



LFB Quarterly Performance report

Quarter 4 2019/20

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Key to abbreviations and symbols used

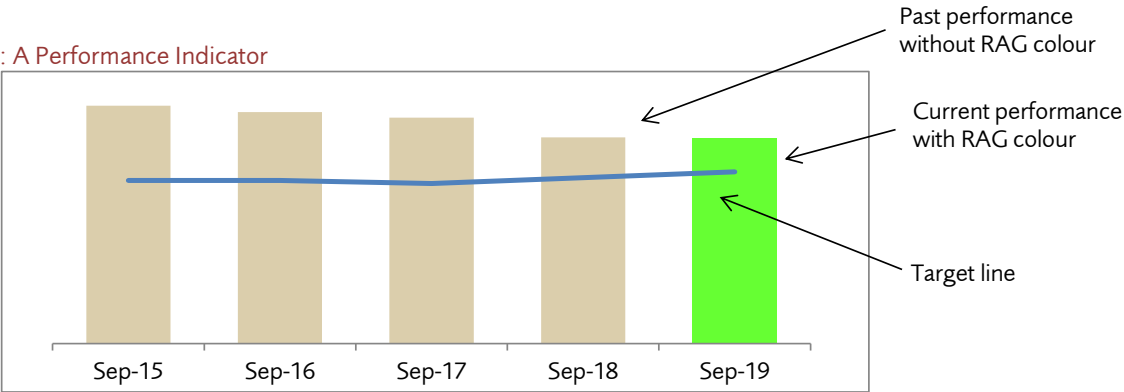
RAG Status

Indicators	Projects	Risks	LSP Commitments
<div></div> performance on target	time/cost targets will be achieved and all quality criteria satisfied	limited impact, or long term risk – addressing the risk now will stop other problems occurring later	activity is on target to meet its deadline
<div></div> performance within 10% of target	currently off-plan but impact will be minor and/or remedial actions are in place	more substantial impact, preventing the delivery of a key priority in the near future	activity is unlikely to meet its deadline
<div></div> performance more than 10% from target	currently off-plan and will not meet time, cost and/or quality expected	impact affects whole Brigade, and is imminent with major or catastrophic results	activity will not meet its deadline
<div></div> 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

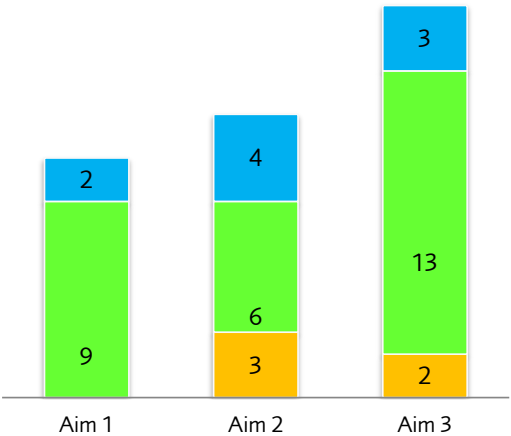
Aim 1 – PREVENTION and PROTECTION : Engaging with London's communities to inform and educate people in how to reduce the risk of fires and other emergencies. Influencing and regulating the built environment to protect people, property and the environment from harm.

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.

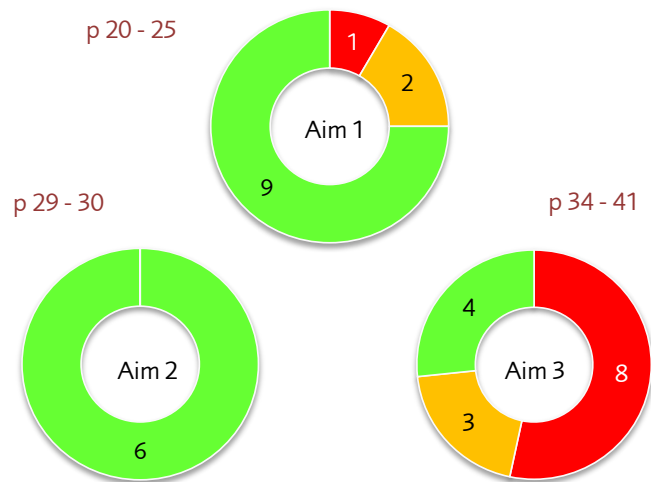
Aim 3 – PEOPLE and RESOURCES : Developing and training our staff to their full potential, at the same time transforming the Brigade so that it is a place where people want to work, and have the opportunity to influence how we work maximising how we spend our money, ensuring that the Brigade is supported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

London Safety Plan

Number of commitments
p 43



Corporate Performance Indicators



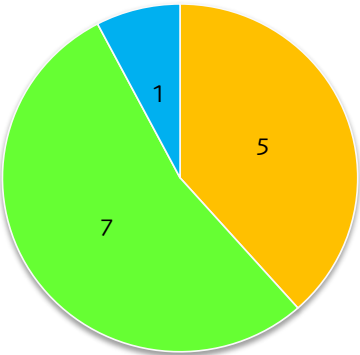
Strategic Risk Register

p 44

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

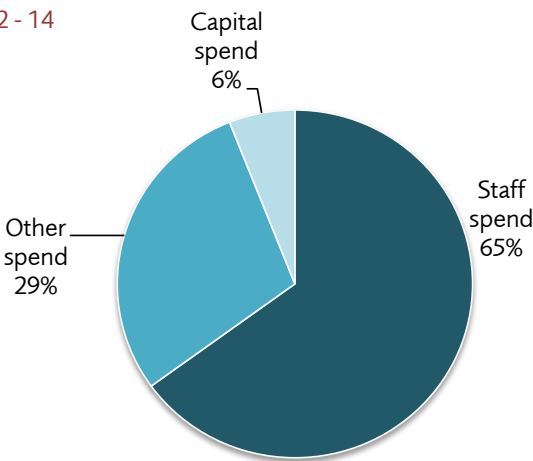
Corporate Projects

p 46



Finance

p 12 - 14



Introduction

Summary of performance

Welcome to the London Fire Brigade's end of year performance report for 2019/20 (the information contained in this report covers the 12 months up to the end of 31 March 2020). 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, indicators, plans, 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 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. A copy of the latest version can be found here when published:

<https://data.london.gov.uk/dataset/lfb-financial-and-performance-reporting-2019-20>

Coronavirus

Since the publication of the last report, the Brigade, like everyone else, has been impacted by the coronavirus pandemic during quarter four. Information about the Brigade's response to the pandemic can found in a dedicated section following this introduction.

Transformation Delivery Plan

The London Fire Commissioner has put together a Transformation Delivery Plan (TDP) which sets out his priorities in response to the Grenfell Tower Phase One Inquiry Report and Her Majesty's Inspectorate for Constabulary and Fire and Rescue Service's (HMICFRS) assessment of LFB. The TDP sets out the London Fire Commissioner's improvement priorities in response to these reports and other areas for transformation.

Existing performance monitoring arrangements are being reviewed so that progress against the TDP can be considered alongside that of the London Safety Plan.

This report presents the final report for the 2019/20 financial year. As such, the end of year performance position against the current indicators is as follows.

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 well. In terms of performance across the three Corporate Aims, the summary position is good and is improving. The Brigade is doing well in terms of delivering against Aim 1 – Prevention and Protection, with 9 out of 12 indicators reporting as green, including fire fatalities, and against Aim 2 – Response and Resilience, with all six indicators reporting as green. However, 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 strategic risk register currently has six risks which are rated as red. In line with the LFC's TDP, these will also be reviewed to ensure that the Brigade's risks are aligned with the LFC's purpose, strategy and vision.

Seven key projects are progressing to schedule, however five are also amber. More information on all these areas including exceptions is given later in this report.

Performance highlights – indicators

Performance as at the year ending quarter four 2019/20 shows that a majority of the indicators were meeting their target (19 out of 33). The positive performance highlights are:

- **All fire deaths (10 year average)** have fallen over the last quarter and continues to reporting as on target (49). There were 34 fire deaths in the 12 months ending March, a reduction of six compared with the same period last year (40).
- The number of **injuries from fires (five year average)** (889) continues to reduce over the longer term, having fallen by 15.9 per cent over the last five years.
- The number of **fires in the home** (5,252) continues to fall, having fallen by 5 per cent over the last year, and by 15.9 per cent over the last five years.

Introduction

- The number of fires in **care homes/specialist housing for older people** (300) continues to fall, having fallen by 18 per cent over the last year, and by 29.3 per cent over the last five years.
- The percentage of **calls answered within 7 seconds** (93.1 per cent) has remained on target over the last four quarters for the first time since the introduction of the Vision mobilising system in October 2015.
- The **speed of attendance to incidents** by both first and second fire pumping appliances has continued to improve steadily. With first appliance average arrival times at 5 minutes 12 seconds, and second appliance average arrival times at 6 minutes and 30 seconds. This represents an improvement of 5.7 per cent and 5.1 per cent respectively over the last 5 years.
- The number **RIDDORS** (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) continue to report as on target (56) and have fallen by over 40 per cent over the last five years.

However there are areas where the Brigade was not performing against target, the details of which will be addressed later in the report:

- The number of **False alarms due to Automatic Fire Alarms (AFAs) in non-domestic buildings** is above target (20,000) and has been reporting as red for the last three quarters, with 22,156 incidents in the 12 months ending March 2020. Officers are reviewing our strategy for AFAs in light of the recent recommendations from the HMICFRS.
- The Brigade is exceeding its **sickness** targets for all staff groups, with sickness above target levels for Operational staff (5.74 per cent), Fire and Rescue staff (4.13 per cent), and Control staff (6.80 per cent). However performance for Control has shown marked improvement over the last year.
- The Brigade isn't meeting its targets for both **BAME** and **women trainee firefighter intake**, however in both cases performance is improving, with the latter now reporting as amber (16.7%).

