



# LFB Quarterly Performance report

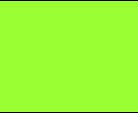



Quarter 2 2018/19

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# Key to abbreviations and symbols used

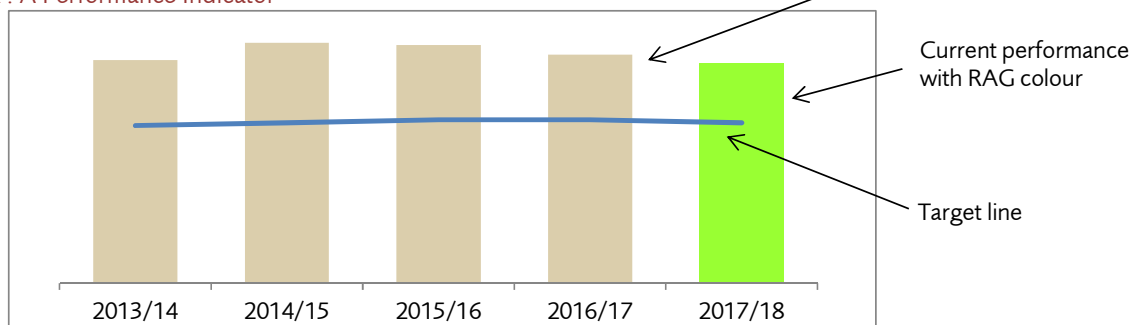
## RAG Status

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

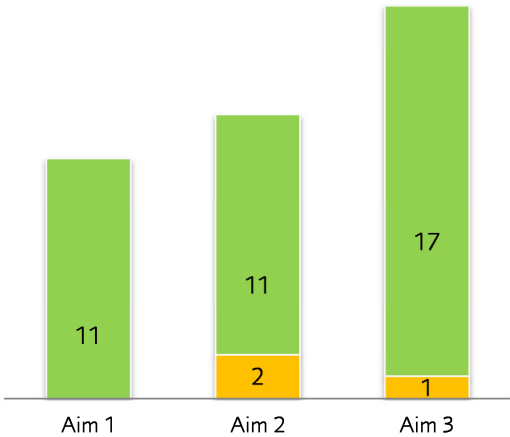
**Aim 1 – PREVENTION and PROTECTION** : Engaging with London's communities to inform and educate people in how to reduce the risk of fires and other emergencies. Influencing and regulating the built environment to protect people, property and the environment from harm.

**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.

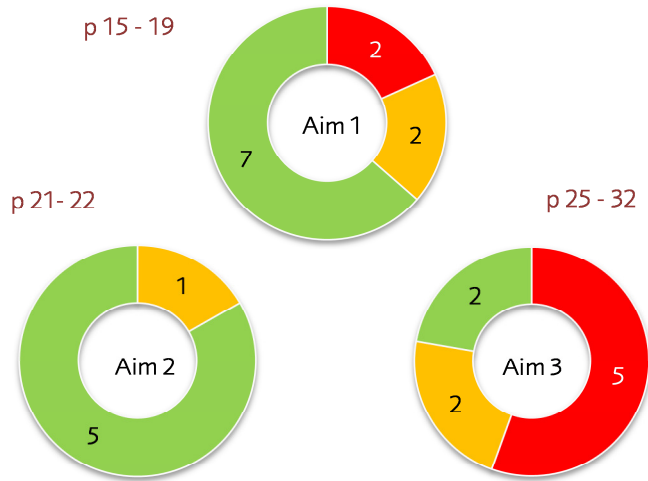
**Aim 3 – PEOPLE and RESOURCES** : Developing and training our staff to their full potential, at the same time transforming the Brigade so that it is a place where people want to work, and have the opportunity to influence how we work maximising how we spend our money, ensuring that the Brigade is supported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

## London Safety Plan

Number of commitments  
p 34 - 35



## Corporate Performance Indicators



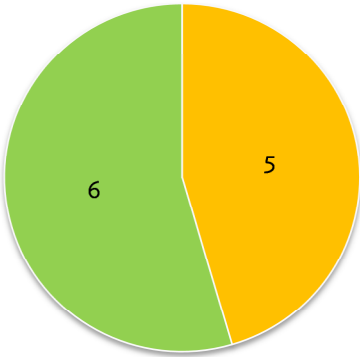
## Corporate Risk Register

p 36 - 37

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

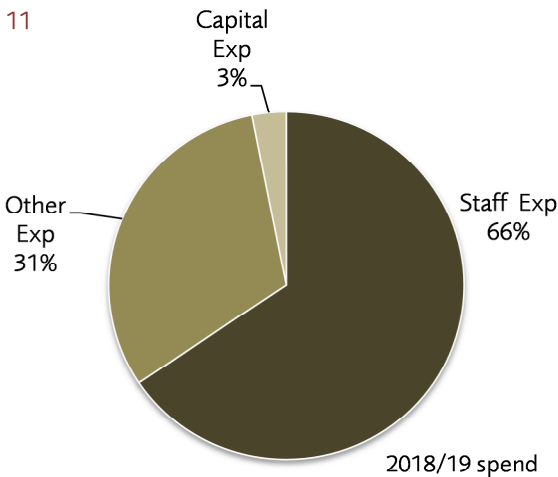
## Corporate Projects

6 projects on target  
5 projects off target  
p 38 - 39



## Finance

p 9 - 11



# Introduction

## Summary of performance

Welcome to the London Fire Brigade's performance report for quarter two 2018/19. This report provides an overview of Brigade activities across prevention and protection, response and resilience, people and resources (Aims 1, 2 and 3), as well as updates on related key performance areas including risks and projects. This report also contains a high level financial summary and information on topical issues such as publicity and campaigns and the Grenfell Tower fire.

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

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

### Performance at a glance

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

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

### Performance highlights - indicators

Performance as at the year ending Q2 2018/19 is generally good, with the majority of indicators meeting the target. The positive performance highlights are:

- The number of **fires in the home (dwelling fires)** continues to reduce (5,480) over the longer term.
- The **number of injuries from fires** continues to reduce (961) when compared to data over five years.
- A total of 80,991 **home fire safety visits (HFSV)** have been conducted and is well in excess of the target of 74,000 for 2018/19.
- The **speed of attendance to incidents** by both first and second fire pumping appliances continues to remain well within the performance targets (6 minutes and 8 minutes, on average, respectively). On average, a first appliance arrived at an incident in 5 minutes 13 seconds and a second appliance in 6 minutes 33 seconds. The first appliance arrived within 10 minutes on over 96 per cent of occasions.

However, the **all fire deaths (10 year average)** remains above target (52), along with **accidental fire deaths in the home (10 year average)** (39). In the 12 months to the end of Q2 2018/19, there were a total of 39 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 (5.54 per cent), Fire and Rescue staff (3.68 per cent), and Control staff (8.89 per cent). Although still above target, Fire and Rescue staff sickness has improved slightly over the previous quarter (down from 3.88 per cent).

## Publicity and campaign news

### Grenfell Tower fire communications

Significant ongoing communications have been managed in relation to the Grenfell Tower fire. This has included the creation of new website information to help our public understand more about firefighting operations in high rise buildings; breathing apparatus; aerial appliances; and incident command. This content accompanies information already promoted on what to do in the event of a fire, including escape plans. There continues to be considerable interest from the media

about the Grenfell Tower fire and the Public Inquiry, so considerable effort was made around the time of the first anniversary of the fire, and in light of the legal context of the inquiry to ensure that communications were handled as sensitively as possible. Internal communications have been especially important to ensure staff understand how the Inquiry is working and to provide information to staff about the sensitivities of how LFB and its employees communicate during this period. Public affairs and media activity has included supporting and promoting the LFB position on fire safety, for example in relation to the government announcement to review fire safety guidance and Dame Judith Hackitt's review of building regulations and fire safety.

### **Heatwave communications**

The heatwave of 2018 generated significant public interest with a record number of grass fires and twenty large fires requiring an attendance of over 35 firefighters. Traditional media and social media channels were used to promote important fire safety information and to warn and inform our public about the high level of incidents the Brigade attended, including the largest grass fire the Brigade has ever attended at Wansted Flats in east London. The Commissioner wrote to local authorities, Royal Parks, the Corporation of London and the LLDC calling on them to put a temporary ban on public barbeques. This was supported by a media release. This was well received with a number of councils publicly supporting the ban including Islington, Hounslow, Hillingdon, Kingston, Redbridge, Southwark, Camden, Hackney, Barnet, Croydon, Haringey, Barking and Dagenham, Merton and Wandsworth.

### **Promoting fire stations and the Brigade's heritage collection**

Communications publicised a high number of station open days using digital channels, contributing to high attendance over the summer period, for example, the Stanmore fire station open day attracted over 2,000 visitors. Other activities have also been publicised including fire station Macmillan Cancer events and tea parties arranged by fire station staff for elderly residents living in local communities.

LFB museum curators have ensured continued access to the heritage collection with activities including an exhibition at the pop-up museum in Lambeth working with Historic England called *Immortalised: The People Loved, Left and Lost in our Landscape*. 20 peers, MPs and London Assembly Members visited the exhibition and a special opening of the Memorial Hall and were able to learn more about plans

for the LFB museum. LFB was also part of the Lambeth Heritage Festival throughout September, providing a further opportunity to promote the heritage collection with a photographic exhibition.

### **Firefighting Sexism and new PPE**

Further opportunities were taken to promote the LFB firefighting sexism campaign in August, gaining significant interest in the LFB's challenge to the ITV series *Love Island* which used stereotypical images of 'firemen'. Work has also been managed to ensure the new Personal Protective Equipment is publicly launched in October and that all branding considerations have been properly managed.

## Useful links

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

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

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

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

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

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

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

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



# London Fire Commissioner's Decisions

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

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

**London Fire Commissioner - London Fire Commissioner's Local Pension Board** – The London Fire Commissioner is the Scheme Manager for the Firefighters Pension Scheme in London and has a duty to establish their arrangements for the good governance on the scheme. This report discharges that duty, establishing the Terms of Reference for the Commissioner's Local Pension Board; making appointments to the Local Pension Board; and describing the roles and responsibilities for the Commissioner's arrangements.

**London Fire Commissioner - Disposal of Former Southwark Fire Station and Training Centre** – This report sets out recommendations for the completion of the transaction with the purchaser (Hadston) and on all associated matters with regards to the sale of the former Southwark Fire Station and Training Centre. The London Fire Commissioner gives approval to complete the transaction.

**London Fire Commissioner – Annual monitoring of Health and Safety Performance 2017 /18** – This is the Health and Safety update and monitoring report for the year 2017 /18, which also includes Q3 and Q4 specific commentary. This report covers performance against a number of key health and safety indicators and measures. The London Fire Commissioner receives the report.

**London Fire Commissioner – Financial Position as at the end of June 2018** – This report presents the London Fire Commissioner's financial position as at the end of June 2018 (Quarter 1). It provides information on financial performance against revenue and capital budgets. The London Fire Commissioner receives the report.

**London Fire Commissioner – Review of car parking for Union Street staff** - The sale of Southwark Training Centre (STC), expected to complete in September 2018, will result in the reduction of 35 car parking spaces for London Fire Commissioner officers based at Union Street. The London Fire Commissioner gives approval to negotiate and execute a new lease agreement when the current lease expires in 2020.

**London Fire Commissioner – LFB Quarterly Performance Report - Quarter 1 2018/19** – This presents the London Fire Brigade's performance as at the end of Q1 2018/19 (data to the end of 30 June 2018). This report covers performance against budgets, key indicators, risks and projects.

**London Fire Commissioner - Mechanical, Electrical and Plumbing (MEP) and Building Fabric Contracts - Contract Award** – The existing contracts for mechanical, electrical and plumbing (MEP) services and fabric services across the London Fire Commissioner's estate expire in November 2018. The London Fire Commissioner approves the award of contracts to the preferred bidders.

**London Fire Commissioner – Pumping Appliances Replacement Project - Third Batch** – This report sets out the process that has been followed for the on-going project to replace the pumping appliance fleet of vehicles and seeks approval for the third batch of 62 appliances to be procured. The London Fire Commissioner authorises the Assistant Director Technical and Commercial to place the orders.

**London Fire Commissioner – Internal Audit - Progress Report Quarter 4, 2017 /18** – This report summarises the work carried out under the Internal Audit Shared Service Agreement by the Mayor's Office for Policing and Crime (MO PAC) Directorate of Audit, Risk and Assurance in the fourth quarter of 2017 /18. The London Fire Commissioner notes the work undertaken and the assessment of the internal control framework.

**London Fire Commissioner – Ultra Low Emission Fleet (ULEF) Programme** – This report sets out the initial steps proposed to be taken to achieve the fleet targets set out by the Mayor in the London Environment Strategy. The approach is based on the Ultra Low Emission Fleet (ULEF) plan developed for the London Fire



Brigade's fleet. The London Fire Commissioner approves the budget requirement over five years.

