past four year, from 11% in Quarter 1 2015/16 to 18.5% in Quarter 4 2018/19. Whereas EN have remained broadly constant over the same period.

Grenfell Tower fire update

Phase One of the Grenfell Tower Inquiry, which focused on what happened on the night of the fire, ended in December 2018. During the Phase One hearings, 83 Brigade staff gave oral evidence with a further 262 statements read into the record.

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

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

The Brigade's Grenfell Tower Investigation and Review Team (GTIRT) continues to support the work of the Inquiry, police investigation and the Brigade's own learning and safety investigation into the fire. In October 2018 it provided the Inquiry with a position statement detailing what actions the Brigade has taken since the night of the fire. In March 2019, following the conclusion of the Phase One proceedings, it also presented the Inquiry with a preliminary report written by the Head of GTIRT which outlines observations on the Brigade's operational response to the incident.

The operational learning identified by the Brigade's internal investigation and preliminary report will be considered by a newly formed Grenfell Tower Fire Improvement Board made up of the Brigade's principal managers and relevant Heads of Service. The Board will also consider and respond to any recommendations from the Inquiry or learning arising from the Metropolitan Police investigation.

The team has also completed and disclosed version 0.7 of the Operational Response Report, which is a factual narrative of actions taken by the Brigade at the scene, and covers the period from 0054 to 0700 hours. Work on the second volume, covering the final extinguishing of the fire and the recovery phase, will continue this year. A similar report covering the actions by Control in response to the fire was disclosed to the Inquiry during Phase One.

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

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 up to five years old 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 and we estimate that overall we engage with a minimum of over 220,000 children and young people annually.

Local Intervention Fire Education (LIFE)

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

LIFE has introduced a new early intervention course for 11-14 year olds addressing a previous gap in provision. These courses address the issues in our standard LIFE course, aiming to discourage younger children from becoming involved in gangs and petty crime. In quarter three, three early intervention courses were delivered.

17 LIFE courses (14-17) were delivered and two Early Intervention courses. Within this LIFE have delivered two ONE:LIFE courses with the Met Police, a half day input for the Princes Trust and 2 bespoke courses; one in Royal Borough of Kensington and Chelsea and one at East Ham Fire Station within the London Borough of Newham. Overall, in 2018/19, LIFE have delivered 63 LIFE Interventions including 4 Feltham Young Offenders Institute courses and three ONE LIFE Courses with the Met Police. In addition to this LIFE have delivered eight Early Intervention Courses and supported three Outreach Taster Days for young people.

LIFE have also run a number of bespoke courses, most notably a number of interventions in Royal Borough of Kensington and Chelsea and brought in around £50k of funding from various sources including Mayor's Office for Policing and Crime, Housing Associations and Jack Petchey.

Juvenile Firesetters Intervention Scheme (JFIS)

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

In quarter four, JFIS received 31 new referrals and are currently working with 76 young people including those in Feltham Young Offenders Institute as part of the pilot project. 152 visits were completed by caseworkers and 35 cases were closed. At the end of March 2019, JFIS had 21 young people on the waiting list. JFIS secured a grant from an external organisation and delivered focused training to Borough Commanders and other key staff on understanding adult firesetting. A new 'Putting a stop to Arson' leaflet has been created as well as a toolkit to support work with partner agencies to tackle deliberate firesetting at a local level. JFIS has also been an integral part of the NFCC working group to create and deliver a firesetter intervention skills course for FRS' across the UK.

Education Team

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

In quarter four, the team visited 279 primary schools seeing 26,784 children and twenty secondary schools seeing a total of 3,144 children. Wider visits to Special Educational Needs schools and taking part in Prison Me No Way covered 1,380 children making a total of 31,587 overall.

The Team have worked in partnership with Lewisham Homes in creating a Fire Safety poster competition for Year 5 pupils in four schools in the borough of Lewisham with the winning poster decided in March 2019 at an event at New Cross Fire Station.

Fire Cadets (FC)

Quarter four has seen another successful period with 18 units established in addition to five specialist units: Marine; Ceremonial; two Junior Cadets units; and Ambassadors.

Currently over 2018/19 academic year there are 320 cadets of which 56 per cent are female and 48 per cent are BAME. There are also 91 adult volunteers supporting Fire Cadets units across London.

Over £1m funding was secured from the Mayor in February 2019 to set up Fire Cadets in the remaining 15 London Boroughs so that every London borough will have its own dedicated Fire Cadet unit by March 2020. This will mean the recruitment of a further 240 young people and another 170 adult volunteers.

Crossfire

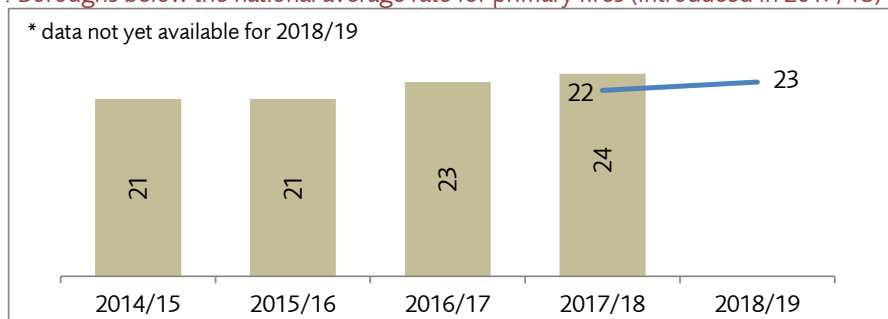
Crossfire is a long-standing community engagement project currently working within the Boroughs of Croydon, Bromley, Lewisham, Lambeth, Kensington and Chelsea, Haringey, Newham, Southwark, Tower Hamlets, Sutton and Bexley. It is designed to meet local partner objectives regarding anti-social behaviour (ASB), crime, fire-setting and hoax-calling. A key benefit of Crossfire's Impact Factor, Junior Impact Factor and All Ages Family Safety Challenge projects is that they all run in conjunction with partner agencies. These range from the likes of the MET Police to Rape Crisis and Drugs and Alcohol teams. In quarter four, Crossfire worked with 4,358 children and young people and 320 adults as follows 1) Impact Factor: 2,460 2) Junior Impact Factor: 1,320 3) All Ages Family Safety Challenge (children): 555 and 4) All Ages Family Safety Challenge (adults): 320.

Wider youth engagement

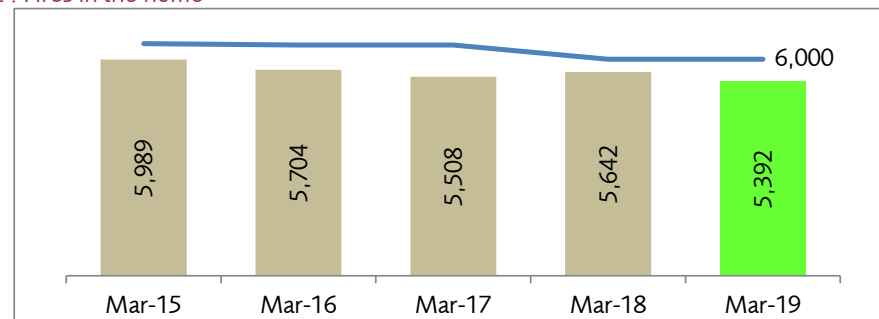
The LFB Youth Board met in quarter four on Saturday attended by 25 young people who discussed a range of issues including radicalisation.

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

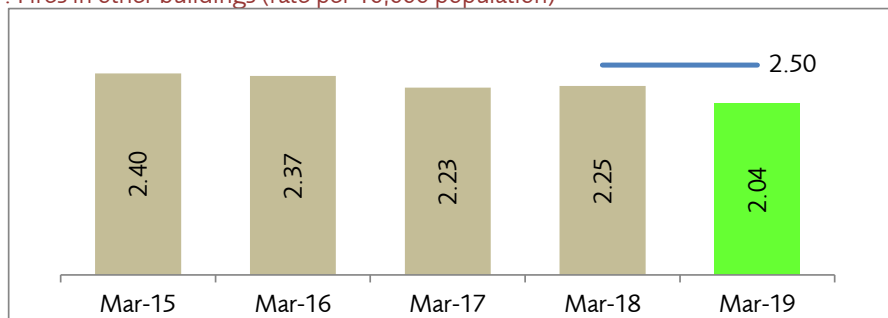
H1 : Boroughs below the national average rate for primary fires (introduced in 2017/18)



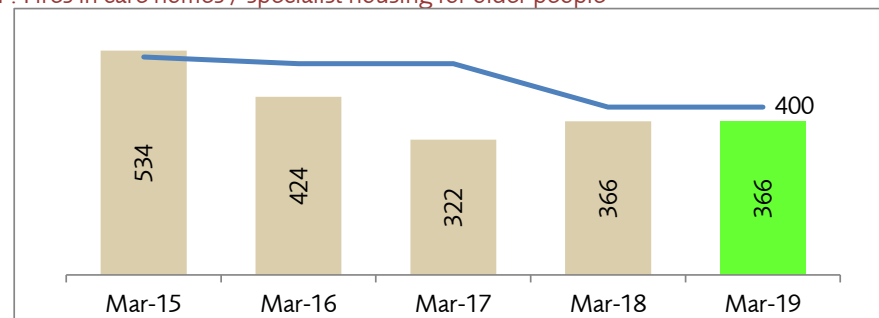
H2 : Fires in the home



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



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



H1 Boroughs below the national average rate for primary fires

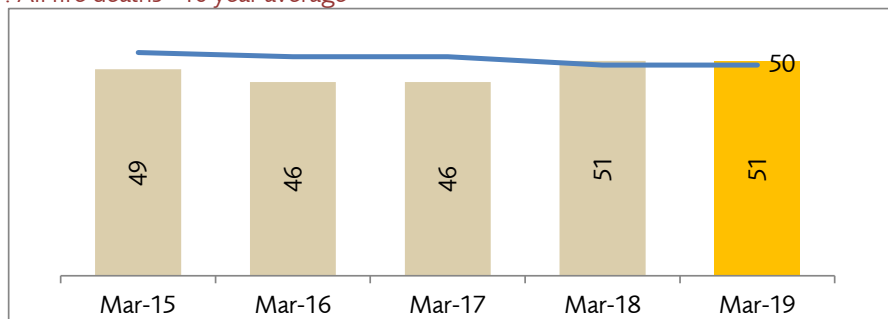
This indicator was introduced as part of the current London Safety Plan as our fairness measure under the GLA's Equality Framework. Our long term goal is to achieve fairness and equality of outcome for all Londoners by bringing all boroughs below the national average. Challenging targets have been set for the period of the plan to move towards this goal and we exceeded our target of bringing 22 boroughs below the national average in 2017/18. The 2018/19 national rate for primary fires has yet to be published by the Home Office. Therefore the annual year end figure for boroughs below the national average rate for primary fires is not yet available.