Publicity and campaign news

Improving stakeholder and community engagement

The fourth quarter of the year began with a significant period of stakeholder and community engagement led by the new Commissioner. This activity included meetings with GLA Members, Government Ministers (including the Fire Minister), Members of Parliament, representatives from the NFCC and HMICFRS and partner agencies, including the Metropolitan Police Service.

In addition and in line with the Commissioner's firm commitment set out during his confirmation hearing, the Brigade also reached out to the Grenfell Tower community working closely with the Mayor's office. The Commissioner met with some of the families and loved ones of those who died at Grenfell Tower for the first time on Monday 24 February.

A significant amount of stakeholder engagement activity was undertaken on 27 February when the Brigade invited the Deputy Mayor, FREP members and representatives from the Home Office and NFCC to observe a training exercise at a high rise building in the London borough of Southwark to demonstrate and discuss ways in which the Brigade is training for and improving its response to high rise buildings incidents since the Grenfell Tower fire.

Building regulations and Fire Safety announcement

In January the Brigade welcomed the announcement on building safety made by the Secretary of State for Housing, Communities and Local Government Robert Jenrick. A media release and stakeholder communications were issued supporting the proposal to introduce sprinklers into new builds above a height of 11 metres, down from the threshold of 30 metres. The Brigade has actively campaigned for this change.

Later in March the Brigade welcomed publication of the Fire Safety Bill, the first new piece of primary legislation to improve fire safety in buildings following the Grenfell Tower fire. It amends the Regulatory Reform (Fire Safety) Order 2005 to provide greater clarity on additional areas falling to the responsible person or duty holder for multi-occupied residential buildings. In a media release issued the Brigade welcomed the clarity it provides with regards to the exterior of buildings and

Introduction

individual front doors which open into common parts, empowering fire and rescue services to take enforcement action. Although falling into the next quarter it should be noted that on 4 April the Brigade placed on record its concern that the new Building Safety Regulator's more stringent regime for buildings during their design, construction, occupation and refurbishment will only apply to buildings of 18 metres or more than six storeys, meaning lower buildings could be deliberately constructed to avoid this threshold.

Introducing the Transformation Delivery Plan

In February the Commissioner's Transformation Delivery Plan was presented internally as part of a staff engagement programme, discussed by the Fire Resilience and Emergency Planning Committee on the 5 March and then launched externally, which included the Commissioner giving his first full media interviews to the Evening Standard newspaper and taking part in a series of broadcast interviews with ITV London, BBC London and LBC radio. A letter about the new Plan was also sent to all London MPs and Government and Shadow Minister with related portfolios.

Campaign to promote women in the fire service

Early in March the Brigade held an event to launch the book 'My Mummy is a Firefighter' at Soho Fire Station. The children's book is one of a series developed by Butterfly Books with previous releases including My Mummy is a Plumber, My Mummy is a Scientist and My Mummy is a Soldier.

Coronavirus (COVID-19) communications

This period also included significant publicity and wider communications in relation to the COVID-19 pandemic. The Brigade is part of the Strategic Coordination Group communications cell established to manage all communications activity in close partnership.

The Brigade's external communications began with public reassurance messaging from the Commissioner that the Brigade would continue to provide a full emergency fire and rescue response for London and Londoners. A 'Stay Home Stay Safe' campaign was launched on 24 March, leading with guidance on cooking, smoking, electrical items and heating sources during as millions of people entered their first full week of working home.

During the first period of the pandemic extensive internal communications were delivered to ensure all staff, including operational staff continuing to work in London's communities and staff working from home could continue to operate and maintain service delivery. Further significant publicity and external communications have been managed in relation to new Brigade priorities and additional roles staff have volunteered for to support the joint emergency response to COVID-19. This detail will be included in the next update for quarter one of 2020/21.

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>

Coronavirus

A new coronavirus disease (COVID-19) causing respiratory symptoms was first identified in December 2019 in China. The World Health Organization declared the outbreak of COVID-19 a pandemic on the 11 March 2020, as a result of COVID-19 spreading worldwide.

The Brigade's response to the coronavirus pandemic is best defined by the Strategic objectives below.

To maintain effective emergency response arrangements, provide support where possible to blue light partners and provide stakeholder reassurance of continued service as a Category 1 responder, during the expected spread of COVID-19, to safeguard the health and safety of Brigade staff and minimise the potential impact on Brigade key services.

Strategic objectives:

- *To implement the appropriate business continuity and governance structures in accordance with the Brigade's Strategic Response Arrangements (SRA), Business Continuity, and Influenza Pandemic policies.*
- *To support, as far as we are able, the activities of blue light and other partners in the protection of our communities.*
- *To provide central Government and London partners with timely and accurate information regarding the impact of the Coronavirus on the Brigade's ability to discharge its statutory functions.*
- *To provide timely, accurate information and compassionate direction to Brigade staff in a clear and consistent manner in alignment with Public Health England and NHS guidance.*
- *To provide timely, accurate information and reassurance to the media and general public as necessary in alignment with London Partners, Public Health England and the NHS, to ensure the Brigades continuation of activities which serve and protect its staff and the public.*
- *Promote individual responsibility through good hygiene practises to reduce the spread of transmission and infection.*
- *To return to normality at the earliest opportunity.*

Response

Throughout the disruption has managed to operate at a steady state with all critical activities are being managed as per our Business Continuity arrangements. Our capacity to respond to incidents and maintain our response time has been mostly unaffected and degradation strategies have been put in place to manage the impact on our staffing numbers.

In-line with our Strategic Response arrangements (SRA) the Commissioner's Continuity Group (CCG) is being convened on a regular basis to provide strategic management of the incident and ensure that the LFB remains prepared for any potential impacts of COVID-19 spread in London. We are also liaising with the National Fire Chiefs' Council to ensure sharing of best practice and information across the country and that we are aligned with the national position as relevant.

We have adopted an approach limiting non-essential activities in-line with Governments 'social distancing' strategy the following activities have temporarily ceased:

Community Safety Activities: Home Fire Safety Visits (apart from those designated high risk); Fire Cadets activity; all community access to and use of fire stations, excluding emergency service partners co-located; Schools Team visits; Junior Fire Setters Intervention Scheme (JFIS) and LIFE unless a risk critical intervention is required (additional screening in place).

Station Routine: Fire station group risk visits. Physical fitness tests and routine periodic medicals. All 4 pump+ exercises. All non-essential training (as per degradation strategy).

Training: Group training for FI/Control. All non-essential and non-risk critical training.

Other: LFB Buildings are only been occupied by essential staff we currently have approximately 700 Staff Working from home. No unnecessary travel or physical meetings.

We continued to provide our full emergency fire and rescue service response, maintain operational assurance at simultaneous / waking watch provision, Fire Safety Inspecting Officer activity, with additional pre appointment screening,

Coronavirus

alleged fire risk inspections, again with additional pre appointment screening, operational risk database visits, premises risk assessment including high rise information gathering, petroleum visits / Hydrant Inspections.

Partnership working

As well as ensure our own critical activities are managed we have been able to assist our partner agencies through the Local Resilience Forum by providing staff and resources to support the pan London response.

- Staff trained/deployed assisting the London Ambulance Service deliver its front line service.
- Pandemic Multi Agency Response Teams (PMART) - Staff deployed over 6 hubs.
- Assist with urgent logistical support to NHS, Brigade Distribution Centre (BDC) tasked with delivery of urgently needed PPE into London (86 pallets). BDC identified as available and with sufficient space for temporary drop off and redistribution.
- Coordinating / construction masks and visors for the NHS by fire stations / LFB staff.

Forward look and recovery

The Brigade has set up a dedicated Recovery Group what will assist in plotting the path to recovery by prioritising critical/important activities through risk assessments and aligning these to best support the governments social distancing relaxation plans. This group will be capturing lessons learnt and good practise to inform organisational growth and improvement especially in areas such as remote working, stations as part of the community and multiagency working.

Financial implications of coronavirus on the Brigade

It is likely that the impact of the coronavirus will have a long term affect on the Brigade's finances. It is hard to be certain about the financial impact, and the funding available to address this, but the overall budget position will be considered further, including as part of the budget process 2021/22. The Brigade has currently incurred additional costs of £435k owing to the pandemic. The current forecast is that this will increase to £3,918k by the end of the 2020/21 financial year, however these costs are under regular review and any requirement for pre-arranged overtime (PAO) is not yet reflected in the cost estimates.

London Fire Commissioner's Decisions

The London Fire Commissioner is a corporation sole and the fire and rescue authority for London. It is a functional body of the Greater London Authority. All formal decisions about London Fire Brigade are approved by London Fire Commissioner, though some decisions may need to be consulted on with the Deputy Mayor for Fire and Resilience or the Mayor of London.

The following decisions have been taken by the London Fire Commissioner (LFC) between 1 January and 31 March 2020.

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

London Fire Commissioner – Plumstead Fire Station - Refurbishment and Extension– This report seeks approval to refurbish and extend Plumstead Fire Station in line with the recommendations of the recently commissioned feasibility report,

London Fire Commissioner – LFB Quarterly Performance Report - Quarter 3, 2019 /20 – This report presents the Brigade's performance against the London Safety Plan as at the end of Quarter 3, 2019/20 (data to the end of 31 December 2019). This report covers performance against budgets, key indicators, risks and projects.