**London Fire Commissioner – Risk Register Review** – This provides a revised strategic risk register for approval by the London Fire Commissioner. The revised strategic risk register is approved and adopted by the London Fire Commissioner.

**London Fire Commissioner – Sustainable Development Action Plan Report 2017-18** – This report presents the Sustainable Development Annual Report for publication. The London Fire Commissioner notes the content of this report and progress in delivery of the Sustainable Development Strategy.

**London Fire Commissioner – Treasury Management Annual Report** – This report is submitted to meet the requirements under the CIPFA Code of Practice for Treasury Management to prepare an annual report to *'those charged with governance'* on treasury management activities, for the year ending 31 March 2018. The London Fire Commissioner notes the 2017 /18 treasury management outturn results against the approved 2017 /18 Treasury Management Strategy Statement.

**London Fire Commissioner – 2017 /18 Statement of Accounts, Statutory determinations, 2017 /18 Schedule of Unadjusted Misstatements, Letter of Representation and Annual Governance Statement** – This report presents the London Fire Commissioner's external auditors the London Fire and Emergency Planning Authority's audited Statement of Accounts including the Annual Governance Statement and a draft Letter of Representation for formal approval and adoption by the LFC. The report also seeks formal determination by LFC in respect of set-asides for credit liabilities in form of a Minimum Revenue Provision.

**London Fire Commissioner – Former Mitcham Fire Station** – This report seeks approval to progress the freehold disposal of the former Mitcham Fire Station and to progress the exchange of contracts to completion, in accordance with our Code of Practice on the Disposal of Land.

**London Fire Commissioner – Settlement of Claims for Rights to Light** – Approval is given to the settlement of the London Fire Commissioner's claim relating to interference with the Commissioner's access to light at Ealing Fire Station.

**London Fire Commissioner – Provision of Water Supply, Sewage and Ancillary Services** - The London Fire Commissioner gives approval to award a

contract to Anglian Water Business (National) Ltd trading as Wave under the CCS framework RM3790, for the period of 1 May 2018 to 30 April 2020 with the option to extend for a further two years.

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

# Financial Performance

## Performance

LFC Revenue (£000s)	Budget	Outturn	Variance
Operational staff	240,581	238,672	(1,909)
Other staff	56,801	55,665	(1,136)
Employee related	23,173	24,212	1,039
Pensions	20,445	20,591	146
Premises	37,768	37,594	(174)
Transport	16,802	16,484	(318)
Supplies	30,410	30,547	136
Third party	1,882	1,960	77
Capital financing	9,770	9,256	(514)
Contingency	164	109	(55)
Income	(37,327)	(37,866)	(540)
<b>Net revenue expenditure</b>	<b>400,470</b>	<b>397,223</b>	<b>(3,247)</b>
Use of reserves	(1,227)	(977)	250
<b>Financing Requirement</b>	<b>399,003</b>	<b>391,711</b>	<b>(7,292)</b>
Financed by:			
Specific grants	(12,518)	(12,574)	(56)
GLA funding	(386,725)	(386,725)	0
<b>Net Financial Position</b>	<b>0</b>	<b>(3,053)</b>	<b>(3,053)</b>

LFC Capital (£000s)	Q1 Forecast	Q2 Forecast	Movement
ICT Projects	1,717	1,260	(457)
Estate Projects	5,492	3,168	(2,324)
Fleet and Equipment Projects	23,472	9,554	(13,918)
Contingency	(6,686)	0	6,686
<b>Total capital expenditure</b>	<b>23,995</b>	<b>13,982</b>	<b>(10,013)</b>
Financed by:			
Capital Receipts	11,300	1,287	(10,013)
Grants	895	895	0
GLA Funding	11,800	11,800	0
Borrowing	0	0	0
<b>Total</b>	<b>23,995</b>	<b>13,982</b>	<b>(10,013)</b>

## Revenue Position

The forecast outturn position for 2018/19 on the revenue budget is an underspend of £3,053k (0.8%). The forecast underspend has decreased by £4,295k since last reported as at Quarter 1 to LFC (LFC - 0050) and the movement is mainly due to:

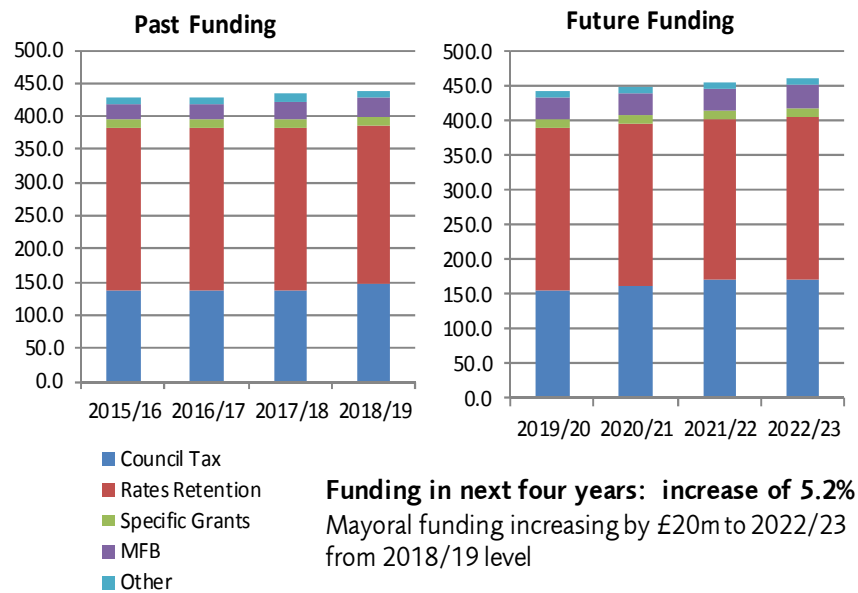
- An increase to the forecast overspend on operational overtime of £2,053k due to a higher level of pre-arranged overtime payments to maintain appliance availability at fire stations. This is a one off pressure in 2018/19.
- Additional spend on the professional development budget of £935k due to the inclusion of expenditure to procure additional firefighter trainee courses at the Fire Service College, in order to achieve full establishment in 2019/20. This is a one off pressure in 2018/19.
- A forecast overspend on compensation budgets £247k, largely due to a single case where it is now likely that the claimant will be medically retired. This is a one off pressure in 2018/19, but a reserve has been set aside to reduce the risk in future years.
- Additional overspend on Premises budgets £936k, due to additional expenditure on maintenance contracts (£580k), energy costs due to increasing wholesale costs and premises security (£200k), and due to extending security costs for surplus sites in Southwark, Clerkenwell and Lambeth (£150k). Increases of £1,354k to the maintenance budgets and £237k to energy budgets will be included in the November Budget report, all other pressures are one off in 2018/19.

## Capital Position

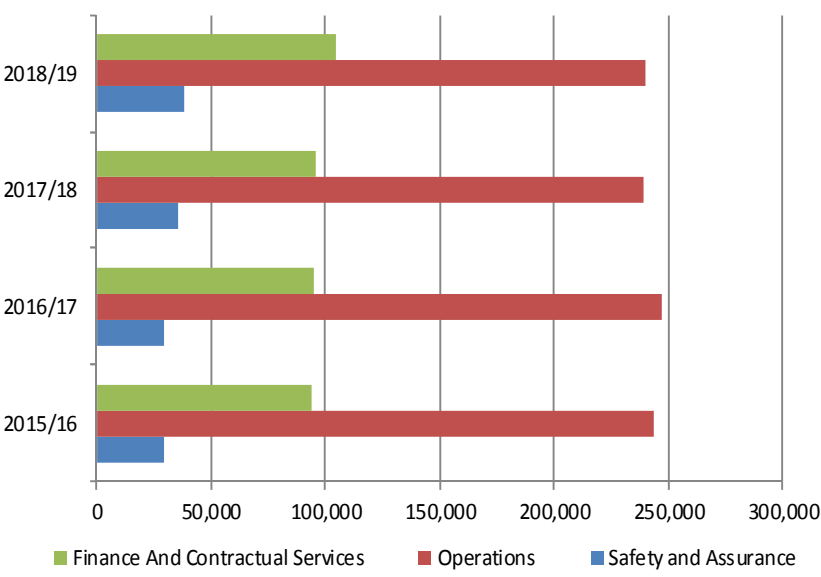
The 2018/19 approved capital programme (FEP 2825) was reviewed and updated following the 2017/18 outturn and at Quarter 1, to provide a revised forecast of capital expenditure for 2018/19 of £23,995k. The forecast outturn position at Quarter 2 is £13,982k, this is a reduction of £10,013k since last reported as at Quarter 1 (LFC-0050) following the re-phasing of some spend. The movement is mainly due to Budget re-phasing to 2019/20 (£11,273k) offset by budget savings and removal of over programming totalling £1,260k giving a net movement of £10,013k since Quarter 1. A review of the capital programme is being undertaken to support development of the new Capital Strategy required under the Prudential Code and to comply with the Mayor's Budget Guidance 2019/20 and any further changes to the capital programme will be reported in the November budget report.

# Financial Trends

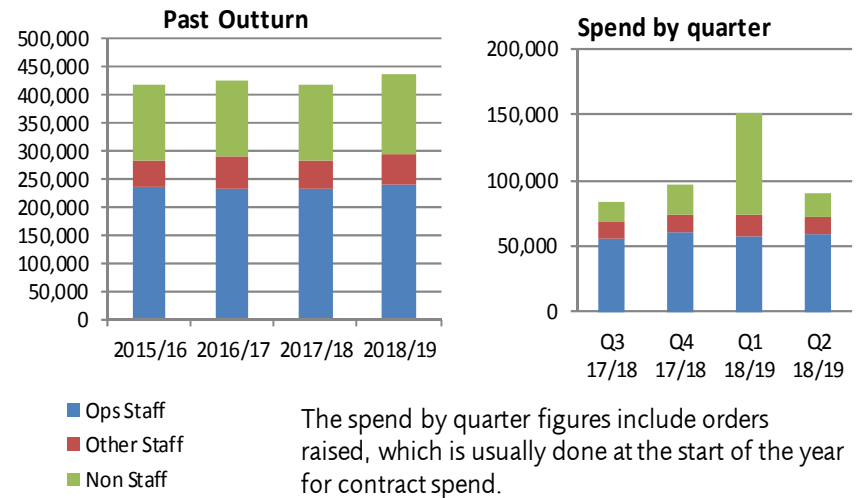
Total Funding for LFC (£m)



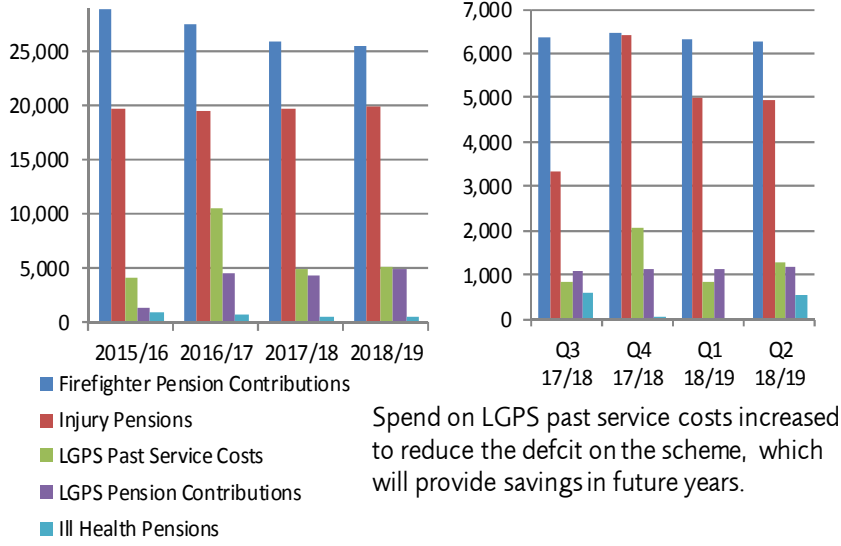
Directorate Spend by Year



Total Costs (£k)

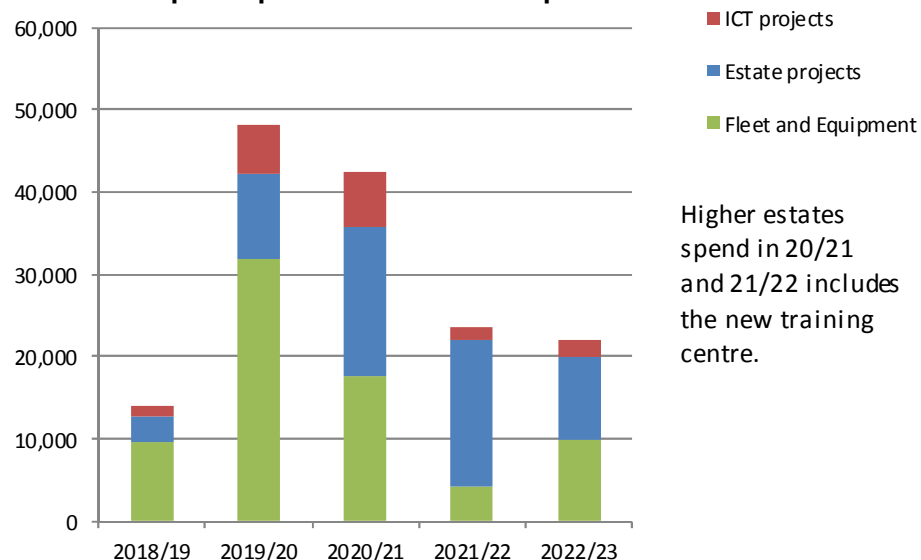


Spend on Pensions (£k)