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

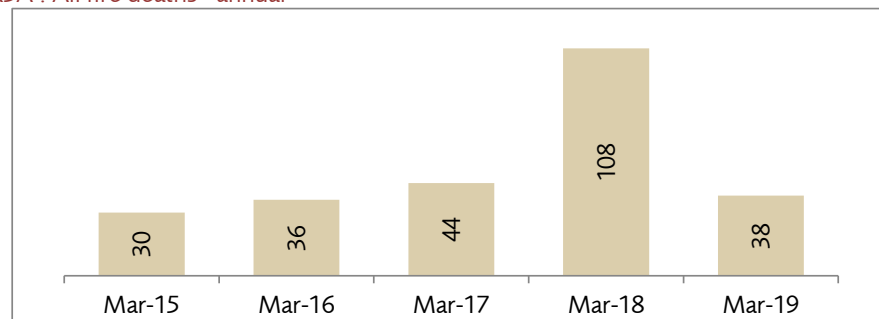
The Brigade is meeting its targets for the number of fires in the home and fires other buildings, both have fallen over the past year, by 4.5 per cent and 9.8 per cent respectively. The Brigade is also meeting its target for the number of fires in care homes/specialist housing, and is significantly lower than five years ago, having fallen by 31.5 per cent. The Brigade continues its work in targeting vulnerable residents including those in care homes and specialist housing and this prevention work is helping to drive down the number of fires in these types of premises.

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

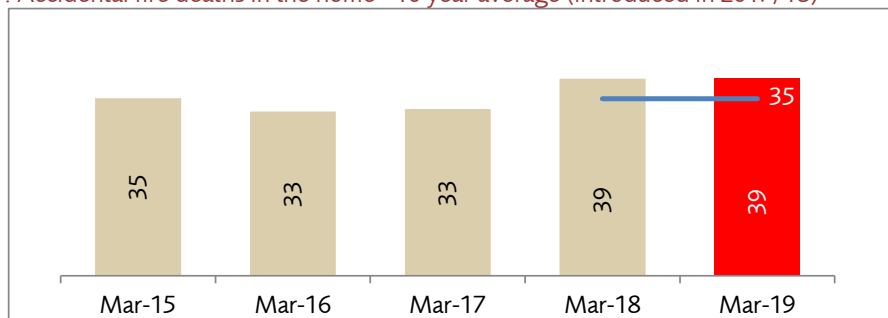
H5 : All fire deaths - 10 year average



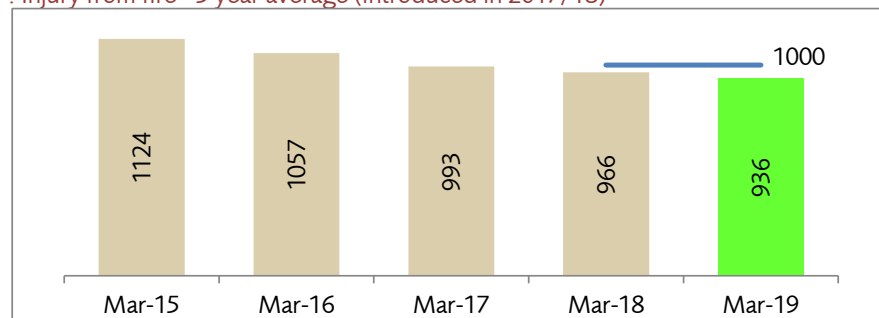
CX3A : All fire deaths - annual



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



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



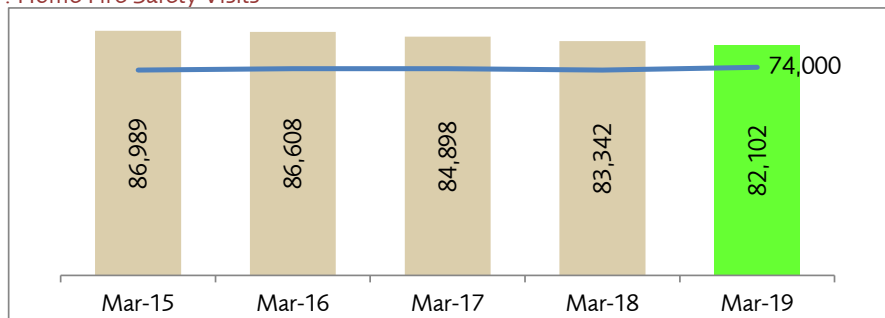
H5, H6, and H7 – Fire deaths, accidental fire deaths and injuries from fire.

There were 38 fire fatalities in the rolling 12 months at the end of quarter four (31 March 2019). There were 10 fire fatalities in total in quarter four and nine were accidental fire deaths in the home.

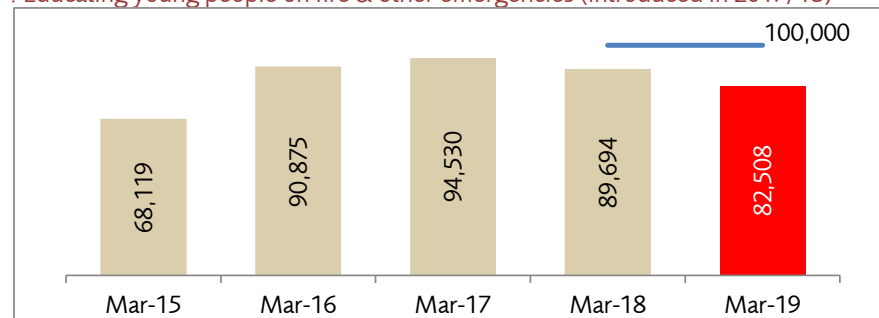
The Brigade introduced the accidental fire deaths target as the Brigade believes it can do more here to drive numbers down. The Brigade is actively looking at ways it can target the most vulnerable for Home Fire Safety Visits and Borough Commanders are enacting individual borough plans and is working with local authorities to drive down risk in their areas.

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

H8 : Home Fire Safety Visits



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



H8 – Home Fire Safety Visits

Home Fire Safety Visits (HFSV) are now well established, and continue to exceed their target, with all boroughs exceeding their target for this period. The majority of HFSVs (78.5 per cent) are targeted at of high risk people and places (classified as 'P1'), and includes hot strikes – where localised HFSVs were completed in a building or street following a fire, targeted visits to care homes and sheltered housing, and the structured programme to target high rise buildings post-Grenfell. All boroughs have exceeded their 12 month target for HFSVs. Enhanced partnership work across boroughs is improving targeting so that HFSVs are delivered to high risk people and places. This includes targeted visits to care homes and sheltered housing.

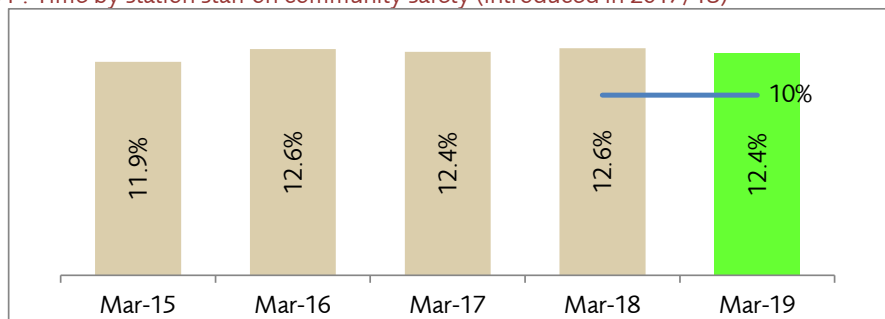
H9 - Educating young people on fire and other emergencies

This was a new indicator put in place as part of the current LSP and was to capture the full range of the Brigade's youth activity. The target was aspirational and was to drive work to reach more young people over the four year life of the LSP. Whilst performance in reaching young people in 2018/19 is below the target, resources and activities have continued to be 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.

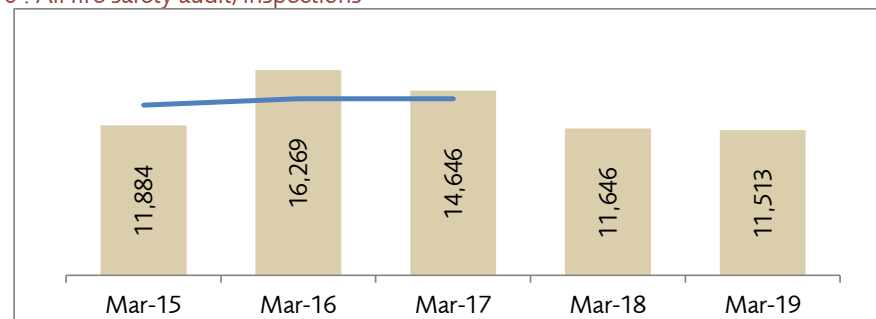
It is apparent that not all activities focussed on young people are being counted in a consistent and reliable way to show performance against the indicator. At present, performance show the numbers of young people reached via schools team visits, LiFE , JFIS and Fire cadets. Other activities, not currently counted, potentially include schemes such as Crossfire, Junior Citizens, Prison-Me-No-Way, Safe Drive, Stay Alive, etc. and visits to low and medium risk schools by firefighters. We will make sure that all the Brigade's work that reaches young people will be counted and aim to include these activities in the performance numbers for Q1 reporting in 2019/20.