London Fire Commissioner – Local Pension Board Membership - Proposed Amendment– The London Fire Commissioner (LFC) on 24 September 2018 (LFC-0055-D) appointed the membership of the Local Pension Board (LPB) for three years, which was subsequently amended on 25 September 2019 (LFC-0240-D) in accordance with the Board's terms of reference

London Fire Commissioner – Replacement of Mobilising Solutions: Options– A 10-year contract for the supply of the Vision mobilising system and associated services was awarded to Capita on the 1 August 2012. The contract is due to end on 31 July 2022 but can be extended incrementally up to 2026. The Vision system went live in November 2015, and if these contract extension options are exercised in full, the Brigade will have been using the Vision mobilising system for 11 years by 2026.

London Fire Commissioner – New Cross Fire Station - Alterations to Facilitate Creation of Community Hub – This report seeks permission to undertake alterations to New Cross Fire Station to facilitate the creation of a public community facility, and training facilities for outreach, Life and fire cadets. These proposed works will utilise the existing station accommodation more efficiently and bring back into use areas that are presently not used, and realign the station accommodation to ensure security is maintained between operational and public areas.

London Fire Commissioner – Carbon Reduction Strategy – This report sets out the proposed Carbon Reduction Strategy for the London Fire Commissioner (LFC) to achieve the 2025 target of 60% CO₂ reduction, and the associated funding requirement of £2,943k over 3 years to deliver the necessary energy demand reduction works.

London Fire Commissioner – Structures Review 2020 – Subsequent to the appointment of Andrew Roe as London Fire Commissioner on 1 January 2020, a new Transformation Delivery Plan in response to the Grenfell Tower Inquiry and the inspection report by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services has been developed.

London Fire Commissioner – LFB in a Digital World - Annual Update Report – The Brigade's current three-year information and technology strategy – *LFB in a digital world, 2019 –2021*, was approved by the Commissioner in December 2018 (LFC0094-D). As part of our commitment to ensure that the strategy remains current and focused, the intention was to provide periodic updates to the Brigade's corporate boards in respect of progress in delivering the strategy, and the refresh the strategy on an annual basis. The review of the strategy is an action in the agreed Delivery Plan.

London Fire Commissioner – Internal Audit – Quarter 3 Progress Report, 2019/20 – This report summarises the work carried out under the Internal Audit Shared Service Agreement by the Mayor's Office for Policing and Crime (MOPAC)'s Directorate of Audit, Risk and Assurance in the third quarter of 2019/20. It provides an assessment of the adequacy and effectiveness of the internal control framework within the Brigade.

London Fire Commissioner's Decisions

London Fire Commissioner – LFB Transformation: Delivery Plan – strategy and delivery plan setting out the Commissioner's direction of travel and priorities for the London Fire Brigade has been developed and is presented for agreement.

London Fire Commissioner – LFB Quarterly Performance Report – Quarter 4 2018/19 – This report presents the Brigade's performance as at the end of quarter four 2018/19 (data to the end of 31 March 2019). This report covers performance against budgets, key indicators, risks and projects.

London Fire Commissioner – LFB Quarterly Performance Report - Quarter 2, 2019/20 – This report presents the Brigade's performance against the London Safety Plan as at the end of quarter two 2019/20 (data to the end of 30 September 2019). This report covers performance against budgets, key indicators, risks and projects.

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

London Fire Commissioner – Scientific Services - Contract Award – This report seeks approval to award the contract for Scientific Services to Bureau Veritas UK Ltd. The proposed contract award will ensure key scientific services are provided to LFB, to support firefighting at incidents. The services include analysing hazardous substances, supporting fire investigations, attendance at court hearings, assistance with enquires and testing new equipment.

London Fire Commissioner – Union Street - Space Sufficiency Review 2019 – Since the conclusion of the last space review and re-stack of the building, the Property department has been approached by several LFC departments, as well as some external organisations (100 Resilient Cities and The Hackitt review team) for desks within Union Street. The current number of additional requests received during 2019 was 150 desks from 14 different parties.

London Fire Commissioner – High Rise Firefighting- Policy Number 633 – Following the Grenfell Tower fire on 14 June 2017, Operational Policy and

Assurance (OPA) reviewed and made changes to Policy Number 633 (PN633) High Rise Firefighting.

London Fire Commissioner – Top Management Group Pay Settlement 2020 – This report recommends that the London Fire Commissioner approves and implements the pay settlement for Top Management Group (TMG) staff which has been agreed with Prospect (the trade union which collectively represents TMG staff). The recommended pay increase of 2 per cent is in line with the LFC's and Mayor's budgetary provision for LFC staff pay increases in 2019/20 and succeeding years.

London Fire Commissioner – Local Pension Board Membership - Proposed Amendment– Following a review and recent resignations from the Local Pension Board (LPB) LFC-0240 sets out the proposed revised membership of the LPB within an amended Terms of Reference.

London Fire Commissioner – Performance and Administration Management Solution (PAMS) - Contract Award– This report seeks approval to award the contract for the purchase of a performance management and administration system. The proposed contract award will ensure an appropriate software solution is provided to enable managers to create and monitor corporate, departmental and team plans, risk registers, business continuity activities and programme/project information.

London Fire Commissioner – Railway Procedures – This report seeks approval of the revised Railway Procedures Policy (316) attached at Appendix 1. It has been materially changed to reflect changes in the railway infrastructure and safety measure. The significant changes remove unnecessary detail with a focus on generic risks and procedures that should be adopted for railway incidents.

London Fire Commissioner – Authority to Settle a Personal Injury Case – General Counsel seeks authority to settle a personal injury claim, in which the range of reasonable settlement exceeds General Counsel's delegation to settle claims, as permitted by the Scheme of Governance.

London Fire Commissioner – Half Yearly Monitoring of Health and Safety Performance 2019/20 – This is the Health and Safety update and monitoring

London Fire Commissioner's Decisions

report for the 12 months to the end of September 2019, which also includes Q1 and Q2 specific commentary. This report covers performance against a number of key health and safety indicators and measures.

London Fire Commissioner – Training Update Q2 2019/20 – This is the quarterly training update report, which is produced for the Commissioner's Board (CB), to provide an update on the workings of the Training and Professional Development Department. These activities demonstrate our commitment to deliver the training and development activities laid out in the London Safety Plan (2017).

London Fire Commissioner – Key Projects 2019/20 - 02 Reporting – This report updates the London Fire Commissioner on key projects being undertaken within the London Fire Brigade as at the end of September 2019. Detailed status reports which show the position of each 'A' governance project are included within this report.

London Fire Commissioner – Appointment of the Statutory Deputy London Fire Commissioner – The role of the statutory Deputy London Fire Commissioner is outlined in Schedule 27 At the Greater London Authority Act 1999, as amended by the Policing and Crime Act 2017. The London Fire Commissioner Governance Direction 2018 requires the London Fire Commissioner to receive consent from the Mayor of London for the appointment.

London Fire Commissioner – Fire and Rescue Staff (FRS) Pay Settlement 2019/20 – This report recommends formal approval and implementation by the London Fire Commissioner of the pay settlement for Fire and Rescue Staff for 2019/20 which has been agreed by the staff side of the Joint Committee for Support Staff (JCSS), GMB and UNISON, by majority vote.

London Fire Commissioner – London Fire Commissioner Industrial Relations Procedures – This report recommends adoption of the Industrial Relations procedures set out at appendix A.

London Fire Commissioner – Grenfell Tower Inquiry Legal Costs – Under the Mayor's Direction of April 2018, prior authority is to be sought from the Deputy Mayor for Fire and Resilience to incur expenditure on legal costs relating to the Grenfell Tower fire. This report sets out the projected legal costs for 2019/20 and

20/21, the position regarding re imbursement via the insurance policies and seeks the Commissioner's agreement to continue to arrange legal advice and representation.

London Fire Commissioner – Review of the Specification for Fireground and Breathing Apparatus Radios – This paper discusses the issues involved in determining if intrinsically safe (IS) radios are required during 'general use' (fireground and breathing apparatus) operations and whether a different standard of IS can be justified through an assessment of the risks involved.

Financial Performance

LFC Revenue (£000s)	Budget	Outturn	Variance
Operational staff	270,131	269,936	(195)
Other staff	59,911	57,593	(2,318)
Employee related	22,195	23,327	1,133
Pensions	20,769	20,870	101
Premises	39,641	39,885	244
Transport	16,947	16,645	(303)
Supplies	29,538	29,283	(255)
Third party	2,055	1,839	(216)
Capital financing	9,775	8,958	(817)
Contingency	123	(0)	(123)
Income	(40,575)	(44,686)	(4,111)
Net revenue expenditure	430,511	423,651	(6,860)
Use of reserves	(2,819)	(2,819)	(0)
Financing Requirement	427,692	420,832	(6,860)
Financed by:			
Specific grants	(35,387)	(34,787)	600
GLA funding	(392,305)	(392,305)	0
Net Financial Position	0	(6,260)	(6,260)
LFC Capital (£000s)	Q3 Forecast	Draft Outturn	Movement
ICT Projects	1,749	623	(1,126)
Property Projects	9,539	8,625	(914)
Communications	30	0	(30)
Fleet and Equipment Projects	20,009	21,558	1,549
Operational Policy	91	91	0
Property Disposal Fees	0	164	164
Total capital expenditure	31,418	31,061	(357)
Financed by:			
Capital Receipts	31,213	30,428	(785)
Grants & Contributions	205	633	428
Total	34,265	31,297	(2,968)

Revenue Position

The draft outturn position for 2019/20 on the revenue budget is an underspend of £6,260k (1.5%). However, this is subject to external audit, with final accounts targeted to be approved for the London Fire Commissioner (LFC) and published by 31 July, with the statutory deadline for publication now 30 November 2020. The

revenue outturn includes additional underspends of £3,118k since last reported to LFC as at the end of quarter 3 (LFC-0296). The main reason for this increase in the underspend is due to changing the policy on accruals following a review of the 2018/19 accounts, and agreed with the external auditors. The materiality limits for liabilities were changed from £5k per supplier to £5k per transaction, and this change has resulted in a reduction in the value of liabilities raised for the 2019/20. The additional underspends from the quarter 3 position, including the impact on each area from the change in the liability limit, are mainly due to:

- £1,226k underspend on FRS staff budgets mainly due to ongoing vacancies and in particular challenges in recruiting to Fire Safety Inspecting Officer posts.
- £509k due to reduction in overall spend on Mechanical, Electrical and Plumbing planned works compared to the forecast reported by the LFB's Property Services Integrator (KBR) for building maintenance, as well as accruals not raised due to the change in the materiality limit to £5k per transaction.
- £396k decrease in spend on other property services due to consultants budget not being utilised that were reserved for the Transformation of Property project which has progressed slower than initially planned, with the new Head of Property only commencing in late November 2019.
- £643k on Professional services mainly on Grenfell Investigation legal costs, offset by revised income from the insurers.
- £905k on Hardware and Software due to a significant number of orders where equipment and services could not be delivered as a direct consequence of the COVID-19 lock down.
- £404k reduction in the expected spend on clothing and laundry, including for new recruits, due to the change in the materiality limit for liabilities offset by an increase in spend on Operational staff (£972k) mainly due to decreasing vacancy levels and ongoing overtime. The average vacancies has reduced to 56 compared to the previously reported position of 61 at the end of December.