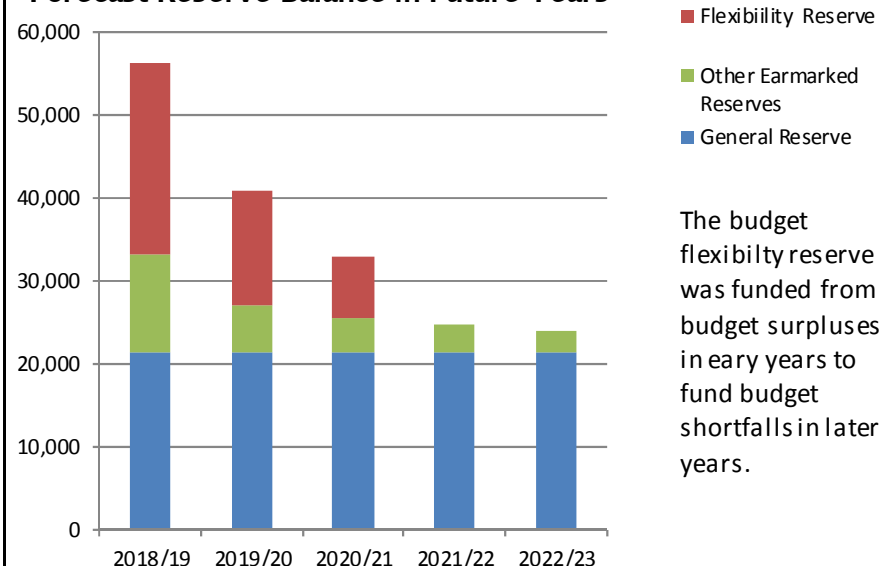


# Capital, Borrowing and Reserves

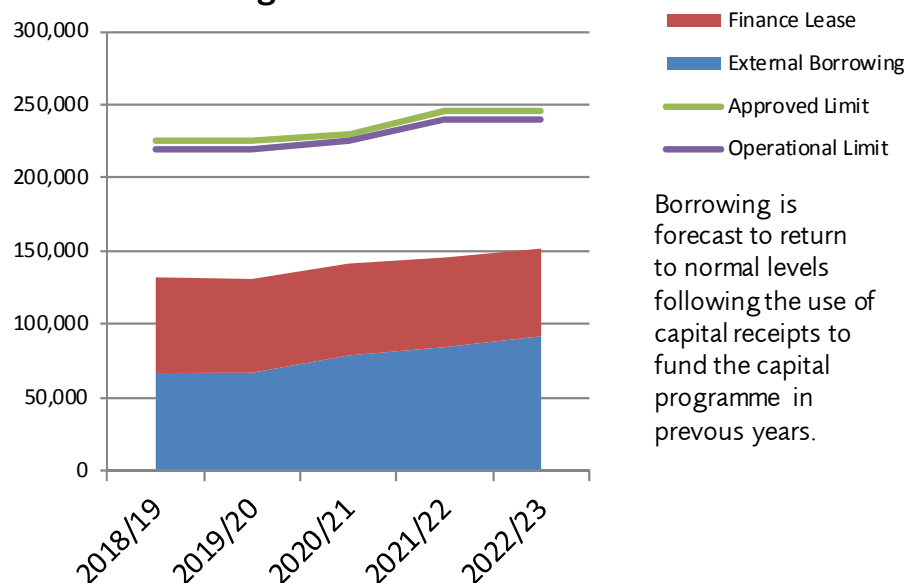
**2018/19 Capital Spend and Forecast Spend in Future Years**



**Forecast Reserve Balance in Future Years**



**Forecast Borrowing Levels**



## Reserves

The value of the general reserve is to be maintained at a minimum of 3.5% of net revenue expenditure. The earmarked reserves are maintained for specific purposes, either to smooth the financial impact of demand led expenditure or to meet the cost of significant one off type expenditure. Balances 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
Additional Resilience Requiren	608	0	0	0	0
Compensation	1,000	750	500	250	0
Emergency Medical Response	294	0	0	0	0
ESMCP	121	64	0	0	0
Fire Safety and Youth Engagem	715	293	107	19	0
Hydrants	462	367	247	127	0
ICT Development Reserve	460	300	200	100	0
London Resilience	546	0	0	0	0
London Safety Plan Initiatives	4,078	2,887	2,552	2,527	2,527
Vehicle & Equipment Reserve	2,724	759	414	193	0
Other Earmarked Reserves	545	0	0	0	0
<b>Total</b>	<b>11,553</b>	<b>5,422</b>	<b>4,021</b>	<b>3,216</b>	<b>2,527</b>

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

## Key points

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

We'll deliver this aim by:

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

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

### Annual indicators

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

H1 : Boroughs below the national average rate for primary fires

## Fire Safety

We are continuing to push forward on opportunities to influence the fire safety landscape following the Hackitt review. LFB have two officers embedded via the National Fire Chiefs Council (NFCC) in the Home Office dealing with the recommendations of the Hackitt review, particularly involving the definition of the High Rise Residential buildings and the formation of the Joint Competent Authority.

Officers have also been heavily involved in the production of guidance on partial clad buildings.

The High Rise Task Force (HRTF) which was established in the week after Grenfell Tower fire has now completed a total of 1217 visits. This number includes a second visit once the presence of aluminium cladding material (ACM) has been confirmed.

At present we have 153 buildings who have simultaneous evacuation in place (as a result of ACM and/or general fire precautions issues).

In addition to the work of the High Rise Task Force, we are a standing member of the London Housing Directors' Fire Safety Group and Fire Safety Steering Group. These forums provide opportunities to influence and share information as well as providing updates as to the current status of the HRTF.

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

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

## Fire Safety prosecutions

We have successfully prosecuted under Article 27 '*fail, without reasonable excuse, to comply with any requirements imposed by an inspector under article 27(1)(c) or (d)*'; and Article 32 (7) '*Any person guilty of an offence under paragraph (2)(e) or (f) is liable on summary conviction to a fine not exceeding level 3 on the standard scale*' during Quarter 2.

We now have 18 cases with General Counsel's Department, with a view to prosecution, and a further 29 cases at an investigatory stage with Fire Safety.

## Notice of deficiencies

The following data refers specifically to Enforcement Notices or Notification of Deficiencies for quarter two 2018/19.

Quarter 2	Total Audits	No. of NODs	% of NODs	No. of ENs	% of ENs
2018	2850	571	20.12	95	3.35

## Grenfell Tower fire update

The Inquiry recommenced on 3 September with LFB providing witnesses up to 2nd October. The Commissioner provided evidence for a full day on 27th September. In total, 80 LFB staff have now provided oral evidence and a number of additional police statements will be read into evidence before the conclusion of Phase 1.

The Inquiry has now begun hearing oral evidence from the bereaved, survivors and residents from 3rd October and will continue throughout the month. At the time of writing it is not clear how many BSRs will be required to provide oral evidence.

The Chair has outlined how he plans to develop any urgent recommendations to be delivered at the conclusion of phase 1. This process will begin with a number of organisations including LFB and the Mayor being required to provide a position paper detailing what actions it has taken since the fire by 26 October. He has further invited core participants to submit any proposals for interim recommendations by the 14 December. All core participants will be invited to comment on these proposals with responses required by the 11 Jan 2019. The Inquiry's expert witnesses will provide short reports containing their views by the 18 January. A hearing will take place in late January / early February to consider submissions on interim recommendations and any oral expert evidence that may be required.

The Chair has further outlined how the Inquiry intends to deal with satisfying the European Convention on Human Rights Article 2 requirements to alleviate the need for future Inquests into the 72 fatalities. This will include hearings early in 2019

during which the legal representatives for the BSRs will provide narratives relating to each fatality and how they died. LFB's Grenfell Tower Investigation and Review Team (GTIRT) will support the development of these narratives with information gleaned from its own internal investigations. Further details are contained in the Chair's latest ruling, available on the Inquiry website.

## Westminster Inquest

The inquests into the deaths of the victims killed in the Westminster Bridge terrorist attacks of 22 March 2017 concluded on 3 October 2018.

London Fire Brigade crews responded to the incident on 22 March, providing Immediate Emergency Care and subsequently, rescue and recovery to those who were injured on the bridge. The fireboat crew and a crew from Kensington white watch, who were also on the fireboat, rescued a Romanian tourist, Andreea Cristea, who had been knocked into the River Thames by the impact of the terrorist's vehicle. Both crews on the fireboat were involved in providing Immediate Emergency Care to Ms Cristea before handing her over to the care of the ambulance service.

The Chief Coroner heard evidence over a period of three and a half weeks from a number of 'Interested Persons,' including the Secretary of State for the Home Department, the MPS, the LAS, TFL and the LFB. Watch Manager Wolfe of Kensington white watch attended court on 13 September to give evidence about the rescue and treatment of Ms Cristea. It was clear from the evidence that the crews on the fireboat acted appropriately and efficiently in the rescue and care provided.

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

## Youth work

The Brigade has a long standing history of delivering a number of children and youth engagement, intervention and education schemes in order to reduce fire risk, raise awareness of fire danger, safety, and prevention, detection and escape from

fire in the home. These schemes are aimed mainly at primary and secondary school age children and young people but some also cover ages 0-5 including visits to nurseries and children's centres. All of the youth programmes delivered by the Brigade are attended by a wide range of participants and also provide the opportunity to increase awareness of the Brigade amongst diverse communities.

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

#### **Local Intervention Fire Education (LIFE)**

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

LIFE has introduced a new early intervention course for 11-14 year olds addressing a previous gap in provision. These courses address the issues in our standard LIFE course, aiming to discourage younger children from becoming involved in gangs and petty crime. In quarter two, two early intervention courses were delivered with 19 young people completing the course.

12 LIFE courses (14-17) were delivered including two Feltham courses and bespoke funded courses for Clarion Housing and Charlton Triangle Homes. 128 young people completed a course during the quarter.

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

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

In quarter two, JFIS received 30 new referrals and are currently working with 98 young people, 166 visits were completed by caseworkers and 74 cases were closed. At the end of September JFIS is currently working with 54 young people with a further 32 young people on the waiting list.

#### **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 two, the team visited 365 primary schools seeing 35,400 children and 29 secondary schools seeing a total of 4550 children.

#### **Fire Cadets (FC)**

Quarter two has seen another successful period with 158 young people passing out on the programme in July.

We have just recruited for a further four Cadet co-ordinators to deliver the phased introduction of 15 units within September and October, including a Marine and Junior Cadet programme. A further seven units are due to launch in January 2019.

#### **Crossfire**

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

#### **Wider youth engagement**

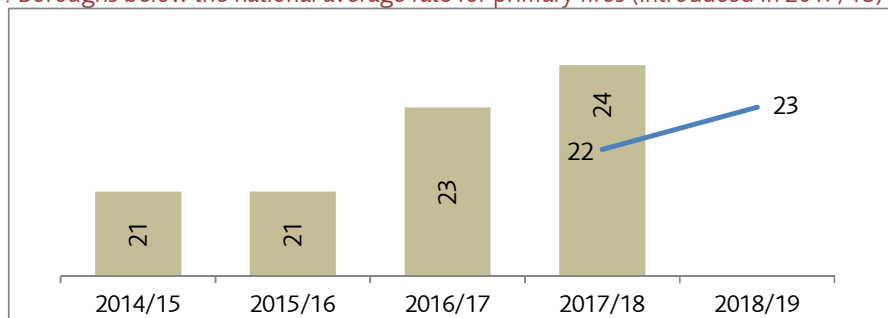
The London Fire Brigade pop-up museum celebrated its most successful event in September when over 1000 people attended to take part in the "Fire Engine Festival". The event strongly supported by Community Safety staff generating HFSV's and providing guidance and advice.

"Youth Engagement and Intervention Team - London Fire Brigade, London Fire Brigade" has been shortlisted as a finalist in the Public Sector Children's Team Award.