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

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



H10 : All fire safety audit/inspections



CO1 – Time spent by station staff on community safety

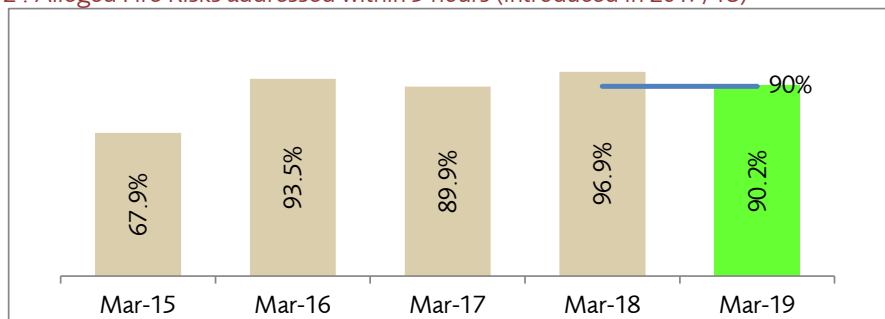
This indicator measures the percentage of available time spent on community safety activity by fire station staff. Performance progress against this indicator has been steady for a few years and is exceeding the target. A review of Borough Community Safety Plans across the organisation has also taken place. This means that there is a central pool of best practice to be draw on. The use of Power BI (LFB's Business Intelligence Service) now allows staff to create map overlays detailing incident types and areas of risk can be targeted so that tailor made community fire safety (CFS) solutions can be applied. All Borough Commanders have created Borough Community Safety plans that include fire station open days to support CFS activities. Fire stations across London continue to support the LFB Cadets to deliver CFS events.

H10 : All fire safety audits / inspections

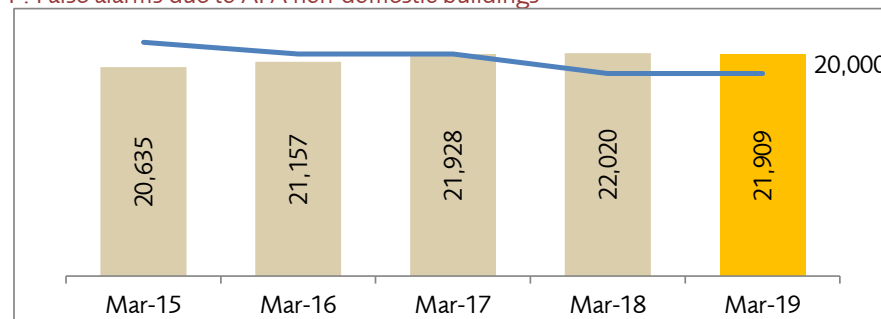
Our end of year performance remains similar to our 2018/19 figures as we are continuing to take the approach outlined in previous reports, focusing on higher risk premises and a more robust inspection process which once again has resulted in a higher percentage of 'Notifications of Deficiencies' being issued. We have introduced new Fire Safety Advisors over quarters 3 and 4 and are keen to see how they contribute towards these figures going forward as they develop in role.

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

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



H11 : False alarms due to AFA non-domestic buildings



CO2 : Alleged Fire Risks

An Alleged Fire Risk (AFR) is a notification from an individual to the Brigade reporting their concerns about the fire safety arrangements at a particular premises. It may be received in a number of ways, either through Brigade Control, Brigade Headquarters (BHQ), Fire Safety Teams or local fire stations. The investigation of an AFR should be treated as urgent. Having reviewed the AFR attendance data for 18-19 there are 8 occasions recorded as being over 3 hours, with a further 2 being recorded as 3 hours. Further scrutiny has determined that in 2 cases the AFR was resolved within 3 hours but as this occurred over the weekend, the system was not updated until the Monday resulting in a time lag; a further incident had the wrong date entered resulting in a 23:50 time being recorded although it was picked and dealt with immediately. Two further incidents were recorded as on 3 hours rather than within although all paperwork confirms this was concluded within. This has also highlighted a need to reiterate the AFR process as a further incident was forwarded incorrectly to a team outside of FSR. Based on the above the number of AFR's not attended within 3 hours reduces to 5 or 6.1%. However performance is on target.

Moving forward we will address the recording issue with FSR Admin and communicate the process on Hotwire & Fire Safety News to ensure consistency.

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

We continue to proactively work to reduce the burden of Unwanted Fire Signals (UWFS) in premises where the Regulatory Reform Order (RRO) applies, including:

- Fire Safety Inspecting Officers address false alarms as part of their audit process and are alerted to frequent producers by administration staff.
- Borough Commanders, in liaison with local Fire Safety Teams, developing local projects where crews identify and target those with repeating AFA calls.
- Control – filter out calls in accordance with PN539. We are looking to extend this with an increase to the filtering question so that any ongoing investigation (not prompted by us) is allowed to complete before we attend. (RRO applies and avoiding sleeping hours)
- Operational crews interact with relevant persons when attending an AFA to prevent recurrence.
- HQ FSR Policy send out a regular quarterly briefing with supporting data, analysis and targeting guidance to relevant staff.
- New Connection Agreement arrangements (Feb 2018 - PN932) to ensure monitoring organisations comply with industry standards.
- A new team is being set up to support AFA reduction and the re-introduction of AFA cost recovery.

Response and Resilience – providing a high quality, effective response

Key points

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

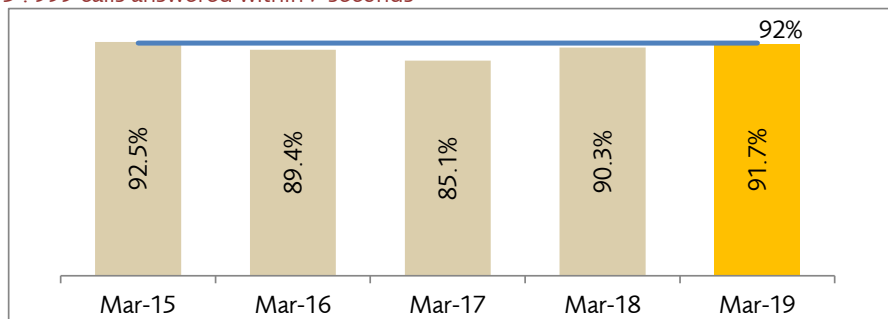
We'll deliver this aim by:

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

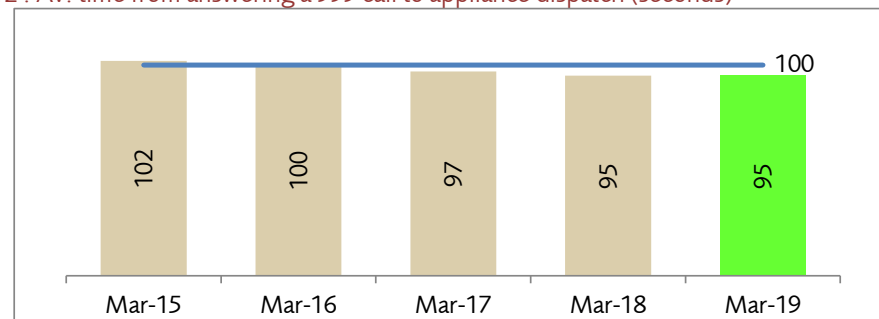
Our work under this aim focus on activities that help deliver a world class operational response service, and by working with our partners to address identified risks, at a local and national level to ensure continuity of service. Indicators under response and resilience focus on the emergency call handling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

Response and Resilience – providing a high quality, effective response

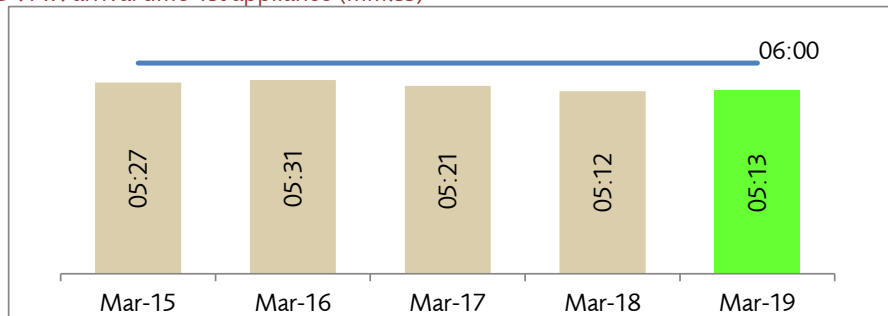
CO3 : 999 calls answered within 7 seconds



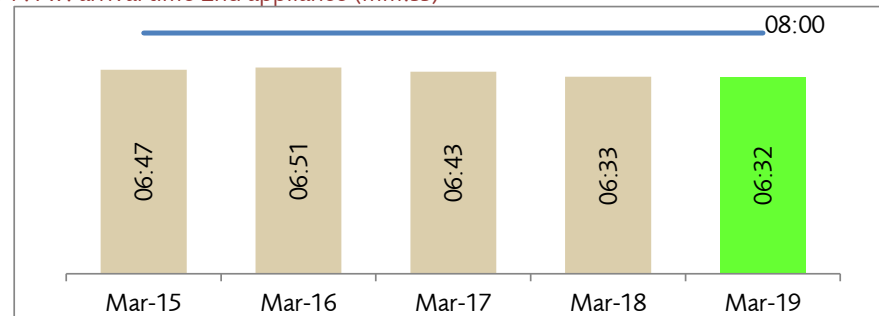
H12 : Av. time from answering a 999 call to appliance dispatch (seconds)