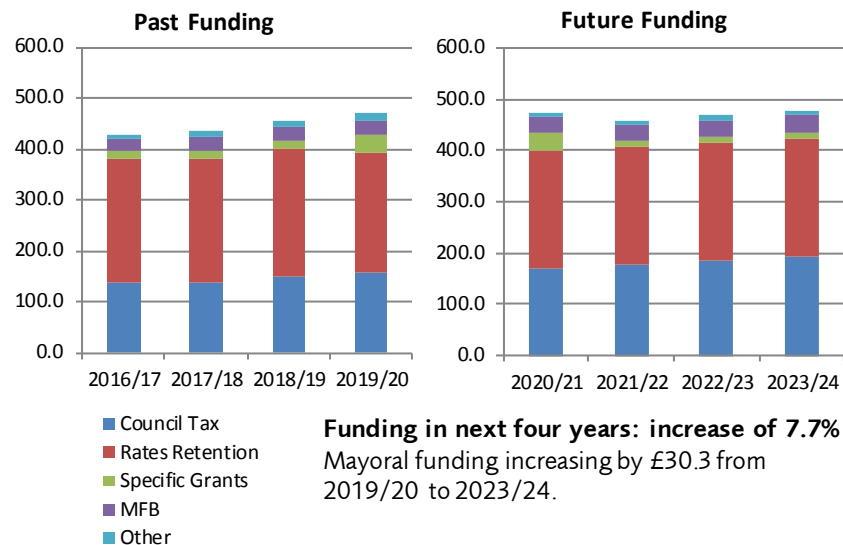
Capital Position

The capital outturn for 2019/20 is £31,061k. This is a reduction of £357k from the position reported as at the end of quarter 3 of £31,418k (LFC-0296) due Budgets bought forward from 2020/21 - £ 1,738, Budget slippage to 2020/21 - (£2,229), Budget savings - (£30) and Disposal costs £164k.

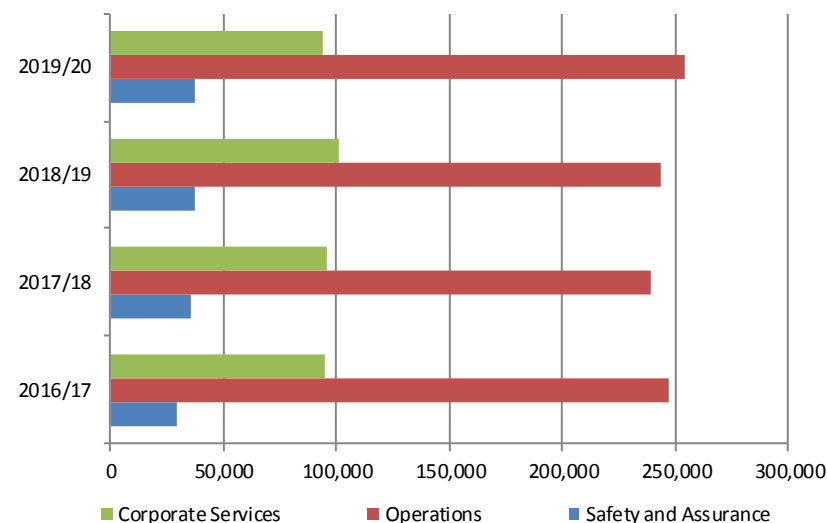
Financial Performance

Financial trends

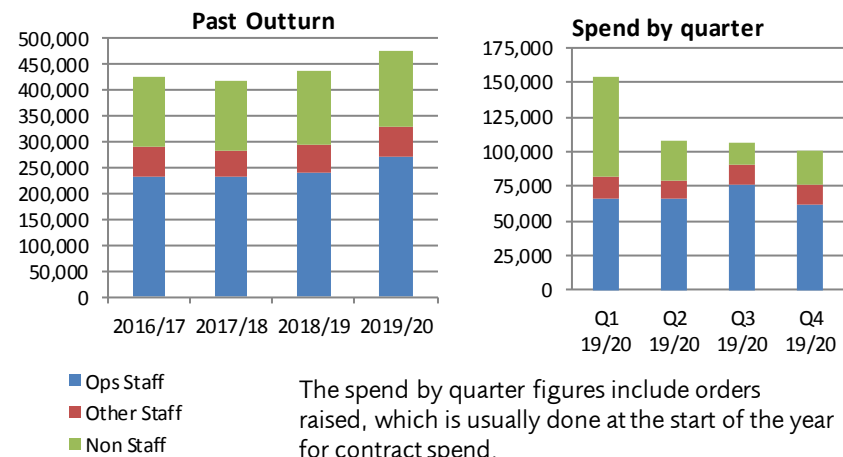
Total Funding for LFC (£m)



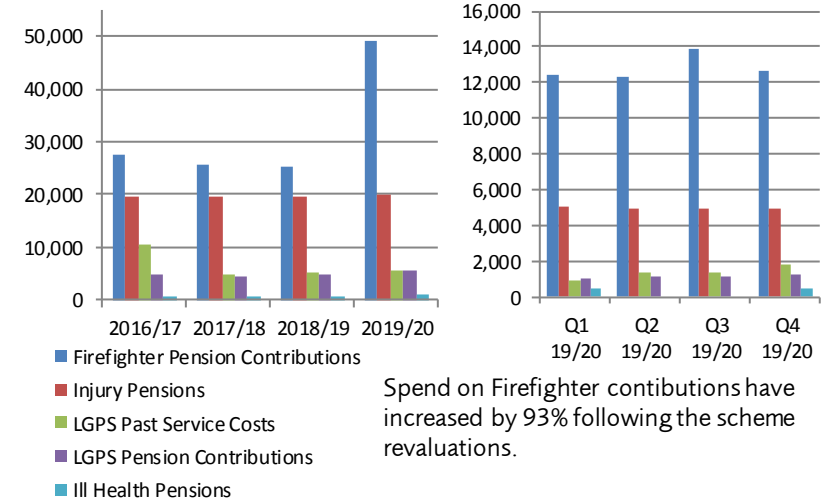
Directorate Spend by Year (£k)



Total Costs (£k)



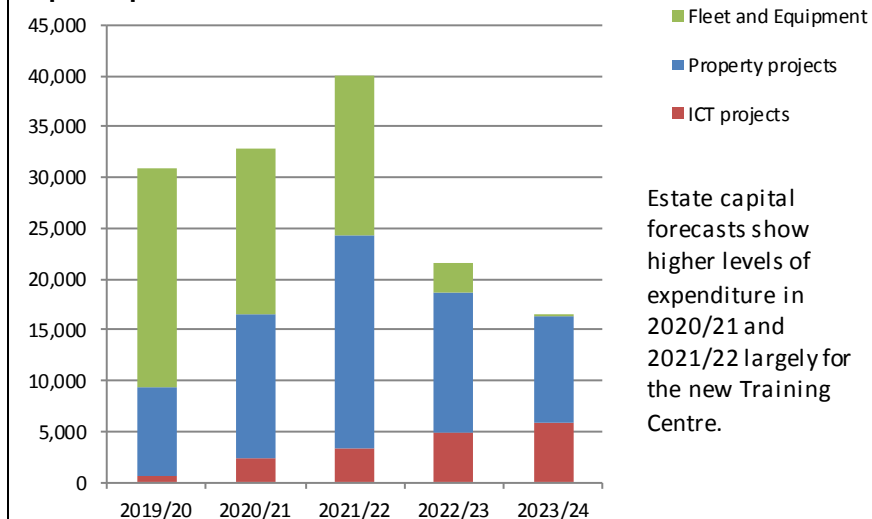
Spend on Pensions (£k)