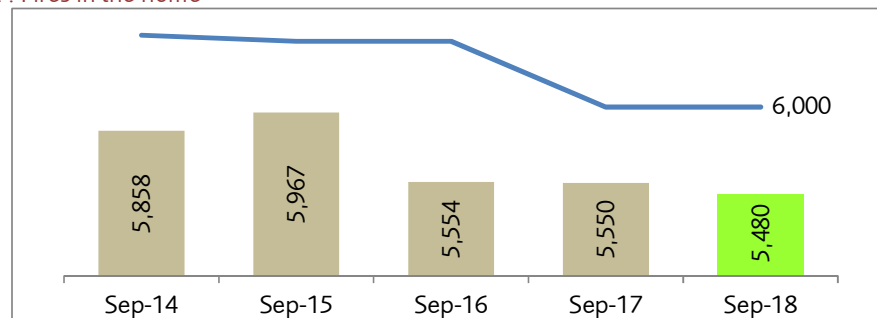


# Prevention and Protection – where fires are happening and who we're targeting

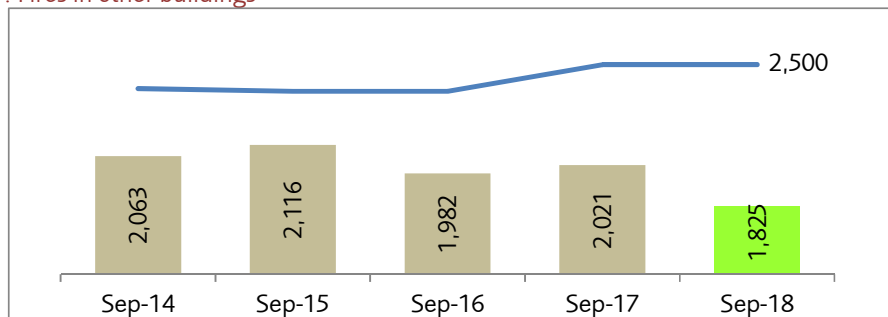
H1 : Boroughs below the national average rate for primary fires (introduced in 2017/18)



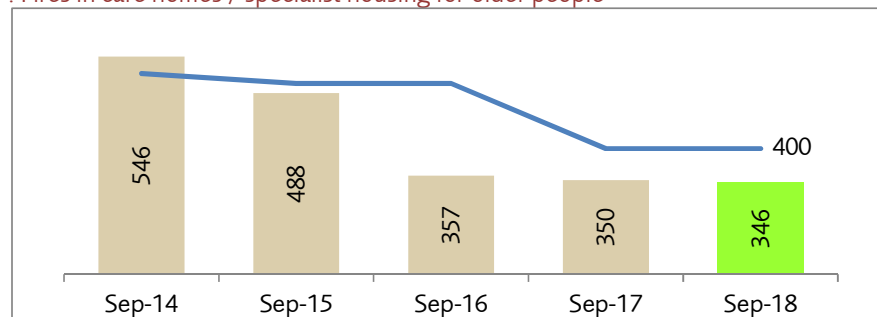
H2 : Fires in the home



H3 : Fires in other buildings



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



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

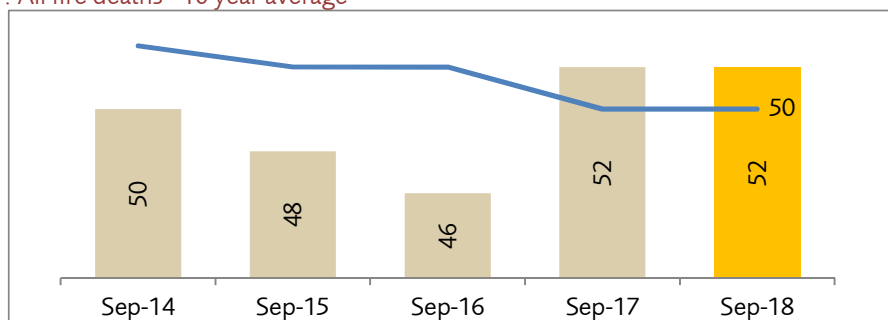
This indicator was introduced as part of the current London Safety Plan as our fairness measure under the GLA's Equality Framework. Our long term goal is to achieve fairness and equality of outcome for all Londoners by bringing all boroughs below the national average. Challenging targets have been set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

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

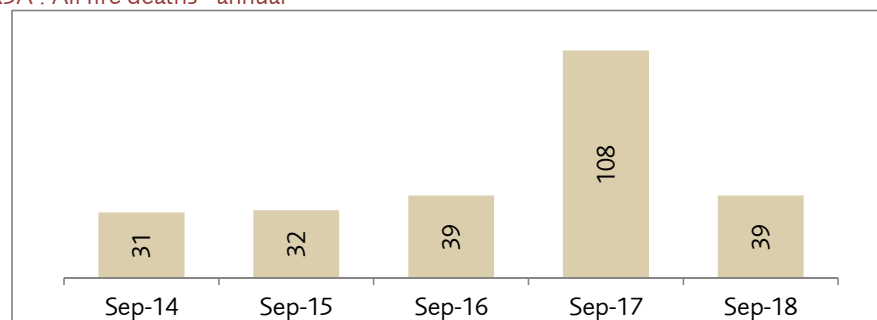
The Brigade is meeting its targets for the number of fires in the home and fires other buildings, both numbers have fallen over the past year, by 1.3 per cent and 9.7 per cent respectively. The Brigade is also meeting its target for the number of fires in care homes/specialist housing. The numbers show a small improvement over the past year by 1.1 per cent, but this is significantly lower than four years ago. In April 2018, the Specific Project Team (SPG) was created to undertake sample audits on premises that pose a higher risk due to the vulnerability of the residents (i.e. care homes, supported Living and sheltered housing). From 177 audits carried out during May – August 2018, 101 were found to have fire safety failures present resulting in 16 Enforcement Notices and 85 Notifications of Deficiencies.

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

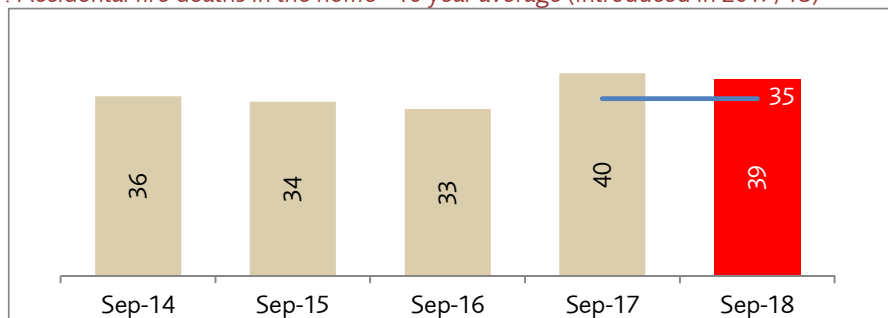
H5 : All fire deaths - 10 year average



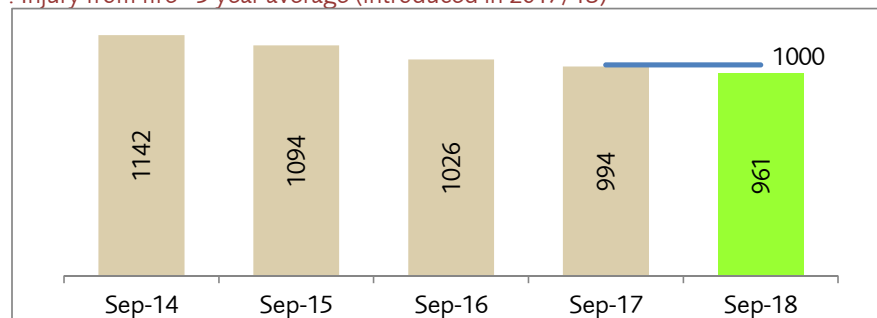
CX3A : All fire deaths - annual



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)



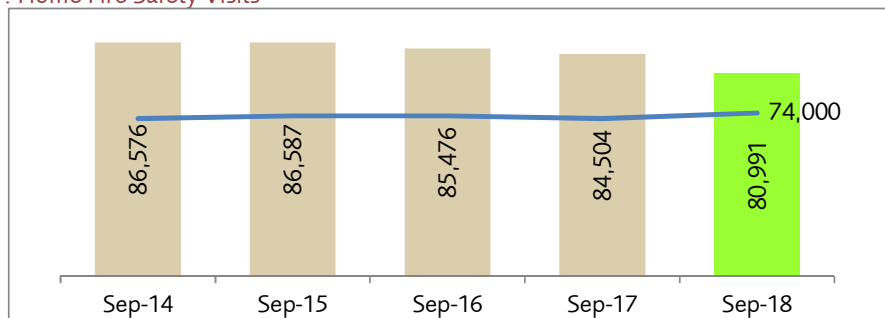
## H5, H6, and H7 – Fire deaths, accidental fire deaths and injuries from fire.

There were 39 fire fatalities in the rolling 12 months at the end of Q2 (30 September 2018). This compares to 108 fire fatalities at the same period last year (this includes the fire deaths reported from the Grenfell Tower fire). Of the 39 fire fatalities in the 12 months to the end of September 2018, 25 were accidental fire deaths in the home. The 10 year average for accidental fire deaths remains at 39. There has been a rise in the number of fatalities as a result of a deliberate fire. Of note is the increase in the use of fire as a weapon – there were three reported murders in Q2 and one further case is still under investigation.

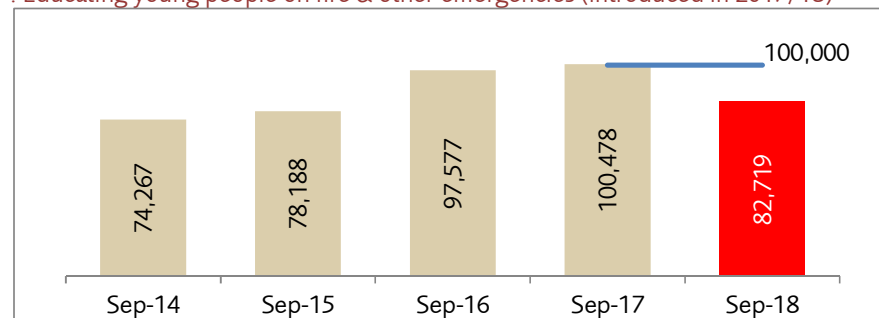
The Brigade introduced the accidental fire deaths target as the Brigade believes it can do more here to drive numbers down. Injuries from fires have continued to fall (961) and the Accidental Dwelling Fire (ADF) review process, which helps understand the factors most likely to result in an ADF or fire related injury, has contributed to the Brigade's impact in this area.

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

H8 : Home Fire Safety Visits



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



## H8 – Home Fire Safety Visits

Home Fire Safety Visits (HFSV) are now well established, with the majority (averaging over 90 per cent) being targeted at high risk people and places (classified as P1). The majority of boroughs (25) are exceeding their target for HFSVs for this period.

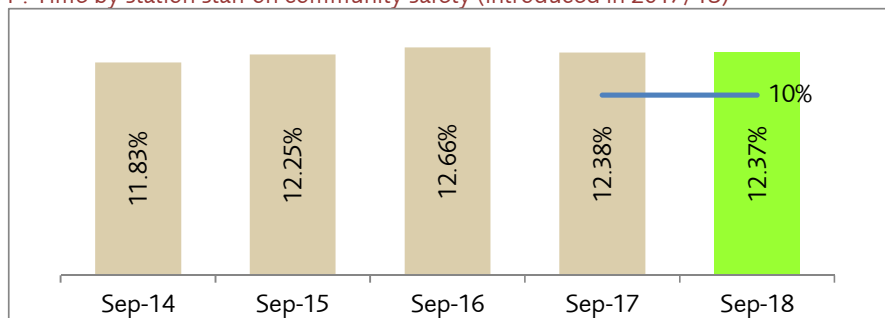
## H9 - Educating young people on fire and other emergencies

Whilst the reported figures for as at the end of Q2 2018-19 are under 100,000, resources have been targeted to reach groups with new and emerging issues and those that are harder to reach. An update on the youth activities carried out by the Brigade is provided earlier in this report.

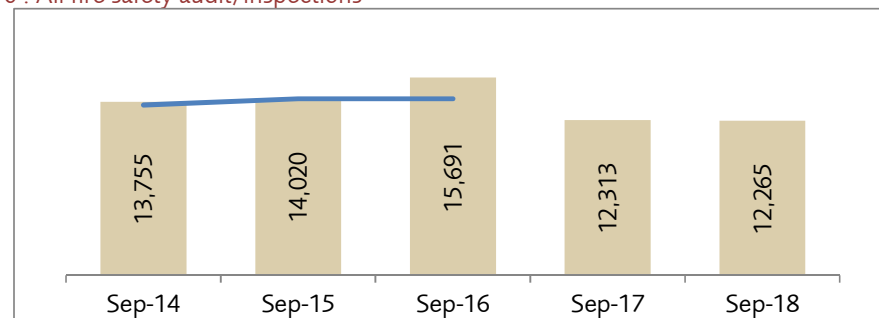
The intention of the new indicator, established as part of the current LSP, was to capture the full range of the Brigade's youth activity work. It is apparent that not all such activities are being counted in a consistent and reliable way. These other activities potentially include schemes such as Crossfire, Junior Citizens, Prison-Me-No-Way, Safe Drive, Stay Alive, LFB Youth Board and Conference and visits to low and medium risk schools by firefighters. Work is underway to rectify this so that future reports count the full range of Brigade youth work.