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



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



CO3 and H12 – Call handling

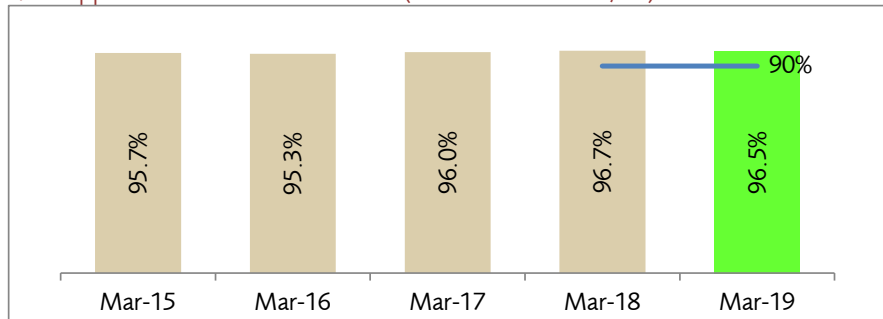
Call answer performance for the rolling 12 months sits just below target, however it continues to rise, with good performance during 2018-19 contributing positively. We will continue to see an upward trend on call answer performance during quarter one 2019 while service demand and staffing levels remain consistent. Automatic Call Distribution is now embedded into the Control Room directing calls to available Control Room Officers without delay. The time from answer to mobilisation is now stabilised at 95 seconds.

H13 and H14 – Attendance times

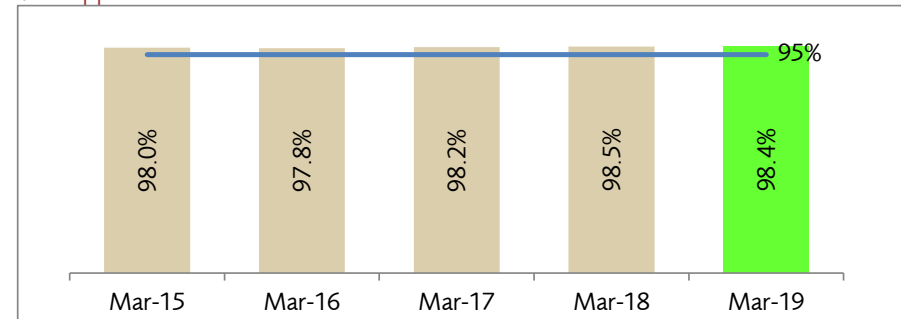
These indicators measure the Brigade's London-wide performance for the time it takes for a first fire engine to arrive at an emergency incident, within an average of six minutes, and a second fire engine, within an average of eight minutes. First and second appliance arrival times have continued to improve steadily. First appliance average arrival times have improved by 14 seconds since March 2016 and second appliance average arrival times have improved by 15 seconds over the same period. This is likely to be due to a combination of factors including the capability of the Vision system which provides geographical mobilising (despatching the nearest fire engine). Turnout times are also a key focus for station management teams and the personal announcement (PA) countdown system helps crews to focus on their timings when leaving the station.

Response and Resilience – providing a high quality, effective response

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



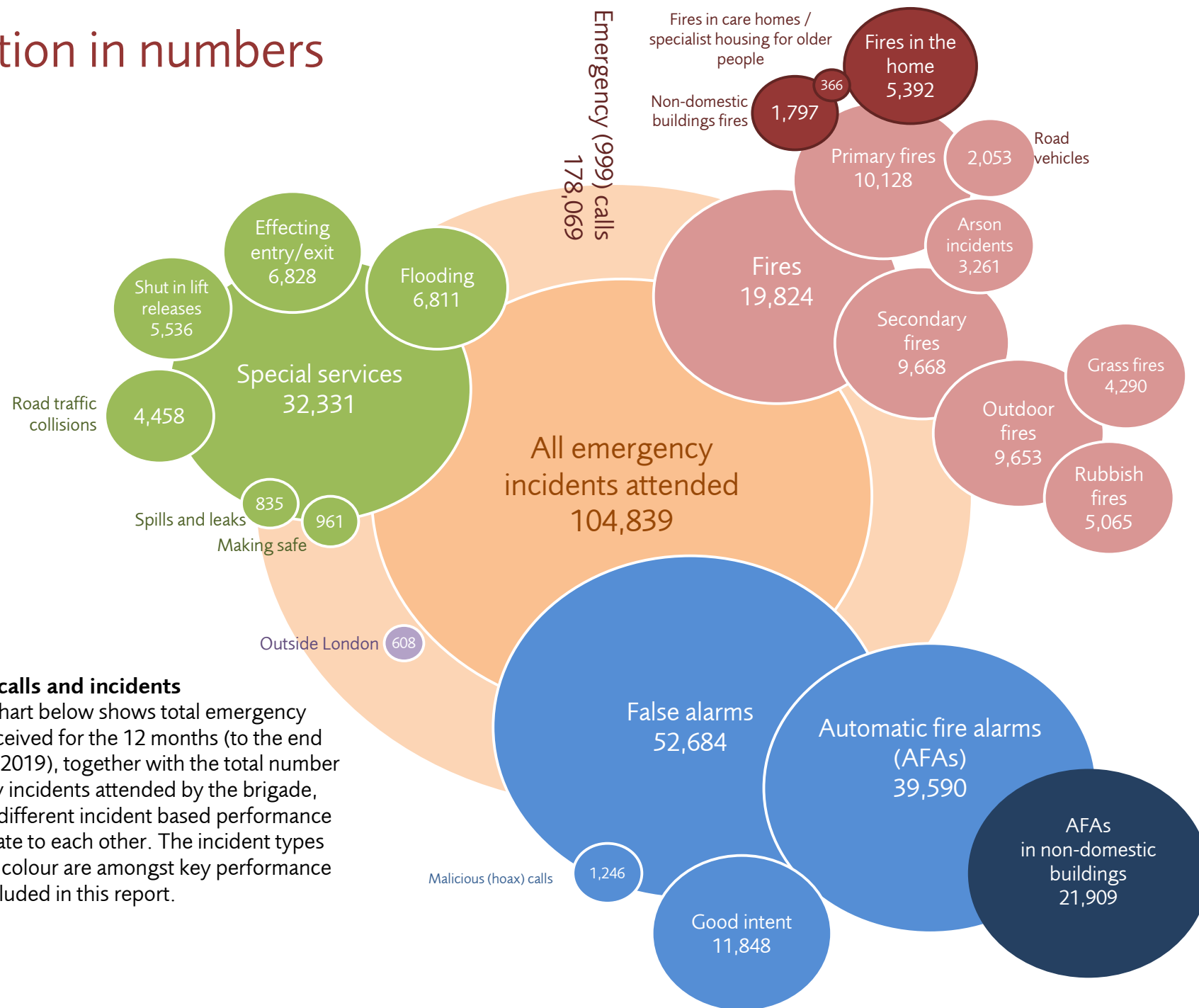
H16 : 1st appliance arrival 12 mins or less



H15 and H16 – Attendance times

The Brigade has a performance standard that a first fire engine should arrive at an emergency incident within 10 minutes on at least 90 per cent of occasions (H15) and within 12 minutes on at least 95 per cent of occasions (H16). Both the 10 minute standard and 12 minute standard are being met and reflect the good performance currently being achieved in attendance times as indicated above.

Operation in numbers



Emergency calls and incidents

The bubble chart below shows total emergency (999) calls received for the 12 months (to the end of the March 2019), 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 between highest & median salary

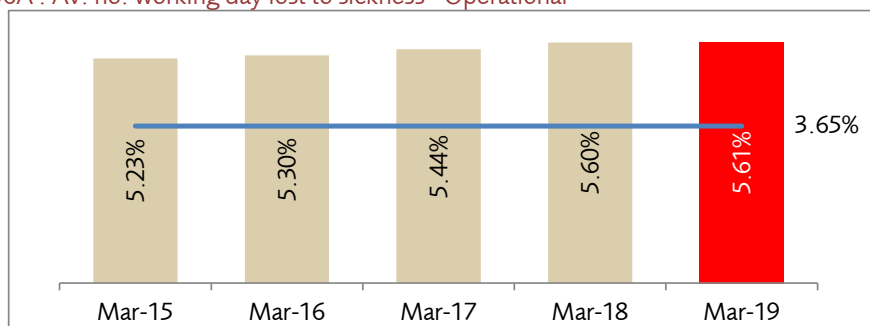
CO10B : Gender pay gap - all staff (median)

CO14 : Spend with SMEs

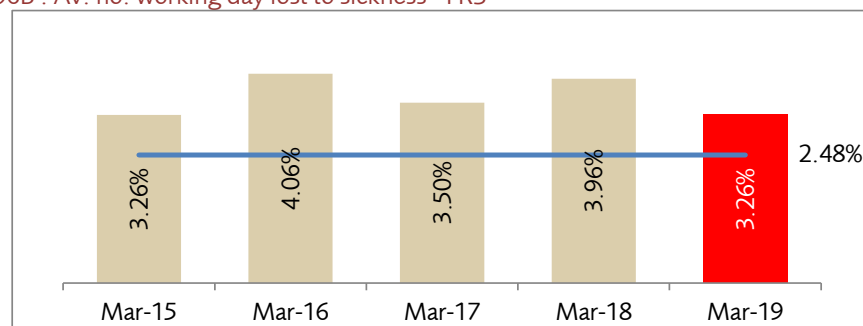
CO15 : CO₂ reduction from 1990 levels (%)