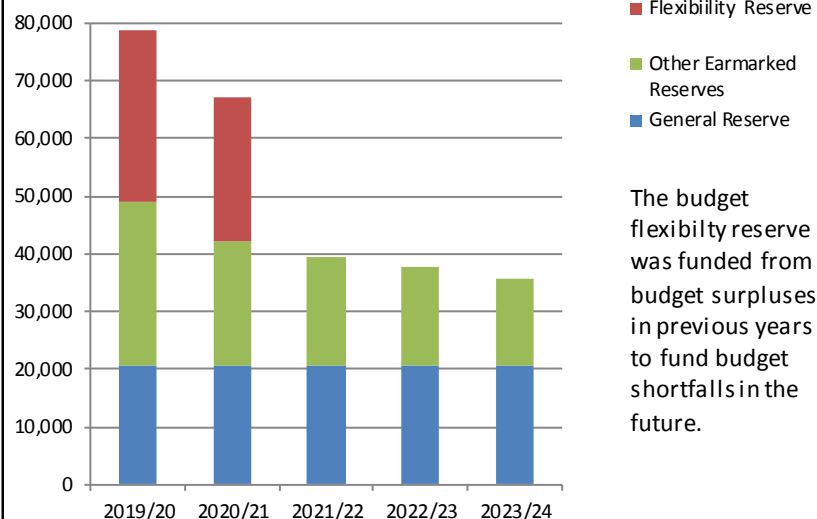
Financial Performance

Capital, borrowing and reserves

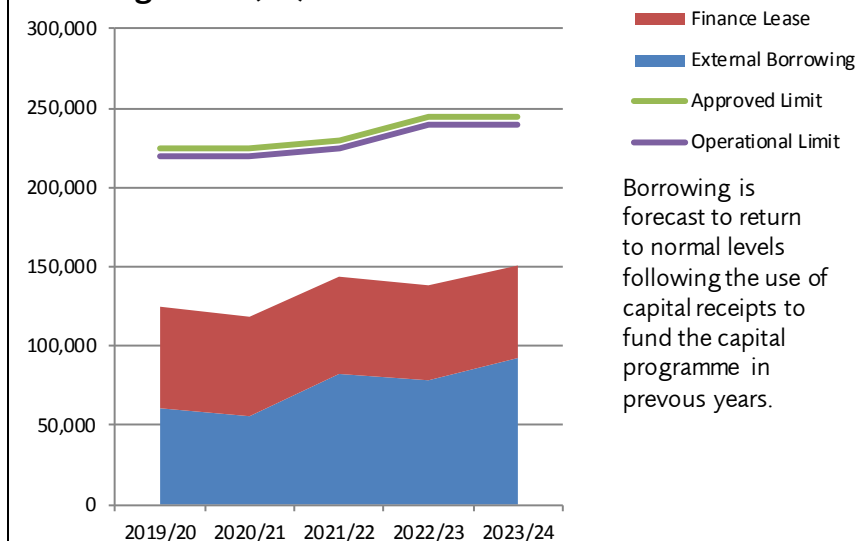
Capital Spend (£k)



Reserve Balance in Future Years (£k)



Borrowing Levels (£k)



Reserves

The value of the general reserve is to be maintained at a minimum of 3.5% of net revenue expenditure. The earmarked reserves are maintained for specific purposes, to smooth the impact of demand led expenditure or to meet the cost of significant one off expenditure. Balances excludes Budget Flexibility and will be reviewed as part of the 2020/21 budget process and any surplus returned to the general reserve.

Earmarked Reserves (£k)	19/20	20/21	21/22	22/23	23/24
Additional Resilience Reserve	666	588	588	588	588
Capital Expenditure Reserve	11,745	11,745	11,745	11,745	11,745
Central Programme Office	645	322	0	0	0
Compensation	322	83	0	0	0
ESMCP	2,172	1,843	1,258	0	0
Fire Safety and Youth	1,008	333	140	57	0
Hydrants	462	342	222	95	95
ICT Development Reserve	1,953	701	160	60	60
LFC Control Reserve	729	729	729	729	0
London Resilience	771	0	0	0	0
London Safety Plan Initiatives	3,699	2,858	2,372	2,372	2,372
Organisational Reviews	327	89	0	0	0
Vehicle & Equipment Reserve	2,696	402	181	0	0
Other Earmarked Reserves	991	132	108	104	104
Total	28,186	20,167	17,503	15,750	14,964

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

Legislation continues to develop towards clarification of the definition of "used in common" to include external walls and front doors of flats. The first reading of the Fire Safety Bill was on the 19 March 2020 and addressed "Used in Common / External walls/front doors of flats", which will allow the relevant phase 1 recommendations to become law under the Fire Safety Order (FSO).

The Government's consolidated advice note, published in January 2020, provides clarity for Responsible Persons and building owners with regard to informing Fire and Rescue Services of the introduction of interim measures.

The Brigade has seen an increase in the level of engagement from both Responsible Persons and building owners since the publication of the consolidated guidance and has sought to provide guidance and assurance in relation to this advice.

Officers continue to be embedded within the National Fire Chiefs Council (NFCC) and are working to consider the impact of new legislation, on both the Brigade and Fire and Rescue services across the country.

The High Rise Task Force (HRTF) which was established the week after Grenfell, has been renamed as the 'High Risk Premises Team' and has been realigned as an information and co-ordination hub providing an overview on our High Rise activities, co-ordinating and managing the information flow for the AD Fire Safety and to meet our national commitments and directing the allocation of inspections to support this activity. Since its inception approximately 1650 audits have been carried out to date. The High Risk Premises Team continues to share information with Central Operations and the Pre-Determined Attendance section to enable Fire Stations to develop their on arrival tactics and update the Operational Risk Database (and Mobile Data Terminal) as necessary.

Operational fire crews are informed when a premises on their station ground has a change of evacuation strategy, moving from stay put to simultaneous evacuation. Crews are provided with advice and guidance in relation to visiting the premises in question and ensuring that the waking watch is in place and functioning as per guidelines. At present we have 310 buildings where a temporary change to simultaneous evacuation is in place as a result of Aluminium Composite Material (ACM) cladding and/or general fire precaution issues.

An initial building risk review exercise has been carried out, working with the NFCC to audit /provide information on all known buildings with confirmed ACM cladding in excess of 18m. This resulted in data being shared on approximately 212 buildings (Not all 212 were within NFCC's scope –additional buildings were audited in addition to buildings on NFCC's list). Following a subsequent audit exercise, a further 170 audits of buildings with non ACM and simultaneous Evacuation have

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

been carried out. The next phase of audits will focus on High Risk buildings within Areas and should enable closer monitoring of risk.

Our Fire Engineering Group engages with various technical committees and steering groups as well as providing support on a national level to NFCC. They have been engaged with work relating to the Building Regulations consultation process between building control bodies and the fire service. There has also been a trial electronic system introduced for receiving consultations. In addition, they have also provided technical support in relation to the LFB consultation submission on risk prioritisation. During this quarter there have also been a number of projects highlighting the continued need for further lobbying on improvements relating to the design of new buildings and associated culture change in attitudes to ensure that buildings are safe and feel safe for residents.

Officers continue to actively work with the London Housing Directors' Fire Safety Group and Fire Safety Steering Group, to enable information sharing, provide updates on the HRTF and to identify areas of mutual interest such as consultations (e.g. combustible cladding on buildings) and addressing challenges such as the recruitment and retention of technically skilled staff.

We are also working closely with London Councils to provide technical fire safety (policy) advice, for example signposting current and new guidance such as the new Brigade Guidance Note on balcony fires.

Officers have continued to work with key stakeholders including the Office of Product Safety & Standards and Electrical Safety First on product and electrical safety matters as part of the Total Recalls campaign, including work to improve product registration. Officers are also seeking to ensure that fire safety is fully considered in the Furniture & Furnishing Regulations review. Officers have also continued to promote the Whirlpool recall of over 500,000 washing machines, which affected approximately 1 in every 60 homes and their previous (larger) recall of tumble dryers.

Fire Safety Regulation continues to develop the way in which learning is gained and disseminated using the opportunities created through Coroner's Prevention of Future Deaths letters, Performance Review of Fire Safety cases, National Operational Learning (Fire Safety), contribution to Prevention and Protection

standards and consultations and research through Fire Engineering and the Fire Investigation cold case team.

Fire Safety prosecutions

There have been 4 successful prosecutions in the period January, February and March 2020 resulting in the following:

Baytree Hotel, Stratford E15 – hotel accommodation above a public house

A fine of £20,000 for the first defendant; a fine of £10,000 with 6 months imprisonment if fine not paid for the 2nd defendant. Full prosecution costs were awarded of £14,420 (each defendant to pay half), all to be paid in full within 12 months.

Green Lane – purpose built block with shops and dwellings over 4 floors

Management company has been fined after pleading guilty to a series of fire safety failings following the 2016 blaze at the block of flats on Green Lanes in Palmers Green. The company was fined £20,000 and ordered to pay £10,000 costs.

Tyre Channel – Industrial estate unit

Defendants each pleaded guilty to three separate charges relating to breaches of the Regulatory Reform (Fire Safety) Order 2005. The company was ordered to pay a total of £70,000 (later reduced to £50,000), the responsible person was given an eight month prison sentence, suspended for two years.

Redeemed Pillar of Fire and Urban Communities Limited – Church and residential accommodation. Article 27 Case

Each defendant was fined £750 but reduced to £500 for an early guilty plea. They were ordered to pay witness costs (victim surcharge) of £50 and full costs were to be paid, split between the defendants, namely £4850 each. That made a total of each defendant to pay £5400.

We have 31 cases currently under investigation and a further 22 cases with our General Counsel department.

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

Notice of deficiencies

The following data refers specifically to Enforcement Notices (EN) or Notification of Deficiencies (NOD) for quarter four 2019/20.

Quarter 4 2019/20	Total Audits	No. of NODs	% of NODs	No. of ENs	% of ENs
	2876	574	19.95%	142	4.93%

Quarter four has seen a significant increase in the number of audits undertaken, with the largest amount of audits completed in any quarter for the year.

The number of Notifications of Deficiencies and Enforcement Notices have also continued to increase in quarter four – again with the highest number issued for some time.

More extensive work was undertaken in quarter four in terms number of buildings audited with an increased focus on revisiting high rise premises with cladding issues.