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

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



H10 : All fire safety audit/inspections



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

This indicator measures the percentage of available time spent on community safety activity by fire station staff. Performance progress against this indicator has been steady for a few years and is exceeding the target. We are increasing our involvement in community based projects and groups through our 'Opening Up Fire Stations' project which forms part of the London Safety Plan. This will allow a number of community organisations and partners greater access to fire stations, staff and bespoke fire safety advice. It is anticipated this will deliver further performance improvement in this area.

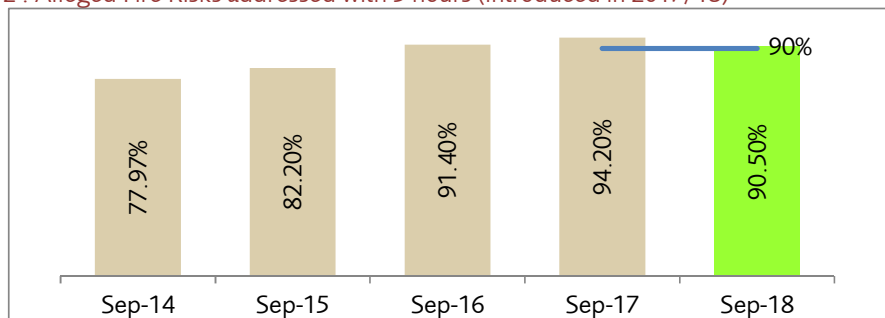
## H10 : All fire safety audits / inspections

A total of 12,265 inspections have been carried out for the 12 months between 1 October 2017 and 30 September 2018.

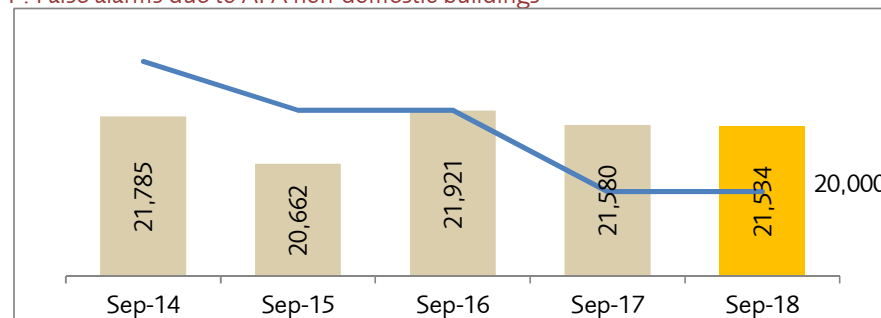
Whilst there is a reduction in the number of audits completed in comparison to the same period last year, we are continuing to take the approach outlined in Q1, focusing on higher risk premises and a more robust inspection process which once again has resulted in a higher percentage of 'Notifications of Deficiencies' being issued.

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

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



H11 : False alarms due to AFA non-domestic buildings



## CO2 : Alleged Fire Risks

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

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

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

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

## Key points

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

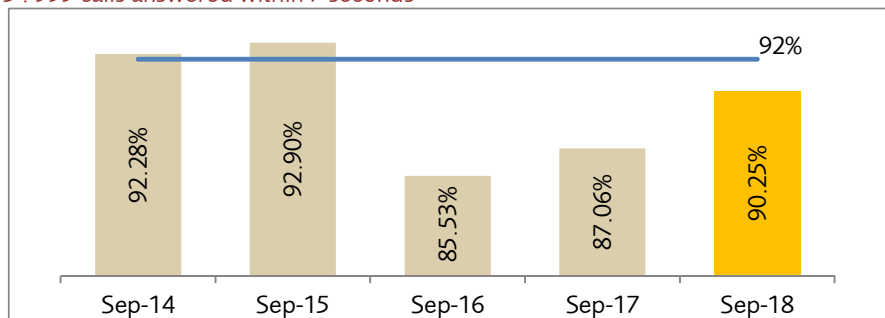
We'll deliver this aim by:

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

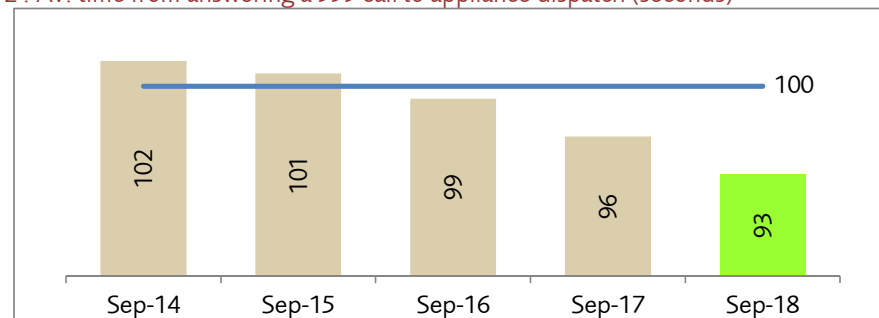
Our work under this aim focus on activities that help deliver a world class operational response service, and by working with our partners to address identified risks, at a local and national level to ensure continuity of service. Indicators under response and resilience focus on the emergency call handling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

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

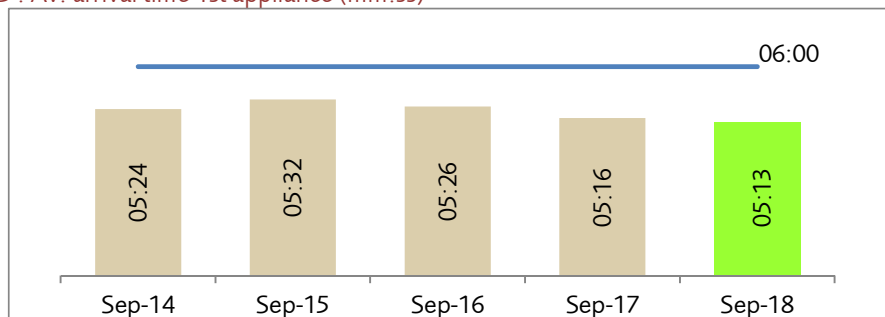
CO3 : 999 calls answered within 7 seconds



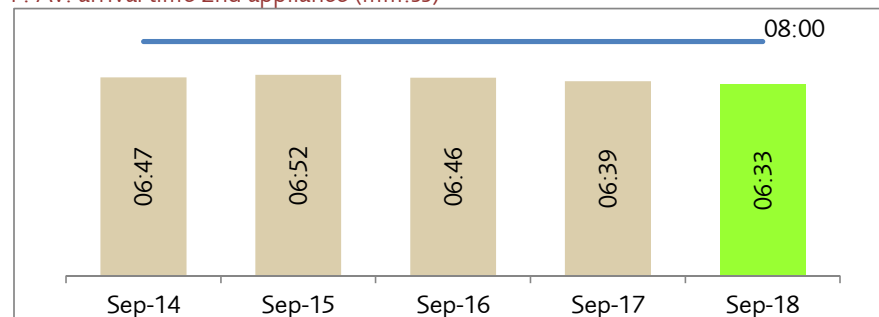
H12 : Av. time from answering a 999 call to appliance dispatch (seconds)



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



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



## CO3 and H12 – Call handling

Q2 has seen some recovery in our call handling statistics from Q1. July remained a busy month taking over 21,000 calls, approximately 4,000 more than the same period in 2017. August and September returned to seasonal norms, with the introduction of Automatic Call Distribution in August, performance gradually increased from 90 per cent to 93 per cent during September. The delay in an immediate increase in performance can be attributed to a period of staff acclimatisation and fine tuning the new process.

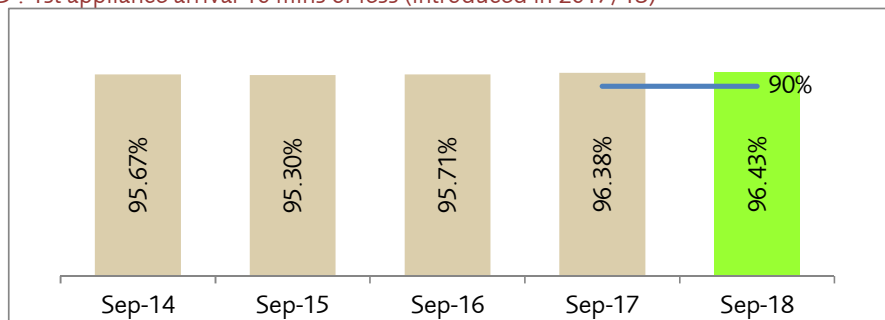
## H13 and H14 – Attendance times

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 19 seconds since September 2015 and second appliance average arrival times have improved by 13 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.

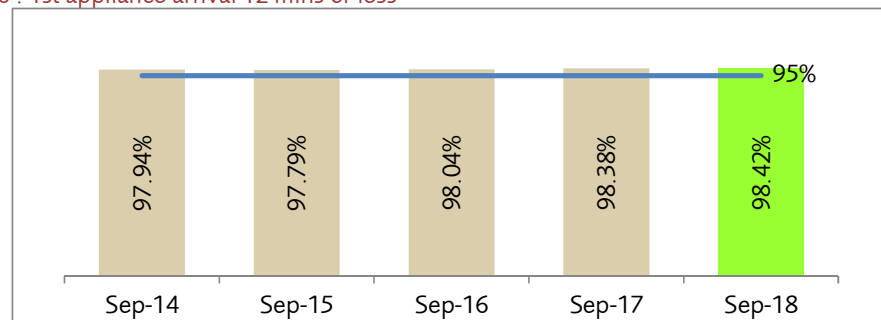


# Response and Resilience – providing a high quality, effective response

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



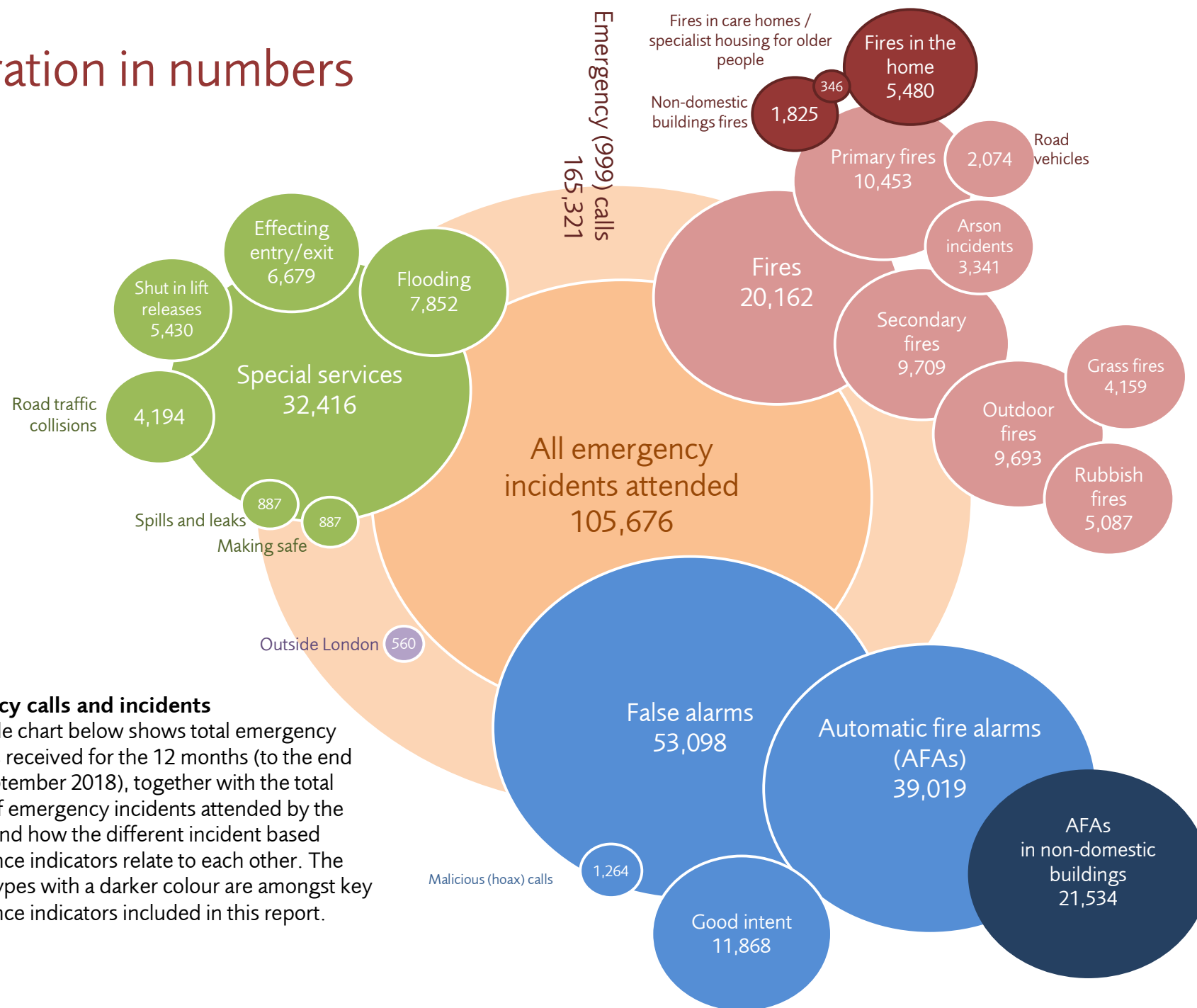
H16 : 1st appliance arrival 12 mins or less



## H15 and H16 – Attendance times

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

# Operation in numbers



## Emergency calls and incidents

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

# People and Resources – delivering a positive and healthy culture

## Key points

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

We'll deliver this aim by:

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

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

Indicators under people and resources focus on sickness levels, improving diversity, pay ratios, health and safety, spend with small to medium sized enterprises (SMEs), CO<sub>2</sub> emissions, and information requests.