People and Resources – delivering a positive and healthy culture

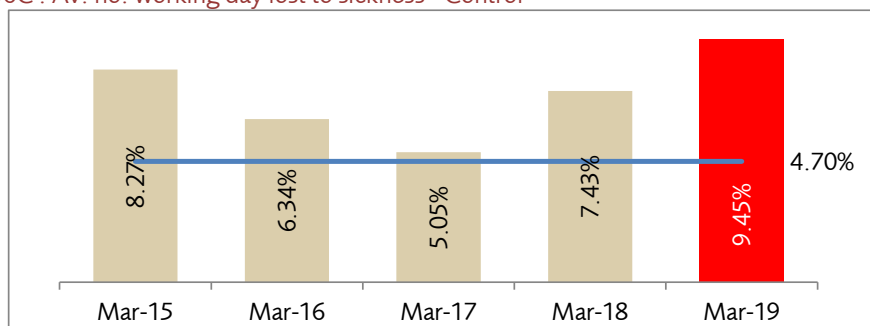
CO6A : Av. no. working day lost to sickness - Operational



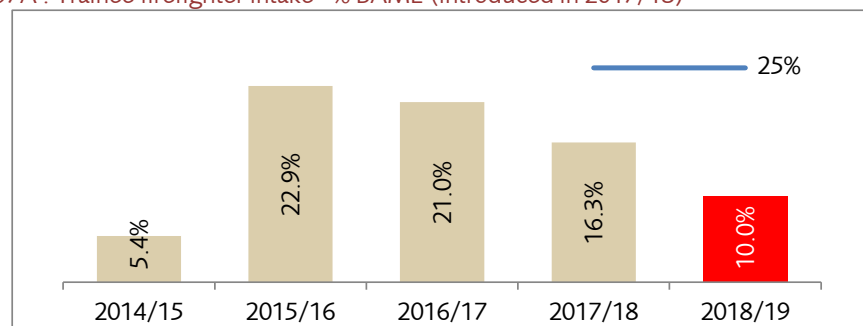
CO6B : Av. no. working day lost to sickness - FRS



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 seen a marginal increase, up from 5.60% in March 2018 to 5.61% in March 2019. FRS sickness is now at 3.26%, a significant decrease from the 3.96% observed in March 2018. Control sickness continues to increase significantly, from 7.43% in March 2018 to 9.45% in March 2019, though relatively small changes in sickness absence amongst this cohort of staff can have a material effect upon the overall sickness absence level. All sickness is currently above target.

Stress, anxiety and depression (SAD) remains the main reason for sickness amongst all three staff groups (operational, FRS and control) in the twelve months to March 2019. There are a small number of employees who remain off sick as a consequence of their involvement in the Grenfell Tower response, but is not significant in the context of overall sickness. Those employees will imminently be contacted regarding how their cases will be managed. The continued increase in the number of cases of SAD, combined with the fact that episodes of SAD absence usually last longer than other causes of sickness absence, continues to drive up headline absence rates.

Review of the Managing Attendance Policy and Sickness Capability Process is nearing conclusion and a consolidated policy will be ready for review by Directorate Boards end of May 2019 followed by formal trades unions consultation which has been informal to date. Wellbeing initiatives to improve employee health include

the following:

- LFBs Recognising and Managing Stress, Anxiety and Depression training intervention continues to be updated. A new Mental Health Awareness package for all staff will be available from Summer 2019.
- Approximately 140 MIND Blue Light Champions (BLCs) within the Brigade are being rebranded and trained to become Mental Health First Aiders as a result of cessation of funding from MIND's Blue Light Programme.
- A staff mental health support group – United MINDs has been established as part of the LFBs wider Equality Support Group network in order to align mental health wellbeing with all other inclusion initiatives.
- Counselling and Trauma Service input has been introduced into the welcome day that all new Firefighters receive when joining LFB, so that all new starters are aware of, understand, and know what the service offers and how to access it.
- A Working Group has been established and there is engagement with other blue light service providers to explore the feasibility of introducing a dedicated Peer Trauma Support Group to support the work of Counselling and Trauma Services
- A new Mental Health Awareness package is being developed for all LFB staff via computer based training and will commence July 2019.
- Coordinating and working more closely with the Firefighters Charity to ensure that both clinical and procedural matters are better aligned to ensure that the service provision to staff is effective and efficient.
- The LFB is working with the London School of Economics on a research project commencing summer 2019 on the effects of trauma on a watch based culture. The aim will be to develop resilience training for teams.
- Advice/information is being provided to managers and staff -
 - About the effects of the menopause, particularly for operational staff
 - The deployment of a Firefighter who is a Type 1 diabetic to support individuals finding the management of their condition a challenge
 - On details about a dedicated nutritionist (who is a FF) working toward a PhD exploring the diet and lifestyle of FFs – particularly the effects of eating in the "mess",
 - On making fitness training for all operational staff mandatory as part of every tour of duty and introducing an annual fitness testing programme for all operational staff .
- Work is on-going to establish staff support groups focused on the menopause, diabetes and cancer.
- An implementation programme continues to be developed for annual fitness testing for all operational staff .

Information on the LFB Wellworks healthy living portal is being expanded to support good musculoskeletal and psychological wellbeing, firefighter occupational fitness and dietary and lifestyle wellbeing.

CO7A, CO7B – Improve diversity of firefighter intake

Through continued collaboration with the LFB Outreach and Communications teams, representation has been doubled for BAME and Women during the last FF recruitment campaign in April 2019. We will continue to build on forging new links with hard to reach groups by recruiting through community groups with whom we had previously established relationships, recruiting through schools and training providers to address the perceived barriers that BAME and Women may have about the fire fighter role.

The 2018 campaign produced a large number of applicants and we increased applications from women and BAME communities. We are working to improve the assessment process, however some candidates produced lower results resulting in a decrease in appointments from BAME and women which we are now addressing by raising awareness of the what the role requires and offering support through Outreach activities. In the 2018 campaign assessments BAME and women performed well at the work related test stage, with a 90 per cent success rate for women and a 100 per cent success rate for BAME. This was a result of the support given by the Outreach team and the fitness instructors and clearly demonstrated that our strategy of keeping candidates supported and engaged through the recruitment process produced positive results. The 2018 campaign is on target to meet the required number of trainees. Of the 174 candidates appointed as firefighters through this process to date 14% have been female, 8% BME, 12% LGBT, and 3% are registered with a disability.

During 2019/20 we will be recruiting 240 new Firefighters to the service. This will ensure we reach and maintain our operational establishment and represents a significant opportunity to bring individuals in to the London Fire Brigade who are representative of the community they will serve. Our 2019 campaign will differ in so much as we will run shorter focussed campaigns throughout the year ensuring that each campaign enables us to continue to support groups through our outreach programmes not only up to the point of applying but also through the recruitment process.

We aim to improve knowledge and awareness of the firefighter role, building a pool of the best talent from diverse communities and supporting candidates to apply for a career in the London Fire Brigade. Recruitment will be working alongside Outreach, Talent & Communications developing a joint strategy, addressing the outcomes of our research into the barriers women and BAME communities face when considering the firefighter role.

Work has also commenced to establish a new Performance and Talent Philosophy with a focus on attracting, retaining & rewarding staff and creating a working environment where staff are engaged and motivated to be the best they can be. This will be piloted and introduced in 2019/20.

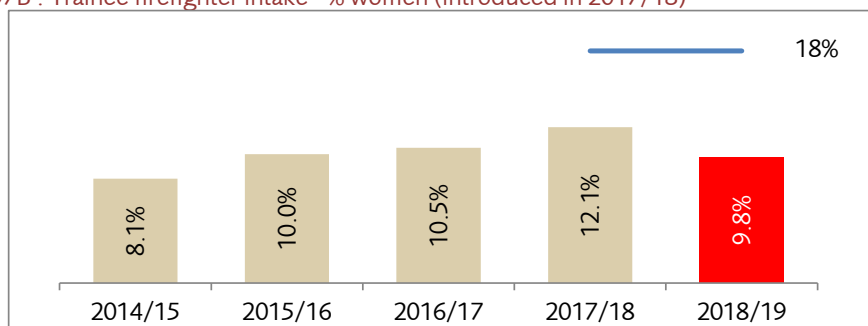
The improvement of firefighter diversity continues to be supported by the Outreach Team who continue to host targeted open days for underrepresented groups. These days are designed to raise awareness of the job of the modern day firefighter, variety of role opportunities and provide fitness support.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

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

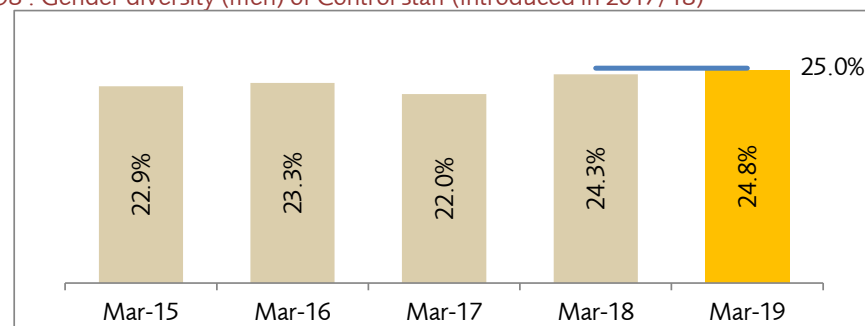
To assist future strategies, research has now been conducted to understand the barriers which prevent BAME communities from considering a career in the fire service and Talent & Recruitment, Outreach and Communications are incorporating these findings into future strategies.