Period	Total Audits	No. of NODs	% of NODs	No. of ENs	% of ENs
Q3 19/20	1828	496	27%	115	5.2%
Q2 19/20	1987	465	24%	82	4.32%
Q1 19/20	2117	549	26.3%	128	6.1%
Q4 18/19	2174	402	18.5%	90	4.1%

Grenfell Tower fire update

Phase 2 of the Grenfell Tower Inquiry began on Monday 27, January 2020 but was suspended in early February for several weeks due to a last minute legal application

made by certain core participants for an undertaking from the Attorney General that their oral evidence could not be used in later criminal proceedings. That application was granted and hearings resumed on Monday, 2 March.

On 16 March hearings were suspended until further notice in accordance with Government guidance in relation to the coronavirus pandemic. At the time of writing the Inquiry is consulting with core participants and witnesses on the different options available for resuming the hearings.

Before its suspension the Inquiry had been hearing evidence as part of Module 1, focusing on the refurbishment of Grenfell Tower. Module 5, entitled 'Firefighting,' was scheduled to begin in the autumn of 2020, but this date, and the dates provisionally scheduled for other modules, will now be subject to change.

The final module, Module 8, originally scheduled to begin sometime after the middle of May 2021, will consider evidence about each of the deceased in order to establish facts necessary for the purpose of the Inquest function. The Grenfell Tower Investigation and Review Team (GTIRT) has assigned three full time members of staff to support the work of preparing for Module 8.

GTIRT continues to report to the Mayor and the Home Office on all improvement activity associated with the recommendations raised in the Inquiry's Phase 1 Report. Given the escalating coronavirus pandemic in the UK the Brigade has submitted a request to provide monthly reporting on improvement actions on an exception basis until the COVID-19 situation has improved. This suggestion was made to ensure that the Brigade had the flexibility to focus resources in the most effective way and has been agreed with both the Home Office and the Mayor.

On 17 April, 2020, GTIRT provided a consolidated exception report covering both the updated Grenfell Tower improvement actions and those arising from the inspection of the Brigade by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in 2019.

The exception report provided on the 17 April focused on providing:

- Any identified delays to deliverables;
- Deliverables that are at risk of being delayed;

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

- The reasons for these delays (primarily associated with COVID-19);
- Any mitigations or management actions being put in place to reduce the impact.

Work is ongoing to consolidate the Grenfell Tower and HMICFRS action plan and, at the time of writing, a first draft has been produced..

Alongside the monitoring and reporting work associated with the Phase 1 recommendations, GTIRT continues to carry out an operational response analysis (ORA) to identify every event on the night of the fire which did not align with the expectations of Brigade policy. Where possible this analysis will determine the immediate, underlying and root causes of those events to inform future practices.

The initial assessment of operational activities between time of call and 08:11 (the time frame which the Operational Response Report (ORR) covers) is near completion and the overarching issues identified. It is envisaged that over the next quarter the ORA work-stream will begin investigating underlying causes to these issues. This will take place using a consistent model for carrying out this work which has been agreed with Health and Safety Services to ensure best practice for such investigations is followed.

The ORR Volume 1, 00:54-08:11 14/6/2017, has been reviewed and a quality assurance process was due to be completed the week ending 10 April 2020. The timeline for Volume 2 (08:11 14/6/2017 until Brigade resources left the incident) has been completed and it is expected that the population of Volume 2 will be completed by the end of 2020.

GTIRT and General Counsel's Department (GCD) continue to support the work of the Inquiry, police investigation and the Brigade's own learning and safety investigation into the fire. At the time of writing Metropolitan Police (MPS) interviews with Brigade staff are on hold due to restrictions around the on-going coronavirus pandemic and government advice on non-essential travel. The Inquiry though are continuing to request information and statements from staff and GTIRT and GCD are continuing to co-ordinate this work and provide information, support and guidance.

Youth work

The Brigade has a long-standing history of delivering a number of child 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 children as young as five years old which includes 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 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 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. We estimate that overall we engage with a minimum of over 220,000 children and young people annually.

Juvenile Firesetters Intervention Scheme (JFIS)

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

In quarter four, JFIS received 29 referrals and are currently working with 75 young people including those in Feltham Young Offenders Institute as part of a pilot project. 124 visits were completed by caseworkers and 29 cases were closed during this quarter. At the end of March 2020, JFIS had 24 young people on the waiting list and 15 HFSVs were completed as high priority upon referral to the scheme.

During the COVID-19 pandemic risk reduction steps are being taken. All new and existing cases currently on the waiting list are being allocated to a caseworker for

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

monitoring. The caseworker will contact the parents/carers to discuss fire safety and risk reduction measures, along with how best to support the family and professionals involved.

Local Intervention Fire Education (LIFE)

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

In quarter four, 11 LIFE courses were delivered across London before the programme was affected by the COVID-19 pandemic.

Education Team

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

In quarter four, the team visited 238 primary schools engaging with 21,420 children. Wider visits to nurseries, SEN schools and taking part in Impact Factor covered included 2,310 children, making the total interaction with children 23,730 overall.

Fire Cadets

Quarter four has seen a lot of change in the Fire Cadet (FC) Team, with 11 Fire Cadet Co-ordinators now in post, the creation of the new Volunteer co-ordinator role and the consolidation of the new management structure.

18 standard cadet units ran in quarter four. The preparation work for the new units which are funded by the Mayor were on track to open as planned in April 2020, however this has been impacted by COVID -19. Cadets and volunteers are now interacting virtually until the units are able to open formally at stations. .

The volunteer base is now over 300 with more expressing interest on a daily basis and interviews taking place at a rate of four or five a week.

Crossfire

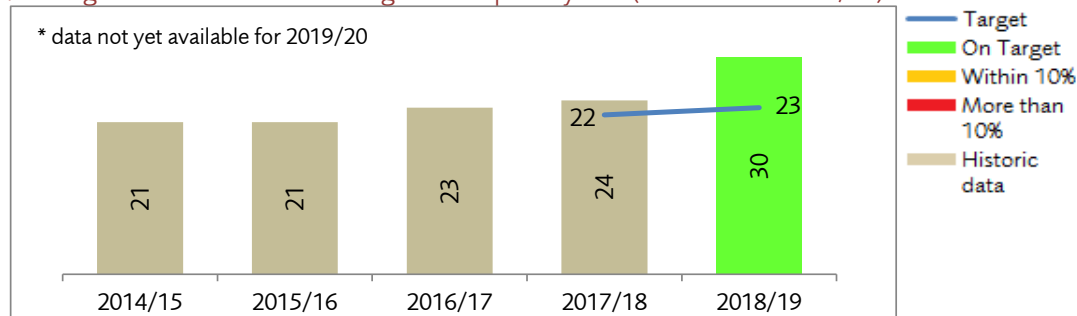
Crossfire is a long-standing community engagement project currently working within the Boroughs of Croydon, Bromley, Lewisham, Lambeth, Kensington and Chelsea, Haringey, Newham, Southwark, Tower Hamlets, Sutton and Bexley. It is designed to meet local partner objectives regarding anti-social behaviour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

In quarter four, Crossfire worked with 5,215 children and young people and 265 adults as follows:

- Junior Impact Factor: 3,480
- Impact Factor 1,260
- All Ages Family Safety Challenge (children): 475
- All Ages Family Safety Challenge (adults): 265
- Fireworks assemblies: N/A

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)

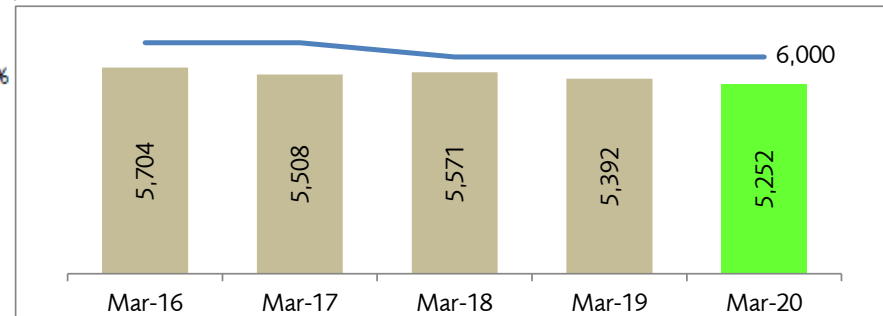


H1 Boroughs below the national average rate for primary fires

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.

The national rate for primary fires for 2018/19 has been published by the Home Office, the rate is 13.1 primary fires per 10K population, this represents a reduction on the 2017/18 national average (13.3 fires per 10K population). Despite this reduced rate, 30 London Boroughs are below the national average for 2018/19, this represents a marked improvement on 2017/18 performance (24).

H2 : Fires in the home



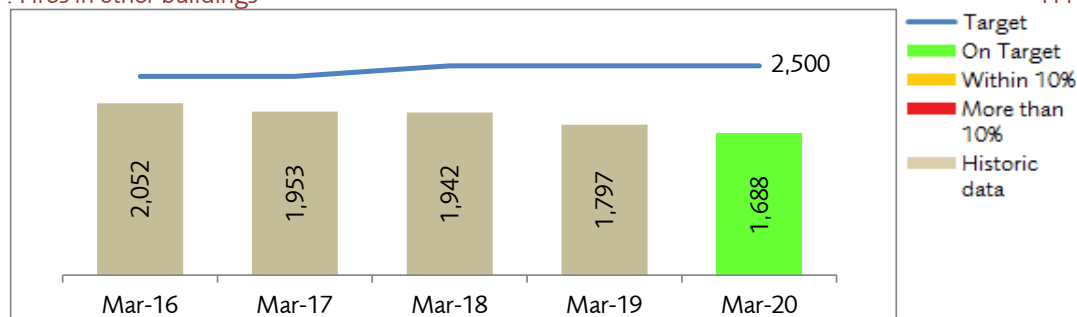
H2– Fires in the home

Dwelling fires continue to show steady improvement. They have fallen by 8 per cent over the last five year and are over 700 below target (6,000). The Brigade continues to work with partners to reduce dwelling fires an example of this can be seen in Southwark which has seen a reduction of 51 incidents of fires in the home compared to the same time last year. The borough works with partners to raise awareness and provide input to support the identification of high risk persons and the referral pathway to the Brigade. This is planned to be extended beyond care workers to maintenance teams in 2020. They work across the Borough to ensure care providers and local authority partners are sighted on fire safety risks, and deliver awareness training to partners using centrally designed (and their own bespoke) packages to support the identification and referral of people at risk from fire.