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

## Annual indicators

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

CO7A : Trainee firefighter intake - % BAME

CO7B : Trainee firefighter intake - % women

CO10A : Pay ratio between highest & median salary

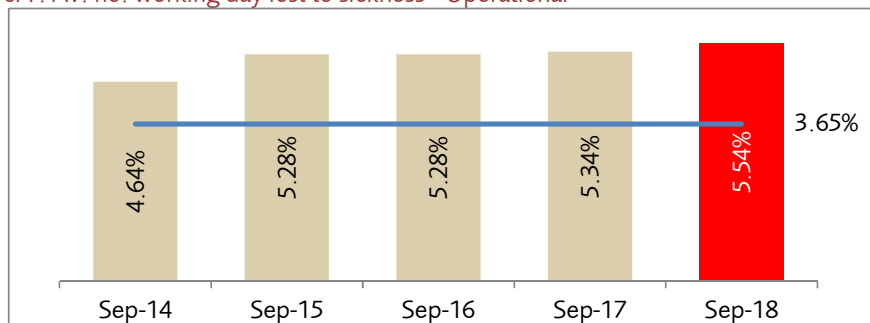
CO10B : Gender pay gap - all staff (median)

CO14 : Spend with SMEs

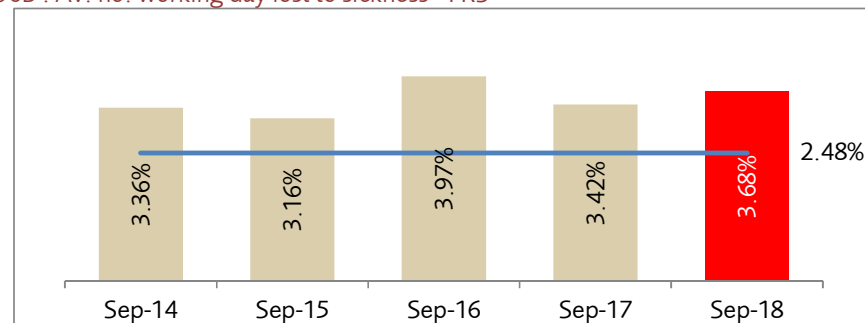
CO15 : CO<sub>2</sub> reduction from 1990 levels (%)

# People and Resources – delivering a positive and healthy culture

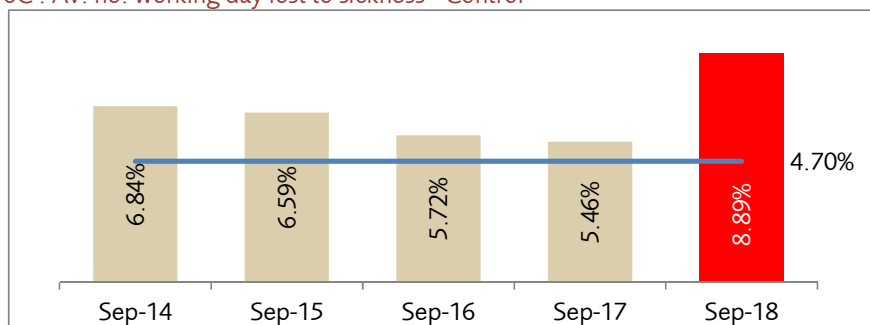
CO6A : Av. no. working day lost to sickness - Operational



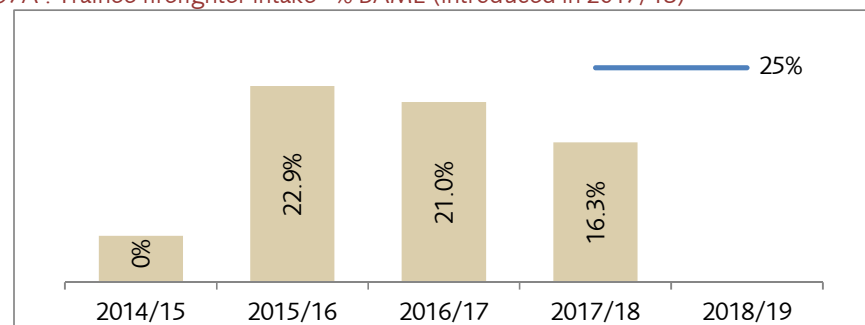
CO6B : Av. no. working day lost to sickness - FRS



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



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



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

Over the last 12 months sickness for operational staff has continued to increase, standing at 5.54 per cent at the end of September 2018, up from 5.34 per cent one year ago. FRS sickness is now at 3.68 per cent, more than the 3.42 per cent recorded in September 2017 but less than the 3.88 per cent recorded in June 2017. Control sickness has increased significantly to 8.88 per cent compared to 5.46 per cent in September 2017. Whilst the Control staff increase is more marked, it concerns a relatively small group of staff (110) and a small fluctuation in the number of absent staff can significantly affect the percentage of time lost due to sickness. All sickness is currently above target.

Stress, anxiety and depression (SAD) is now the main reason for sickness amongst all three staff groups (operational, FRS and control). Sickness arising from participating in the Grenfell Tower incident response and the public inquiry continues to contribute to sickness absence. The increasing number of episodes of sickness absence due to SAD, combined with the fact that episodes of SAD absence usually last longer than other causes of sickness absence, continues to drive up headline absence rates. Interim amendments to the Managing Attendance Policy were issued in August 2018 and this has been followed by a further review of the policy. People Services has developed proposals for more fundamental changes to the Managing Attendance Policy, on which we intend to consult Directors and Heads of Service shortly. The intention is to finalise proposals for trade union consultation, which it is hoped will commence early in the New Year. Wellbeing

initiatives to improve employee health include the following:

- Launch of the LFB Wellworks healthy living portal in September 2018 which provides information on and is designed to improve musculoskeletal and psychological wellbeing, firefighter occupational fitness and also dietary and lifestyle wellbeing.
- Ongoing work with the National Fire Chiefs Council and the national FBU to develop a fire ground drill test that reflects how London's firefighters discharge their fire ground activities. The practical development phase of the test concluded on 9 October and it is now for Bath University to assess the collected data and recommend a way forward.
- Fitness Policy issued on 18 September 2018 for uniformed operational staff, including the relaunch of mandatory fitness training as part of the daily station programme.

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

At the meeting on 17 September 2017, the Resources Committee approved changes in the requirements for firefighter candidates to support the recruitment of 400 trainees by the end of 2018/19 (FEP 2775). The Brigade campaigns continue to increase the overall numbers of applicants. The 2018 campaign delivered over 6,000 applications. The priority for 2017/18 was to increase the number of women joining the Brigade as trainee firefighters. Good progress was made with an improvement in the intake of female trainees which rose to 11.6 per cent from 10.5 per cent in 2016/17. The 2018 campaign, which closed on the 19 April, delivered 829 applications from women, 13 per cent of the total applications, an increase on previous campaigns of 2.5 per cent.

The 2018 campaign assessments are still in progress and will continue into early 2019. To date, 46 females have passed the assessment day out of the 102 that attended, a 45 per cent success. For BAME candidates, 20 out of 59 have passed the assessment day, a 34 per cent success. Actions are being taken corporately and locally to ensure candidates continue to feel supported and engaged through the recruitment process. To achieve the establishment, training courses from the 2018/2019 training schedule have started to be populated from the 2018 campaign cohort, and additional courses have been scheduled to support this.

The development of a new Talent Management Framework is currently underway. This aims to identify, recruit and retain new talent from diverse backgrounds. Work is also underway to explore new talent schemes and opportunities, such as creating a bridge from the Fire Cadet programme, tapping into the rich diversity of the cadet force. From mid-October 2018, firefighter development will become an apprenticeship scheme and trainee firefighters will complete an 18 month apprenticeship managed by the Talent Team. Information is currently being gathered to improve and shape our talent, recruitment and assessment processes for the future to draw from a wider and more diverse talent pool.

The improvement of firefighter diversity continues to be supported by the Outreach Team who continue to host targeted open days for under represented 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.

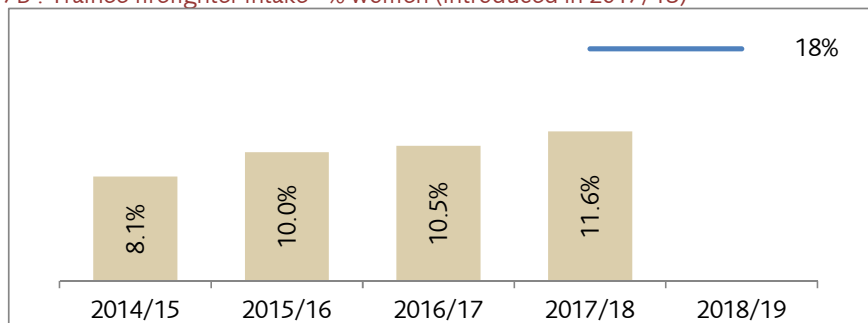
The team have found that attendance at community events such as Notting Hill, Windrush, African Street Festival and Vaisakhi Sikh festival, provide an excellent opportunity for communities to see positive, diverse brigade role models and discuss any misconceptions about working for the fire service. 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 been externally commissioned to understand the barriers which prevent BAME communities from considering a career in the fire service.

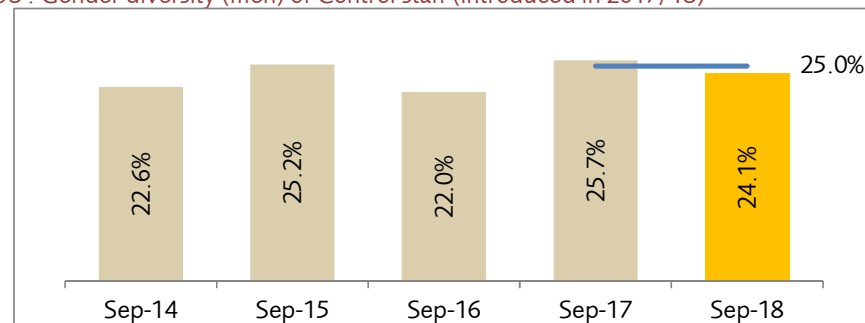
This will inform the development of a recruitment and communications strategy to address the issues raised.

# People and Resources – delivering a positive and healthy culture

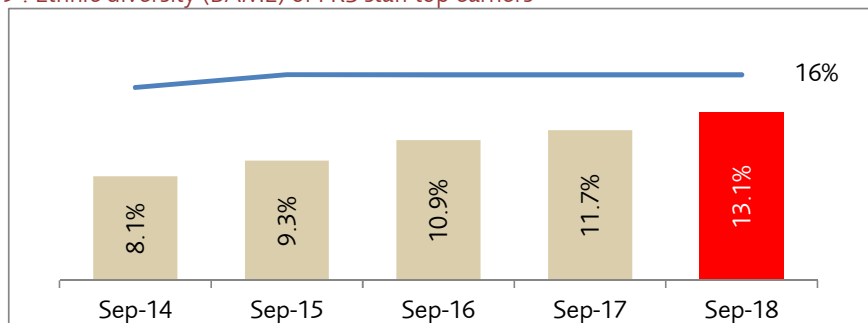
CO7B : Trainee firefighter intake - % women (introduced in 2017/18)



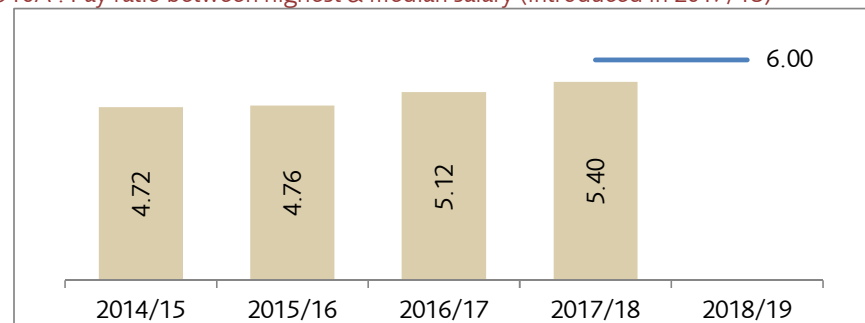
CO8 : Gender diversity (men) of Control staff (introduced in 2017/18)



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



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



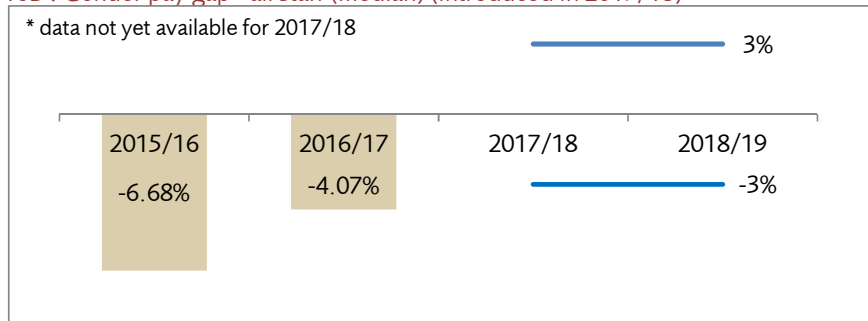
## CO8, CO9 - Gender and ethnic diversity

These areas represent priority gender and ethnic diversity aspirations for the Brigade. Although there has been a fall in the proportion of men in Control (24.1 per cent) compared to the position 12 months ago, the percentage of FRS top earners from a BAME background has increased to 13.1 per cent (up 1.4 per cent on the September 2017 position). Given the numbers involved, both areas can be affected by significantly by individual joiners/leavers. Progress in both areas is also influenced heavily by available vacancies, and reducing the number of leavers in these groups.