People and Resources – delivering a positive and healthy culture

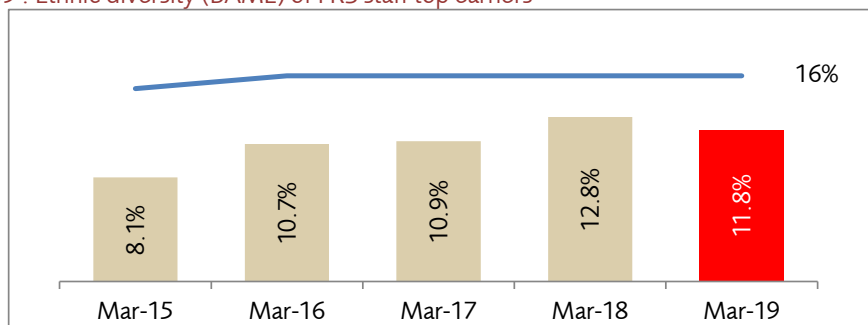
CO7B : Trainee firefighter intake - % women (introduced in 2017/18)



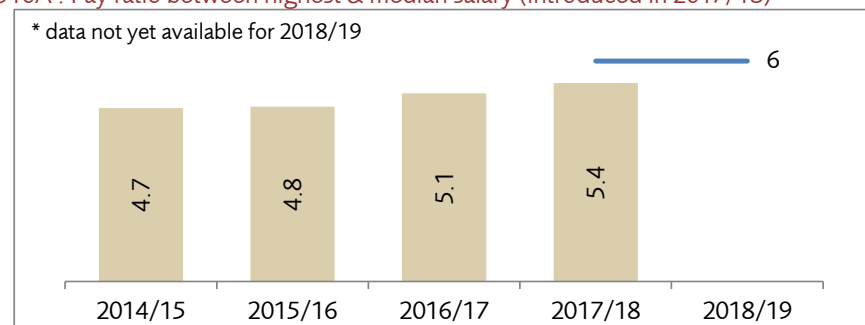
CO8 : Gender diversity (men) of Control staff (introduced in 2017/18)



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



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

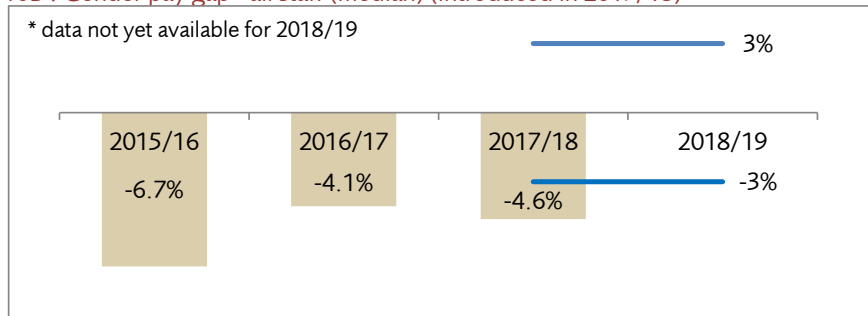


CO8, CO9 - Gender and ethnic diversity

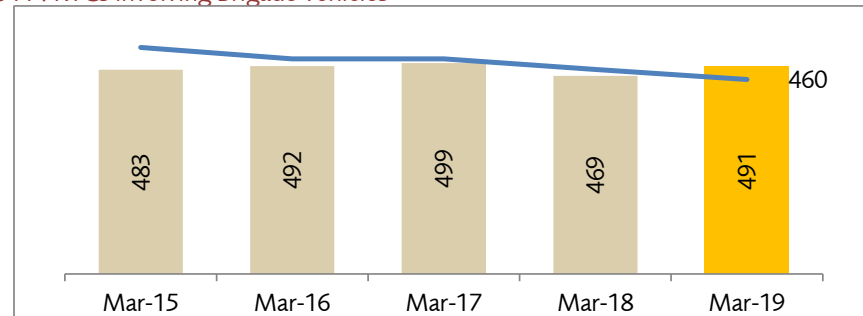
These areas represent priority gender and ethnic diversity aspirations for the Brigade. There has been an increase in the proportion of men in Control (24.8 per cent) compared to the position 12 months ago, and the percentage of FRS top earners from a BAME background has fallen to 11.8 per cent. Given the numbers involved, both areas can be affected 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



CO10B - Gender pay gap

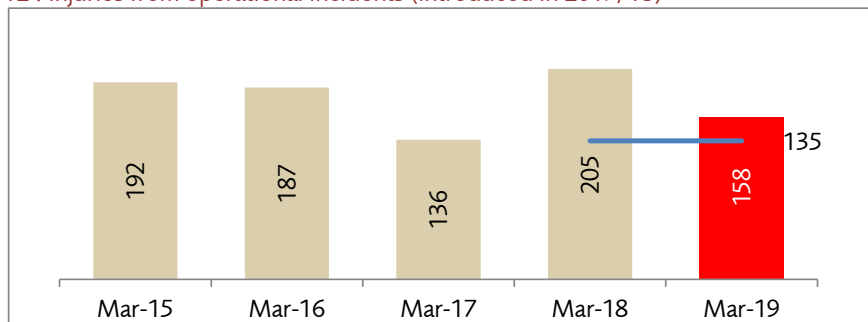
The Brigade published its gender pay gap data as part of the GLA family on 2 January for the year ending 2017/18. It will be submitted in due course nationally as part of the government's requirements. The median hourly pay gap for the year ending March 2018 was -4.6 per cent indicating that the Brigade has pay differentials in favour of women for overall median pay rates. We have introduced an action plan to address the lack of underrepresented groups in higher roles across the organisation and we are working with staff to address FRS opportunities and progression with six key objectives.

CO11 – RTCs involving Brigade vehicles

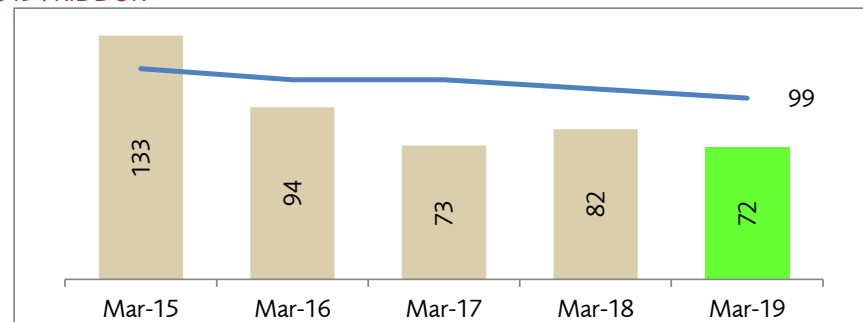
The target for Road Traffic Collisions (RTCs) involving Brigade vehicles (491 versus a target of 460) is not currently being achieved. This performance is in line with the figures we had in the past five years, however it is set against an ambitious target which has been reducing 5 per cent year on year which means we are no longer meeting the target. Officers are working with Communications on a seatbelt campaign targeted at firefighters, this includes a video and posters which will be put up at fire stations.

People and Resources – delivering a positive and healthy culture

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



CO13 : RIDDOR



CO12 - Injuries from operational incidents

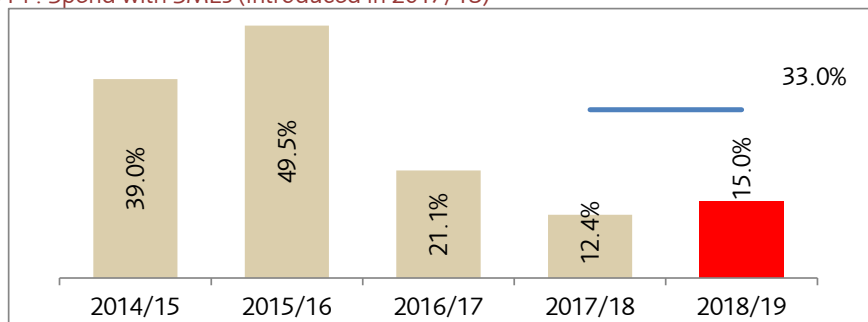
The target for injuries from operational incidents is not being met (158 versus a target of 135). This target was set against the lowest recorded figure for operational injuries from 2016/17 and is another ambitious target. Whilst the target is not currently being met, there has been a 23 per cent reduction when compared with last year (205). Officers are working to identify how we can further target reductions in operational injuries. A new accident database went live on 1 October 2018, and in the medium to long term, it will allow us to better analyse how, why, when and what sort of incident injuries are occurring, which will then allow us to better target proactive interventions.

CO13 – RIDDOR

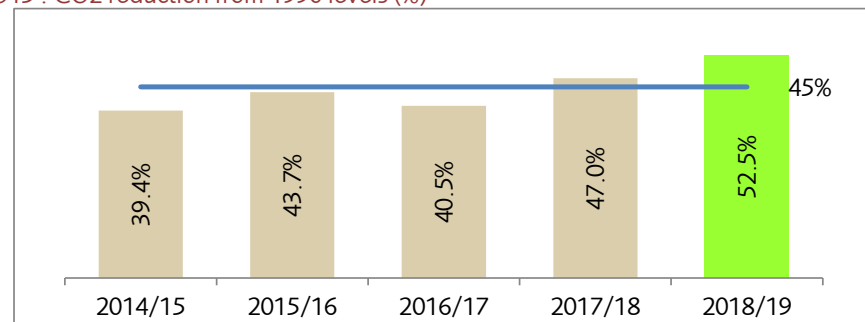
The target for injuries reportable to the Health and Safety Executive (HSE) under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) is being met (72 versus a target of 99); long term performance has seen significant improvements with a 46 per cent reduction when compared with the figure for 2014/15 (134).