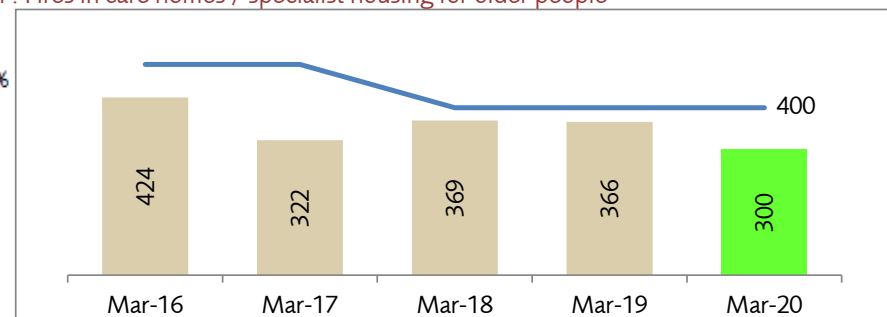
Southwark has a high level of hoarding instances, it is one of the few boroughs with a specific hoarding support group based at Dockhead fire station where they support individuals to de-clutter and reduce the risk of fire (as well as other risks). They also have a hoarding pathway committee, looking at how they can roll out this workstream to a wider audience, using upskilled care providers working in the community.

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

H3 : Fires in other buildings



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



H3 – Fires in non-domestic buildings,

Fire in non-domestic buildings continue to show steady improvement, having fallen by 6.2% over the last year and by 17.9% over the last five years,

H4 – Fires in care homes and specialist housing

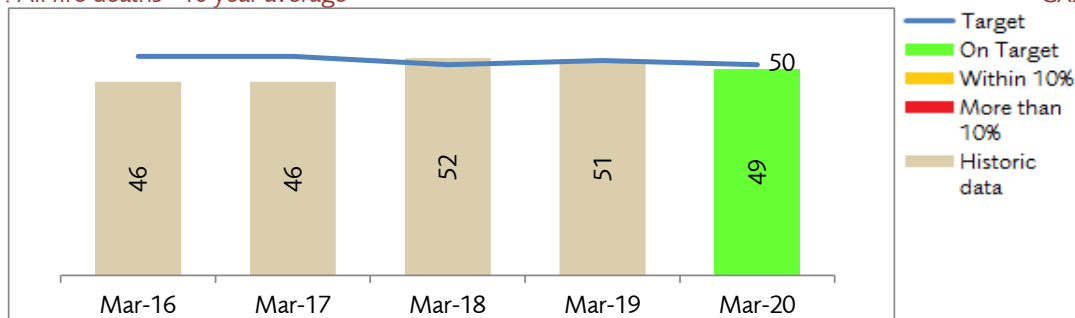
The Brigade continues its work in targeting properties that house our most vulnerable residents such as care homes and specialised housing, and this prevention work is helping to drive down the number of fires in these types of premises as well as reducing risks to residents and staff should a fire occur.

Fire Safety Regulation has delivered a programme of training workshops for all London based Care Quality Commission (CQC) Inspectors to improve the monitoring of such premises and has already worked in collaboration with approximately 17 London Boroughs to deliver training workshops to 470 local Care Home Operators. This initiative will raise the standards of Fire Safety management in Care Homes and Specialised Housing properties, reducing the risk of fire still further and supporting care staff to evacuate vulnerable residents safely if a fire does occur. This project will continue into 2020/21 to reach other London Boroughs and care home/specialised housing operators.

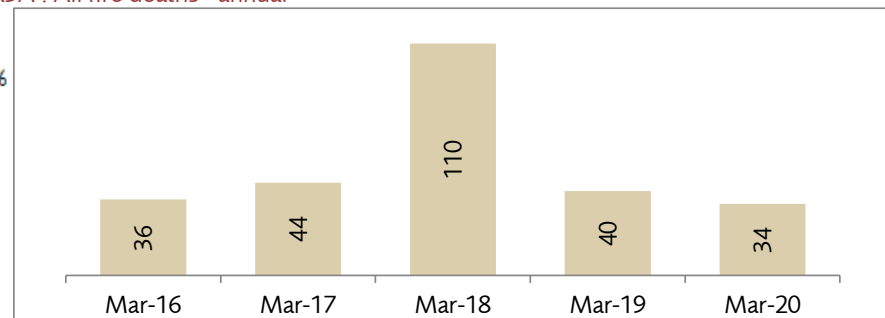
Community Safety are also delivering training seminars to Domiciliary Care Provider companies that work closely with vulnerable clients in their own houses and flats. This will raise their understanding of fire hazards and encouraging their care staff to carry out person centred fire risk assessments to identify vulnerable clients that are at risk, and make referrals to LFB and other partner agencies to reduce those risks.

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

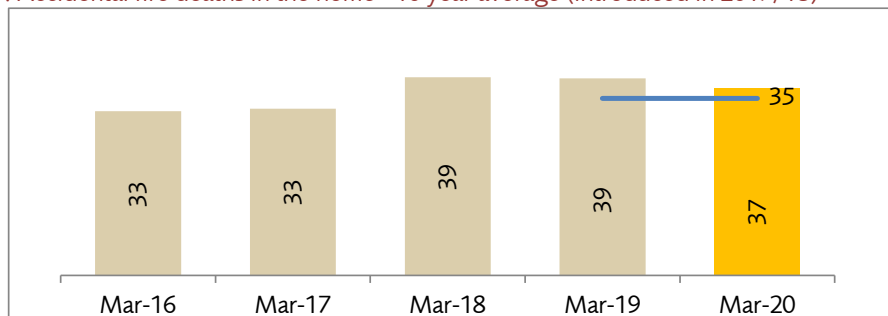
H5 : All fire deaths - 10 year average



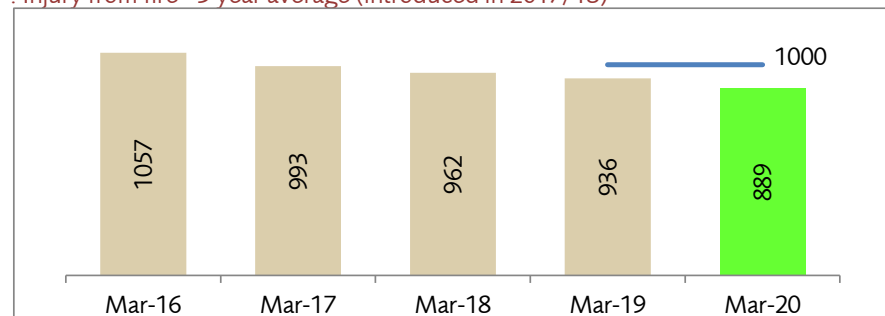
CX3A : All fire deaths - annual



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, H7 – All fire deaths, Accidental fire deaths in the home, Injuries from fire

All fire deaths (10 year average) is now reporting as on target. It is worth noting however that the Grenfell tragedy is included in these figures.

There were 34 fire fatalities in the rolling 12 months at the end of quarter four (31 March 2020).

The Brigade introduced the accidental fire deaths target as the Brigade believes it can do more here to drive numbers down.

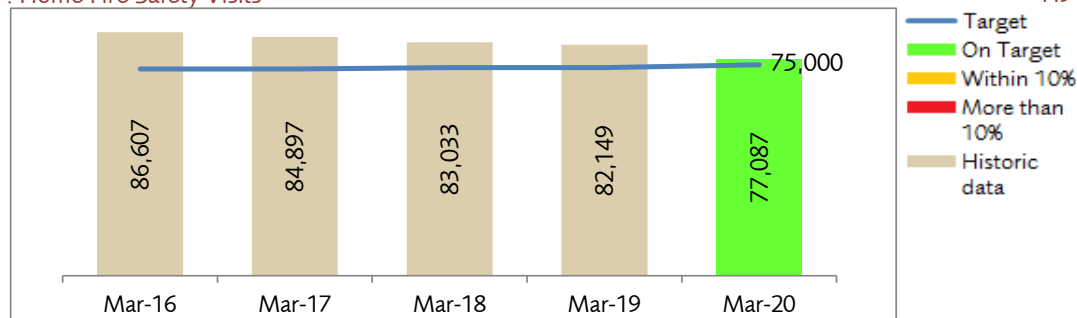
The positive message is of course that accidental fire deaths in the home have continued to fall over the last three years.

CoVID-19 may also have an impact on the numbers of fire deaths in the home. Although the official lockdown commenced on 23 March 2020 March, our inspecting officers were feeding back that restrictions were in place for auditing some care homes as early as a month prior, which in conjunction with the withdrawal of some additional support in place for vulnerable people (such as visits from friends and neighbours etc.) as well as official care packages, may potentially have an impact on numbers going forward.

Injuries from fire (5 year average) continues to report as green and has shown good improvement over the last five years, having fallen by 20 per cent. The Brigade continues to actively look at ways it can target the most vulnerable for HFSVs and Borough Commanders are enacting individual borough plans and working with local authorities to drive down risk in their areas.