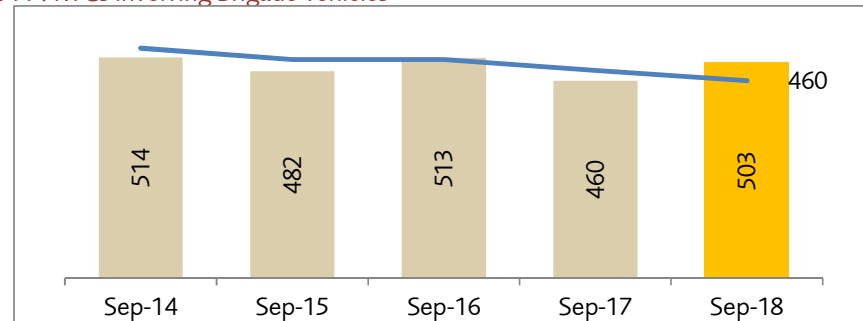


# People and Resources – delivering a positive and healthy culture

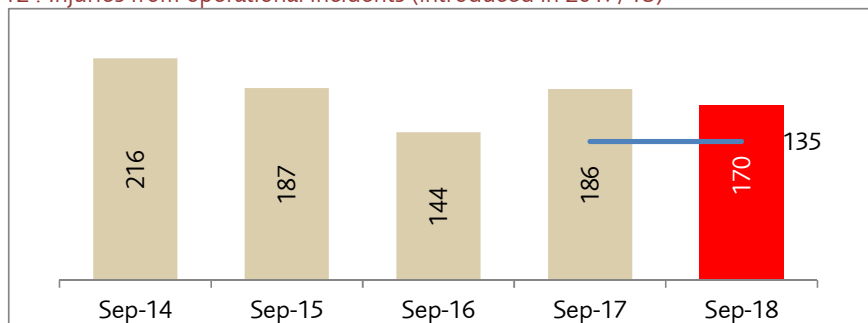
CO10B : Gender pay gap - all staff (median) (introduced in 2017/18)



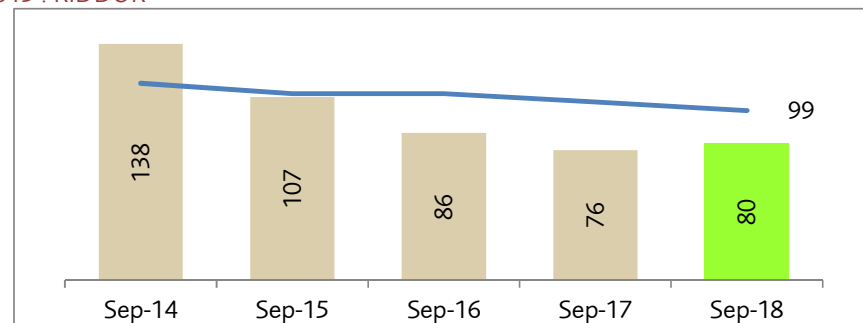
CO11 : RTCs involving Brigade vehicles



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



CO13 : RIDDOR



## CO10B - Gender pay gap

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

## CO11, CO12 and CO13

The target for **Road Traffic Collisions (RTCs) involving Brigade vehicles** (503 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.

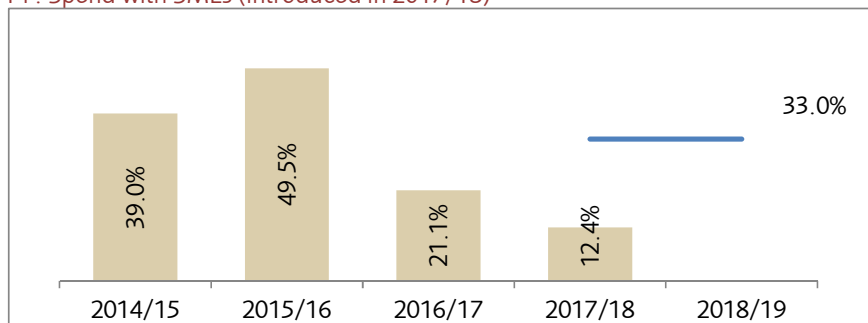
The **injuries reportable to the HSE under RIDDOR** target is being met (78 versus a target of 99); long term performance continues to improve there has been a

43 per cent reduction when compared with September 2014.

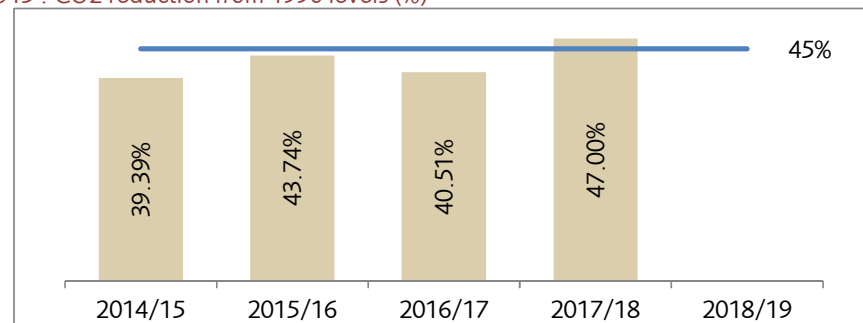
The **injuries from operational incidents** target is not being met (170 versus a target of 135). This target was set against the lowest recorded figure for operational injuries from 2016/17 and is another ambitious target. Whilst the target is not currently being met, there has been a 6 per cent reduction compared with September 2017 and a 20 per cent reduction over the last four years. We are still trying to better identify how we can 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 and what sort of incident injuries are occurring, which will then allow us to better target them with interventions.

# People and Resources – delivering a positive and healthy culture

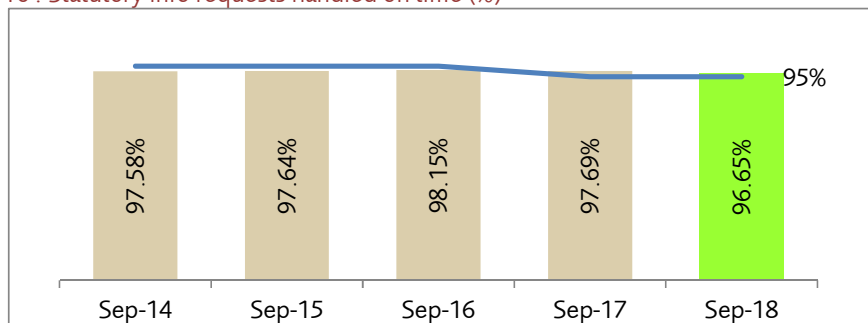
CO14 : Spend with SMEs (introduced in 2017/18)



CO15 : CO2 reduction from 1990 levels (%)



CO16 : Statutory info requests handled on time (%)



## CO14: Spend with SMEs

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

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

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

- Grey fleet mileage reduced by 14 per cent, it is unclear whether this is an actual reduction in mileage undertaken or a reduction in claims due to expected tax changes that dis-incentivised officers from making mileage claims.
- Building energy efficiency improvements continue to deliver steady reductions of some 2.3 per cent.

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

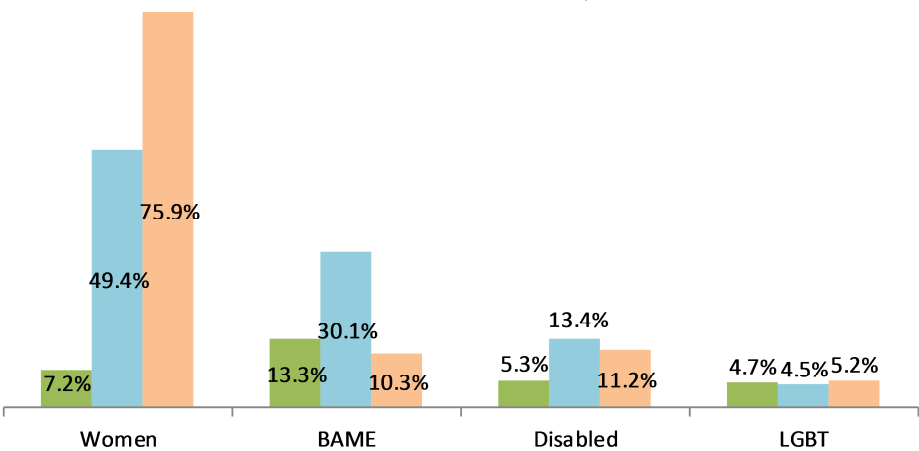
**C016: Statutory information requests handled on time**

This indicator and target measure the extent to which the Brigade is meeting the statutory deadlines for responding to information requests under the Freedom of Information Act (20 working days) and the Data Protection Act (40 calendar days). Performance remains above target but the 12 month position but is lower than peak performance achieved during 2016 (98.15 per cent) as this indicator has been impacted by the large number of requests following the Grenfell Tower fire.

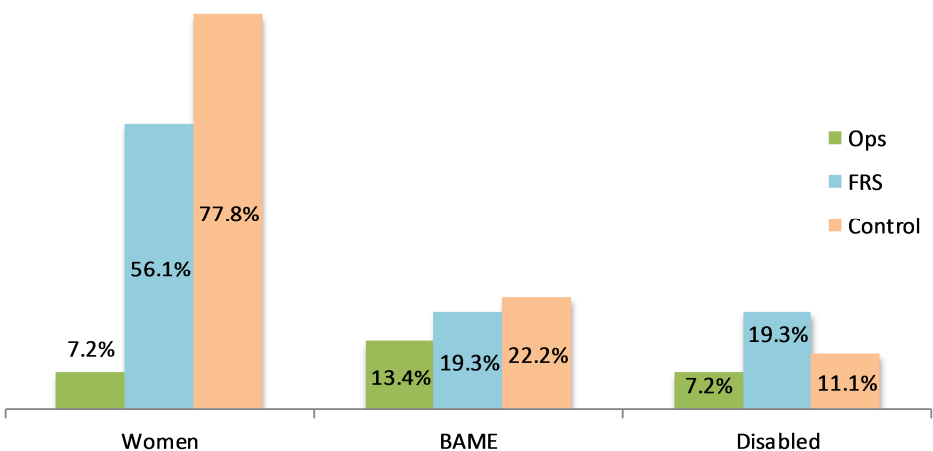
# Key people and resources information – workforce composition

Workforce composition\*

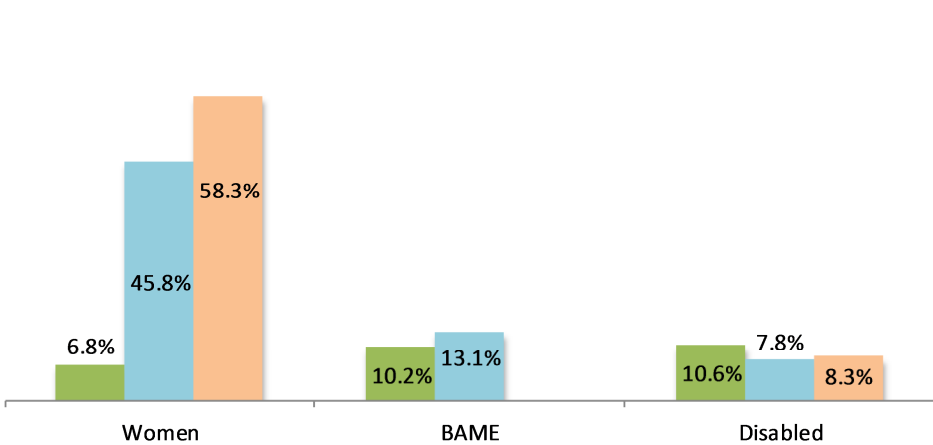
\*due to the small numbers of LGBT staff, we only publish data for the overall workforce composition as it may be possible for individuals to be identified