People and Resources – delivering a positive and healthy culture

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



CO15 : CO₂ reduction from 1990 levels (%)



CO14: Spend with SMEs

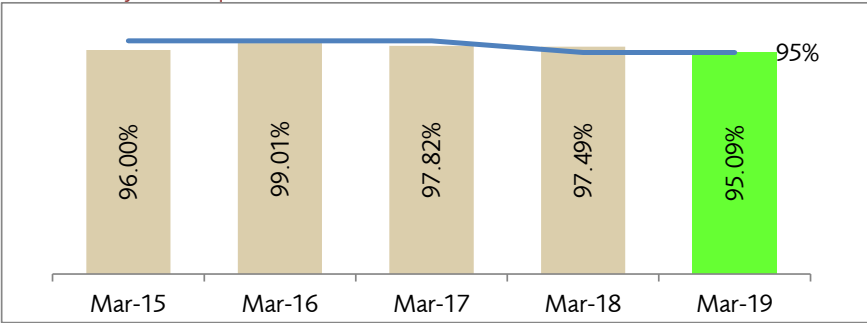
Final data for quarter four is currently unavailable due to a fault with the reporting system for tier 1 spend, and tier 2 supplier information. This information will be provided directly from the Finance system in the future. Data is provided for the most complete quarter of 2018/19 on a rolling 12 month basis. SME spend performance is improving, mostly due to the vehicle replacement expenditure.

CO15: CO₂ reduction from 1990 levels

Data provided is interim, but early indications show good performance. Final gas and electricity bills for the year are yet to be submitted and audited by suppliers, and fuel data for frontline vehicles was unavailable due to a fault with the reporting system. Data has been extrapolated where possible or the previous year's figures have been provided. A reduction is expected on the previous year as shown, with energy efficiency works undertaken during the year and changes to the National Operational Guidance programme for staff travel.

People and Resources – delivering a positive and healthy culture

CO16 : Statutory info requests handled on time (%)



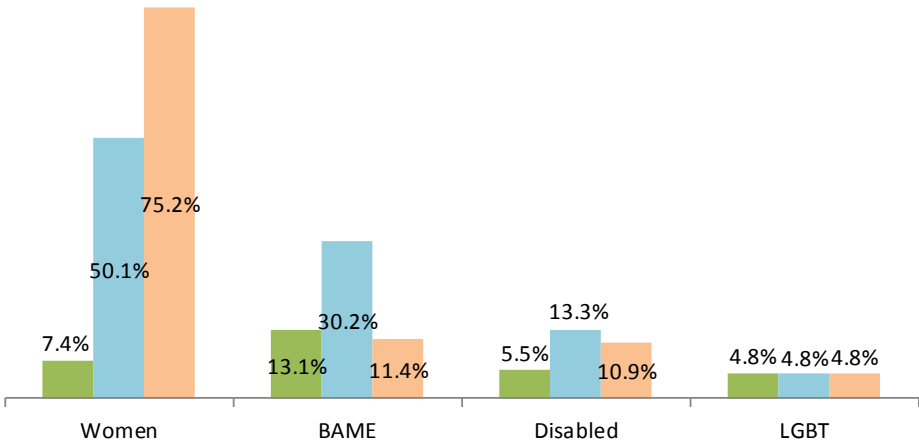
CO16: Statutory information requests handled on time

This indicator 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 GDPR/Data Protection Act (one calendar month). Performance remains above target for the year. Performance continues to be impacted by the continuing number and complexity of requests related to the Grenfell Tower fire, and the fire safety issues that it has generated.

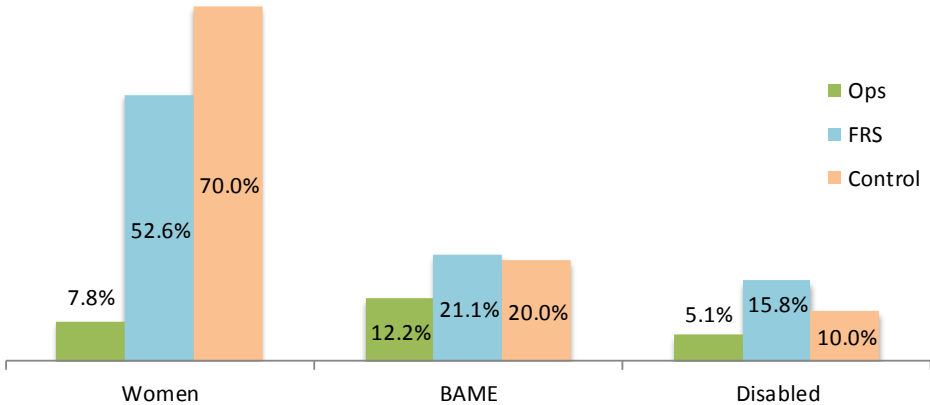
Key people and resources information – workforce composition

Workforce composition*

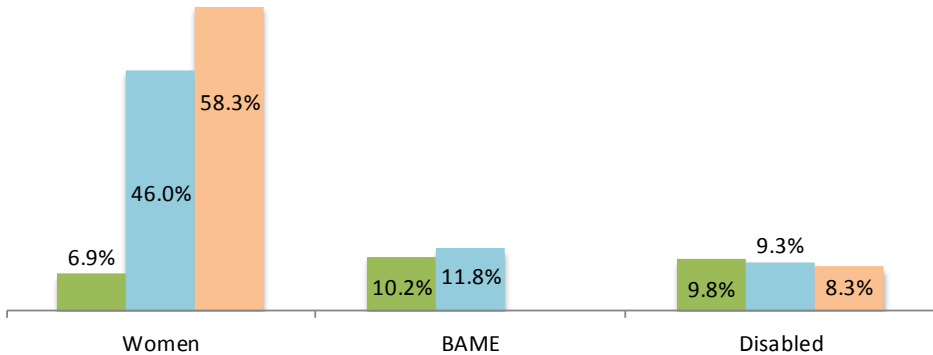
*due to the small numbers of LGBT staff, we only publish data for the overall workforce composition as it may be possible for individuals to be identified



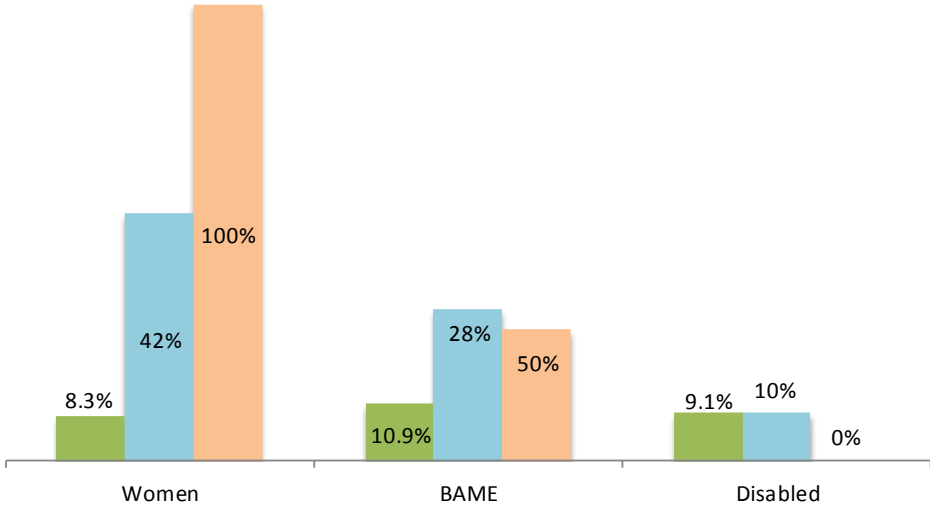
Workforce promotions



Workforce top earners



Workforce voluntary leavers



Delivering on action plans

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

LSP (2017) Commitments – key highlights

The London Safety Plan (2017) was approved by the London Fire and Emergency Planning Authority on March 2017. The Plan details how the Brigade will help make London the safest global city. The Plan is structured into three aims (prevention and protection, response and resilience, people and resources) as well as five overarching principles in terms of how we'll deliver our services. Our principles include a renewed focus on collaboration and inclusion. The Plan is also supported by a series of commitments across the aims and principles to ensure plan delivery. As at the end of quarter four 2018/19 there are 39 commitments. Three commitments were closed during quarter three. Three commitments are currently off track (amber) as follows:

LSP20 Improving our Command Unit functionality.

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

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

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

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

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

Inclusion Strategy

The Brigade has a 10 year inclusion strategy which sets out to create an environment in which every member of staff is able to give of their best and to deliver a diverse workforce at all levels, and in all occupational groups, through recruitment, development and progression and to work with all our staff to create safer and more effective teams. Heads of Service have been implementing the

actions contained within the strategy and end of year reporting on the progress of the actions within the strategy will be presented to the LFC. An Inclusion Manager has been appointed and part of their initial responsibilities will be to review the governance arrangements for reporting.

Sustainability Strategy

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

The strategy has 47 actions: 35 actions have been completed, 10 actions are on target and two remain off target, although work is in progress to complete these. The new green champions awareness course developed jointly with Avon and Somerset fire service has completed the final testing stage and is now ready to be rolled out.

Completed actions include:

- The roll out of further charging points to support fleet electric vehicles and provide incentives to staff to move to cleaner vehicles is underway, with a further seven dual points installed at six sites, including providing additional facilities at campout stations.
- Further refresher training has been provided to Inspecting Officers on the importance of environmental protection to businesses adjacent to Sites of Special Scientific Interest in undertaking contingency planning for fire.
- The gap analysis of our processes against the ISO 20400 Sustainable Procurement guidance has been completed, with external assessment to be undertaken for the GLA Group central responsible procurement team, which will inform next steps for improvement of our processes. Further environmental protection training for Station Managers is programmed through to the end of 2019/20.

Other governance plans:

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

Internal audit plan – The Mayor's Office for Policing and Crime (MOPAC) provide the Internal Audit service to the Brigade under a shared service arrangement. The approved annual audit plan is delivered by their Directorate of Audit, Risk and Assurance which enables the provision of year audit opinion.

To date, 26 final reports have been issued; of which nine were risk and assurance reviews, one advisory and 16 follow ups assessing the implementation status of previously agreed actions.

A further six reports are at draft stage and MOPAC are in the process of agreeing actions with management, these include three risk and assurance reviews, one advisory review and two follow up reviews.

All of the planned reviews have commenced with fieldwork remaining underway for a further seven reviews; six risk and assurance and one advisory. Final reports will be issued as soon as the fieldwork completes and the draft reports have been agreed with management.

Our risk perspective

Risk management

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

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

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

Code	Risk Description	Score
CRR21	The Brigade's Adult Safeguarding Framework does not support effective and efficient referrals to appropriate agencies to adequately support the needs of vulnerable people	6
CRR22	Brigade ICT services are affected by a cyber attack	9
CRR23	Staff do not get support for their mental health problems which negatively affects individual wellbeing and organisational effectiveness	6
CRR24	Our capacity to deliver change is exceeded meaning that benefits are not fully delivered	8
CRR25	Brigade services are vulnerable to a pandemic outbreak	2
CRR26	HM Inspection results in areas of the service receiving a poor or inadequate rating which reduces public confidence in LFB	4
CRR27	The resilience of the Brigade is impacted by a series of serious incidents and major events	6
CRR29	The Grenfell Tower Fire Public Inquiry results in conclusions about Brigade policies or actions which reduce staff/public confidence and / or public safety.	12
CRR30	High sickness levels result in a reduction in operational resilience	6
CRR31	Operational vacancies at the Firefighter grade impacts on operational resilience	6
CRR32	Newly commissioned training requirements are not accurately planned, specified, or evaluated	6
CRR33	The training provider is unable to provide effective and efficient training to deliver the Brigade's needs	9
CRR34	Non contracted training provision does not effectively and efficiently secure maintenance of skills	9
CRR35	The United Kingdom leaves the European Union causing disruptions to communities, infrastructure or costs sufficient to challenge LFB service delivery through disruptions to services, suppliers, or by demand increases	3

There are 23 risks on the Brigade's corporate risk register. There are five 'red' risks, the highest of which relates to the Grenfell Tower Fire Inquiry and public confidence. There has been one significant change to the register in the last quarter as a result of latest reviews.

In order to ensure that the Brigade is appropriately prepared for all eventualities, a Brexit risk has been added to the risk register: **CRR35** - the UK leaving the European Union will have an number of implications for the Brigade, Partner

agencies and the London Community, which are likely to vary in significance depending on the ultimate withdrawal scenario (e.g. no-deal, hard or soft Brexit).

Securing business continuity

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

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

Business continuity planning

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

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

Business continuity exercise and testing

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

Business disruptions

Prior to the agreement between the EU and UK government for an extension to Article 50 up to the 31st October, the Brigade along with its partners agencies and London Resilience Group undertook a review of our position in respect to a variety of possible outcomes to Britain exiting of the European Union. Potential issues identified involved supply chain disruptions, the workforce and civil unrest.

The Brigade set up and reporting tempo of daily situation reports, weekly Brexit Coordination meetings and bi-monthly Commissioner's Continuity Group meetings. This ensured we met reporting schedules set by LRG and Ministry of Housing, Communities and Local Government. This also acted a familiarisation and to some degree testing of our reporting and SitRep systems which is a key part of our Strategic Response Arrangements (SRA).

We continue to work with partners to strengthen our resilience and to review our planning assumptions to ensure we are able to carry out our responsibility as a Cat 1 responder.

Delivering on change – corporate portfolio

Project Management is one of the key methods of delivering complex change in the Brigade in a planned and organised manner. At the end of March 2019, there were 12 'A' governance projects (those which affect multiple directorates; have a significant business impact and/or are of particular risk to the Brigade).

Governance	Strategic Aim	Project Name	Q3	Q4	Budget (£m)	Estimated Spend (£m)	Stage	Original End Date	Forecast End Date
Active Projects									
A	2	Mobile Data Terminal (MDT) Replacement	A	A	£2.1m	£2.1m	Deliver	31/01/2016	06/09/2019
A	2	Emergency Services Network (ESN)	A	A	£5.0m	£5.0m	Plan	30/03/2019	30/03/2022
A	1	Command Unit Replacement (CURP)	A	A	£3.8m	£3.8m	Plan	31/03/2019	31/10/2021
A	2	Integration of National Operational Guidance into LFB	A	A	£0.9m	£0.9m	Plan	31/12/2018	31/01/2020
A	1	HMICFRS Inspection	N/A	G	£150k	£150k	Define	30/04/2019	31/07/2019
A	2	Respiratory Protective Equipment (RPE)	G	G	£10.1m	£10.1m	Define	31/12/2021	31/12/2021
A	3	Zero Emission Pumping Appliance 1 (ZEPA1)	N/A	G	£2.1m	£2.1m	Plan	31/08/2022	31/08/2022
A	3	Operations Support Centre (OSC)	A	A	£7.5m	£4.3m	Plan	31/07/2017	30/01/2020
A	3	Business Intelligence Solution	G	G	£1.8m	£1.8m	Deliver	31/03/2020	31/03/2020
A	3	LFB Training Centre Croydon	A	A	£15.5m	£15.5m	Plan	28/02/2019	28/02/2022
A	3	Role to Rank (R2R)	G	G	£0.5m	£0.5m	Define	31/03/2019	31/03/2020
A	3	DaMOP Review	G	G	N/A	N/A	Define	31/05/2020	31/05/2020

Six of the projects are currently reporting as green, these are, Her Majesty's inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), Respiratory Protective Equipment (RPE), Zero Emission Pumping Appliance 1 (ZEPA 1), Business Intelligence Solutions (BIS), Role to Rank and DaMOP (Development and Maintenance of Operational Professionalism) Review.

Six projects are currently reporting as amber.

Mobile Data Terminal (MDT) Replacement - Airwave accreditation for the Sat Nav devices was received from the Home Office on the 9 April 2019. The devices are now certified for use on Brigade vehicles and will be deployed with the new Windows 10 enabled MDT's. Due to the planned Merton Disaster Recovery (DR) exercise which is in effect from May to June 2019, the host technology for the virtual MDT's, which will provide crews with familiarisation, has changed. This will provide a more resilient and available familiarisation solution for the project during the DR event. This new provision for familiarisation is being designed and built now and will be available by the end of April 2019. Work will now commence to build up stocks of MDTs and Sat Navs in preparation for issue to LFB Fleet and Babcock for fitting to S3 and S2 pumping appliances in May 2019. Sat Nav devices will be installed on all call sign attributed Brigade vehicles. Appliance tablets have already been issued and provide mapping, hazardous materials data and vehicle extrication data to crews. These tablets will be further enhanced with a Premises Risk Assessment (PRA) app and Operational Risk Database (ORD) app in the coming months once testing and familiarisation has been completed. These apps can be pushed remotely to the tablet devices.

Command Unit Replacement (CUR) - With the introduction of the Ultra Low Emission Zone (ULEZ) in central London and its further expansion to include Inner London bound by the North and South Circular roads, there is an increased impetus on new Brigade vehicles to conform to the new requirements. Technical and Support Services researched the anticipated costs of a hybrid vehicle and a full electric vehicle. A proposal to increase the capital budget for the project was agreed which is reflected in the attached table. Following the last Command Unit Replacement Project Board (CURPB) on the 12th February, and confirmation of the Babcock Critical Services (BCS) decision not to aid in purchasing and supporting the Incident Command Operating Software due to their lack of expertise within this area, CURPB have decided that FLEET (TSS) will start the process of vehicle procurement with the support of BCS and LFB will procure the Incident Command Operating Software and Hardware. These procurements will run in parallel.

Emergency Services Network (ESN) - This project is reporting amber to reflect the uncertainty regarding the delay to ESN implementation and will be reviewed when the Home Office programme communicates its revised plan to deliver ESN. While the timetable has slipped the Home Office Permanent Secretary has given written assurance that Airwave will be available for operational use until all Emergency Services have transitioned to ESN and there has been confirmation that grant funding for the Airwave Service will continue to be paid for 2019/20.

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

Integration of National Operational Guidance (NOG) - This project is reporting as amber due to delays with the creation of the national ICT solution and the development of risk assessments by the National Programme team. A decision was made that focus groups were required to give end users of the new policy framework the opportunity to contribute to the development of the framework in terms of what type and level of information should be included and what format should be used, etc. The delivery of focus groups has now been completed. The outcomes from the focus groups were used to develop the new policy framework which has now been agreed and the project team are in the process of developing the new Operational Information Notes (OINs). The project team are confident that

these can all be produced by the project end date. Work is progressing well on the production of Risk Assessments for all extant policies and a consultant was appointed on 24 January to finish this work-stream and ensure compliance with Hazards and Control Measures featured in NOG.

Operations Support Centre (OSC) – The premises at Pegasus Road, Croydon is leased and officers have developed a building layout brief involving detailed engagement with both PEG and BDC staff. An LFC paper to request uplifted funding was agreed, this to account for the additional costs of, the fit out works, the narrow aisle forklift truck, the hydrostatic hose testing machine and the breathable air storage. Permission was granted to award the contract, the licence to alter is now in place, the appointed contractor took possession of the site on 04/03/2019 and work is now progressing forward. The current anticipated practical completion date for construction and fit out is 13th December 2019, with staff groups anticipated to relocate to the new premises in January 2020. An appropriate racking solution was identified and will be funded as part of the project. A computer based logistics trial is being tested and a pilot will commence in due course. This pilot will utilise software provided by a company called Red Kite, with a view to making the van service more cost effective, efficient and less polluting to the environment. This project is reporting as amber due to the previous delay in securing the premises and now the delay in having the premises refit undertaken.

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