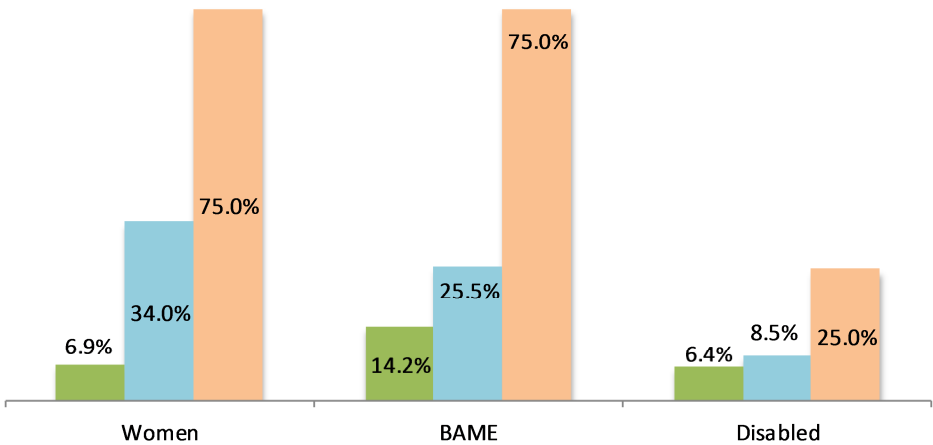
Workforce promotions



Workforce top earners



Workforce voluntary leavers



# Delivering on action plans

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

## **LSP (2017) Commitments – key highlights 2017/18**

The London Safety Plan (2017) was approved by the London Fire and Emergency Planning Authority on March 2017. The Plan details how the Brigade will help make London the safest global city. The Plan is structured into three aims (prevention and protection, response and resilience, people and resources) as well as five overarching principles in terms of how we'll deliver our services. Our principles include a renewed focus on collaboration and inclusion. The Plan is also supported by a series of commitments across the aims and principles to ensure plan delivery. As at the end of Q2 2018/19, there are 42 commitments. Three commitments are currently off track (amber) as follows:

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

*The Flood Enhancement Project is behind schedule and remains within phase 1 of the project. The project will see the London Fire Brigade having the physical capability in place to deploy up to five type B National Flood Rescue teams to major flooding events anywhere in the United Kingdom and the procurement of flood protection barriers for use within London. Phase 2 will see officers working with the community and partner agencies to embed this enhanced capability into London's resilience and be able to assist with recovery following a flood event.*

**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.*

## **Inclusion Strategy**

The Brigade has a 10 year inclusion strategy which sets out to create an environment in which every member of staff is able to give of their best and to deliver a diverse workforce at all levels, and in all occupational groups, through recruitment, development and progression and to work with all our staff to create safer and more effective teams. Officers are working with a number of key stakeholders, including the support groups to implement the actions within the action plan. Significant updates on progress will feature as appropriate in this report.

## **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: 28 actions have been completed and 17 actions are identified as on target. Two actions, the review of whole life costing of key building elements, and the provision of the health, safety and environment induction training to new recruits remain off target as per the previous quarter and options to address these are still being investigated. Recent achievements include the delivery of the new safety event reporting system, all log book recording has moved over to electronic recording, the Zero Emission Pumping Appliance project has been established, and capital budgets are now on the Finance General Ledger system enabling wider transparency to support implementation of whole life costing in decision-making.

## **Other governance plans:**

**Annual Governance Statement: Action Plan** - The Annual Governance Statement (AGS) includes an action plan which includes any other significant actions being undertaken to improve the governance arrangements which the LFC wishes to declare. There is one action in the latest AGS which relates to securing successful transition to the new governance arrangements under the LFC. The arrangements have now been in place for six months with three Directorate Boards supporting the Commissioner's Board and the decision making process. Scheduled audits of both

the governance and assurance framework will be conducted by the Mayor's Office for Policing and Crime (MOPAC) during 2018/19 to review the arrangements.

**Internal audit plan** – The Mayor's Office for Policing and Crime (MOPAC) provide an Internal Audit service to the Brigade under the Shared Service Agreement by the Directorate of Audit, Risk and Assurance (DARA). This service provides an assessment of the adequacy and effectiveness of the internal control framework in operation at the Brigade.

Since the last update MOPAC have issued two risk and assurance final reports, these were on the FRS Standby Roster System and Environmental Management Systems. Fieldwork has drawn to a close for a further four risk and assurance reviews and we are currently in the process of issuing the draft reports for discussion and agreement of the actions raised to mitigate the risks identified, these include reviews of Assurance Framework, Delegate Throughput for Babcock Training, Use and Control of Credit Cards and Processing the GLA Payroll.

Fieldwork continues for a further five reviews; Collaboration, Planning and Preparedness, Minor Capital Programme, Thematic Review of Driving on Brigade

Business, Operational Policy- External Relations and the ICT Skills Profile. Four reviews are in the planning/ scoping phase where we draw up the Terms of Reference and schedule in the work, these include an Advisory Review of Governance Arrangements, Learning Support Provision, ICT Network Resilience/ Topography and Thematic Review of Station Repairs.

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



# Our risk perspective

## Risk management

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

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

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

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

There are now 22 risks on the Brigade's corporate risk register. There are six 'red' risks, the highest of which relates to the Grenfell Tower Fire Inquiry and public confidence. Recent reviews have focussed on identifying new controls to manage these risks, with particular focus on controls around training. The new risk management strategy promotes an 'active' register which promotes more movement on the register and the potential for more high priority risks to be identified and dealt with.

## Securing business continuity

Business Continuity Management (BCM) is a holistic management system that relies on both the information captured through the departmental Business Impact

Analysis (BIA) programme to identify potential threats to business operations, and the development of a single framework through which organisational resilience and response arrangements can be built. The BCM programme has enabled us to successfully identify critical organisational activities and develop business continuity plans.

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

### **Business continuity planning**

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

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

### **Business continuity exercise and testing**

In June 2018, the senior management team participated in the first of a series of exercises based on the theme of personnel shortages. The Brigade testing and exercising programme consists of departmental table top test, corporate exercises and specialised test such as ICT disaster management procedures.

We continue to support the National Fire Chiefs Council's (NFCC) Business continuity community forum and have worked with the group to prepare an itinerary of speakers on various subject matter for the November 2018 meeting which will be hosted at the London Fire Brigade HQ.

### **Business disruptions**

The second quarter of 2018 saw exceptionally good weather, which had an impact on the number of incidents we attended (The Brigade attended 1,969 fires recorded as grassland, woodland and crops fires in June, July and August this year compared with 914 in 2017). The largest of these fire was on the 15 July on Wanstead Flats, more than 220 firefighters attended the scene and due to the dry conditions this represented the largest grass fire in the Brigade's history. Despite this, the incident did not require the strategic response arrangements to be stood up and was managed within the existing levels of resourcing. The Brigade has also been able to offer support by way of 36 staff crewing six appliances and three support vehicles to Lancashire Fire and Rescue Service to help tackle the moorland fires.

During July, the temperature passed 30°C on several days and we issued advice to staff on how to deal with the heat at an operational incident as well as travelling to and from work.

We continue to work with the London Resilience Group and internal specialist officers in departments such as Operational Resilience and Operational Policy and Assurance to review the situation with weather conditions as per our normal business continuity processes.

# 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 September 2018, there were 11 'A' governance projects (those which affect multiple directorates; have a significant business impact and/or are of particular risk to the Brigade).

Governance	Aim	Project Name	Last RAG	Current RAG	Budget (£m)	Estimated spend (£m)	Stage	Original End Date	Forecast End Date
<b>Active Projects</b>									
A	1	Command Unit Replacement (CUR)	A	A	£1.6m	£2.1m	Plan	31/03/2019	30/04/2020
A	2	Mobile Data Terminal (MDT) Replacement	A	A	£2.3m	£1.3m	Deliver	31/01/2016	22/02/2019
A	2	Emergency Services Network (ESN)	G	G	TBC	Nil	Plan	30/03/2019	30/03/2019
A	2	PPE Replacement 2018	G	G	£2.6m	Nil	Deliver	31/10/2018	31/10/2018
A	2	Integration of National Operational Guidance into LFB	A	A	£1m	£0.9m	Plan	31/12/2018	31/01/2020
A	3	Paging Replacement	G	G	£123k	TBC	Deliver	31/05/2018	31/05/2019
A	3	Operations Support Centre (formerly Integrated Equipment and Logistics [IELP])	A	A	£200k	£1.7m	Plan	31/07/2017	01/09/2019
A	3	Business Intelligence Solution	G	G	£1.8m	£0.9m	Deliver	31/03/2020	31/03/2020
A	3	LFB Training Centre Croydon	A	A	£15.5m	£0.7m	Plan	28/02/2019	28/02/2022
A	3	Role to Rank (formerly Watch Structure)	N/A	G	TBC	TBC	Define	31/03/2019	31/03/2020
A	3	DaMOP Review	N/A	G	TBC	TBC	Define	31/05/2020	31/05/2020

Six of the projects are currently reporting as green, these are, Emergency Services Network (ESN), Personal Protective Equipment (PPE) Replacement 2018, Paging Replacement, Business Intelligence Solutions (BIS), Role to Rank (formerly Watch Structure) and DaMOP (Development and Maintenance of Operational Professionalism) Review.

Five projects are currently reporting as amber.

**Mobile Data Terminal (MDT) Replacement** - Further Airwave accreditation is required for the satnavs before they can go live as a consequence of a new process introduced to accommodate Emergency Service Network (ESN) requirements. As a result, the LFB are required to make a new Annex A submission, which brings with it a maximum three month lead time on approval. It is hoped that the Airwave approval will come at approximately the same time as the updated Windows10 MDT build and therefore both satnavs and MDTs can be issued to stations directly. Once a pilot Series 3 vehicle has been fully kitted out, further vehicle kit outs for Series 3 and Series 2 vehicles will be completed under business as usual (BAU). This will be managed by LFB Fleet. In addition, once the software deployment of ScResponse and the satnav ScGuide app have been completed (currently forecast for the end of November 2018), the project will commence closedown activities with a view to close at the end of February 2019.

**Command Unit Replacement (CUR)** - With the introduction of the Ultra Low Emission Zone (ULEZ) in central London and its further expansion to include Inner London bound by the North and South Circular roads, there is an increased impetus on new Brigade vehicles to conform to the new requirements. Technical and Support Services researched the anticipated costs of a hybrid vehicle and a full electric vehicle. Following the calculation of the anticipated costs for the hybrid and electric vehicle options, a proposal to increase the capital budget for the project is being developed. The output based specification for the Incident Command Operating System (ICOS) software is currently with Babcock Critical Services (BCS) awaiting review and ratification. BCS have sent the output based specification and user acceptance test to all prospective ICOS suppliers to complete a gap analysis. This information will enable BCS to write their input based specification ready for tender. BCS and the Project Team will be holding an industry day with prospective ICOS suppliers in November.

**Integration of National Operational Guidance (NOG)** - This project is reporting as amber due to delays with the creation of the national ICT solution and the development of risk assessments by the National Programme team. In addition, several methods of implementation had failed to produce an end solution that the

team felt was fit for purpose. A decision was made that focus groups were required to give end users of the new policy framework the opportunity to contribute to the development of the framework in terms of what type and level of information should be included, what format should be used, etc. The delivery of focus groups was contracted to ORC and sessions commenced in September and will continue throughout October.

**The Operations Support Centre (OSU) project** (formerly the Integrated Equipment and Logistics Project (IELP)) – The premises at Pegasus Road, Croydon is now leased and officers developed a building layout brief involving detailed engagement with both PEG and BDC staff. A consultant project manager and consultant designers have been contracted and are progressing forward with this. Stage 3 RIBA plans have been agreed and have gone out to tender. The tendering process is expected to be completed and funding agreed by the end of November 2018. The appropriate racking and fork lift solutions have been identified. A computer based logistics trial is going to commence 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)** – A review of the requirements for the training centre in order to bring the scope and costs in line with the budget has taken place. The option chosen to lower the costs of the project is to refurbish and extend the existing PEG/training building and review the existing training requirements to see if the current building plus an extension would provide suitable space. This would need to meet the functional requirements of a modern training centre. The Operations Support Centre (OSC) project has experienced delays in going out to tender and as a result it is unlikely that construction will be completed on their new site until October 2019. Protective Equipment Group (PEG) are currently expected to vacate the site in August 2019. Once a date is firmed up, the programme for the new Training Centre project will be comprehensively revised, and the project timetable re-baselined. In the meantime, based on the information currently available, construction is expected to completed in February 2022.