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

H8 : Home Fire Safety Visits



H8 – Home Fire Safety Visits

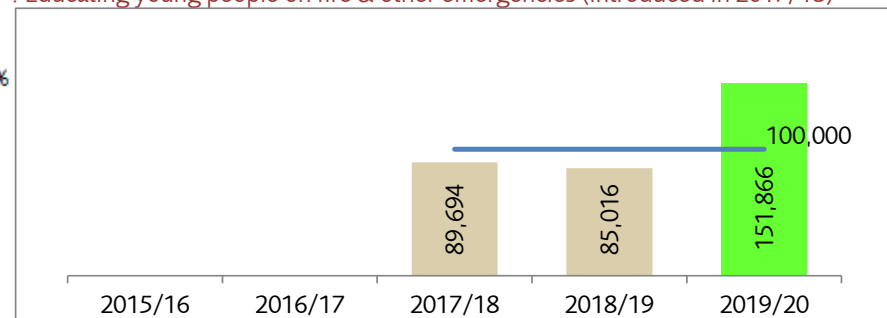
Home Fire Safety Visits (HFSV) remain on target, with the majority of HFSVs (76 per cent) are targeted at of high risk people and places (classified as 'P1').

Newham has recorded over 1700 HFSVs in the last year, with nearly 1400 of those P1. In addition to pre-booked deployments, there has been a proactive approach following any incident to follow up with HFSVs. In terms of partnership work, the plan is to provide a dual approach with the housing lead, to respond in support of any fire safety issues raised by housing or individual tenants, much like an operational response, once received crews are deployed to provide rapid guidance to residents. By getting an early response from crews we are strengthening our community links and ingraining a culture of safety within the community.

H9 – Educating young people on fire and other emergencies

This indicator captures the number of young people reached by the Brigade's youth activity work focussed on behaviour change. The target was to drive work to reach more young people over the four-year life of the LSP capturing. As originally reported for 2017/18 and 2018/19, the data counted four activities: young people reached by Schools visits, Local Intervention Fire Education (LiFE), Junior Firesetters Intervention Scheme (JFIS) and Fire Cadets. From 2019/20, the numbers of young people reached by three further activities (Crossfire, Safe Drive Stay Alive, and Junior Citizens) is now included to better show the totality of young people reached by the Brigade. Reliable data for all seven activities is only available from 2019/20, and showing the data from 2019/20 promotes transparency to underline the change. This table shows the breakdown of the different youth schemes, with

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



annual figures for 2017/18 and 2019/20 for information. The data will continue to be reported quarterly.

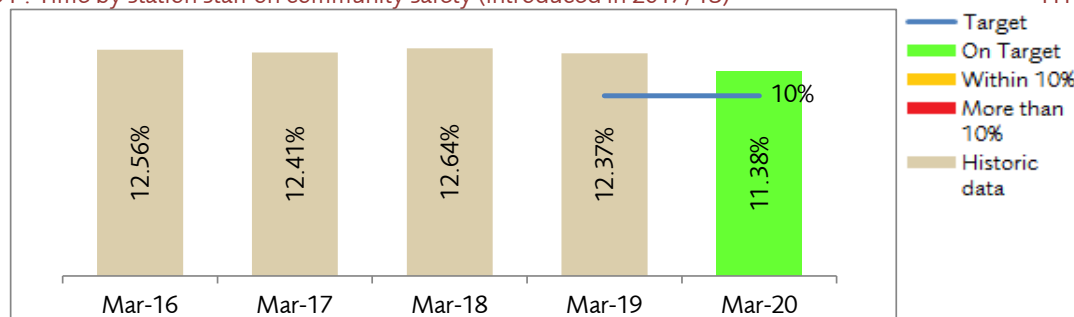
Junior Citizens continues to be a popular borough youth engagement programme for primary school pupils in partnership with other public agencies such as the Metropolitan Police and LAS and Crossfire has again engaged with secondary school pupils through Impact factor and other projects.

	2017/18	2018/19	2019/20
LIFE	635	646	468
Fire Cadets	252	320	349
JFIS	167	119	154
Schools visits	88,820	85,171	58,517
Sub total	89,874	86,256	59,092
Crossfire	20,750	14,125	22,987
Safe Drive, Stay Alive	22,785	21,068	20,000*
Junior Citizens	6,480	51,278	49,391
Total	139,709	171,487	151,866

* The number of young people reached by the Safe Drive, Stay Alive initiative has been estimated for Q3 and Q4 2019/20 as the data is not yet available from TfL. Data will be corrected/confirmed in the next report

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

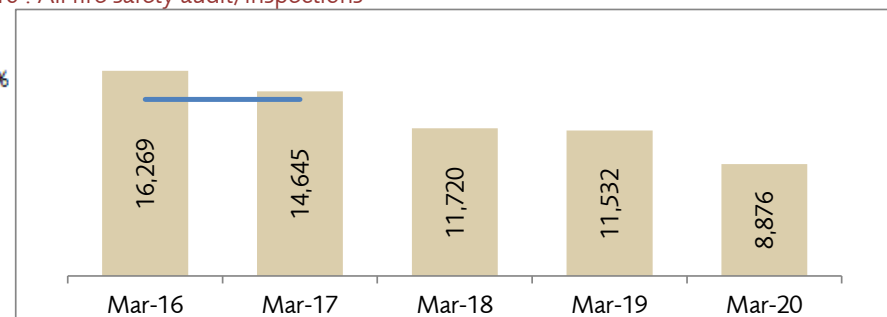
CO1 : Time by station staff on community safety (introduced in 2017/18)



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 on target for the last five years. As an example of outstanding performance Havering borough is currently at 14.8 per cent. They have a proactive cycle team that assist w generating community safety work for Havering's stations. Crews undertake proactive community safety work with Havering's elderly community, including partnerships with Help the Aged, St. Francis Hospice and Havering widows.

H10 : All fire safety audit/inspections



H10 : All fire safety audits / inspections

We have recently recruited a further 16 Fire Safety Advisors who started in early March and are currently going through their initial training at our newly developed training facility. This training is taking longer due to the impacts of COVID-19. Due to the success of this intake, we are now recruiting for additional Fire Safety Advisors and Inspecting Officers.

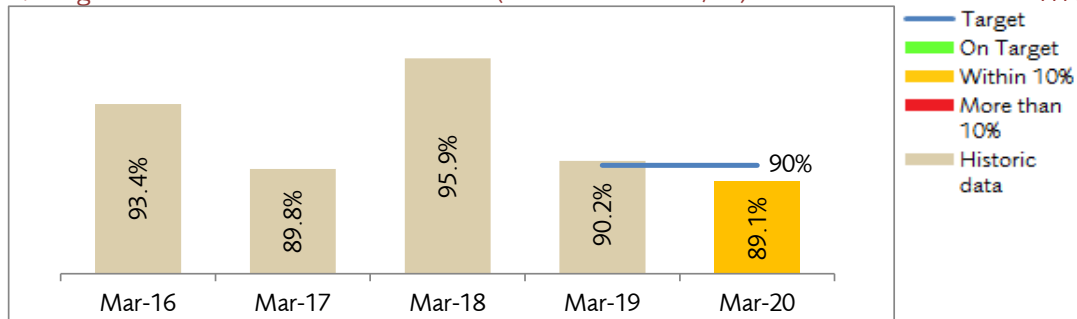
Our focus on higher risk premises and a more detailed inspection process has continued to result in a higher number of Notifications of Deficiencies, Enforcement and Prohibition notices being issued, this, along with recruitment has, in part, has had an impact on the number of inspections carried out overall.

We are also continuing with the more intrusive inspection introduced post Grenfell and as a result are spending more time per audit. The 16 Fire Safety Advisors recruited in quarters 3 and 4 (2018/19) are now carrying out Fire Safety Audits independently, this will have a positive impact on our inspection programme going forward.

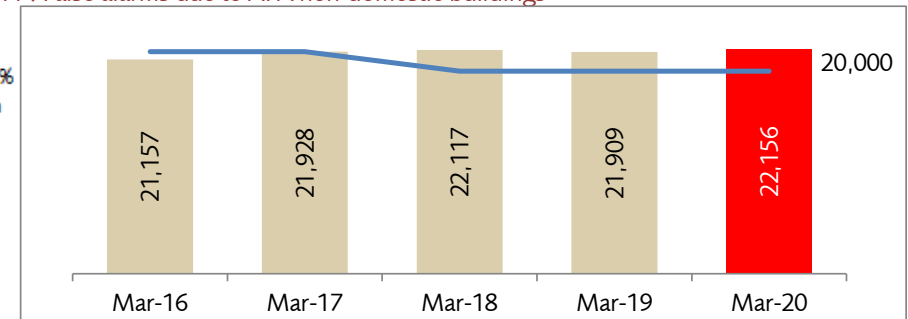
Although the impact of the recruitment and retention issues we experienced in Q1 and Q2 in particular is evident in the rolling 12 month performance, the investment we applied to address this behind the scenes, in terms of recruitment, development and quality assurance is becoming apparent and within the last quarter has seen an increase in the number of audits completed. We are confident this upward trajectory can be maintained going forward resulting in numbers of quality audits more in line with previous years

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

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



H11 : False alarms due to AFA non-domestic buildings



CO2 – Alleged Fire Risks

An Alleged Fire Risk (AFR) is a notification from an individual to the Brigade reporting their concerns about the fire safety arrangements at a particular premise. 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.

This indicator has just dipped below target for this quarter, with 89.1 per cent of AFR's addressed within 3 hours.

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

We are looking at AFAs as part of our response to the HMICFRS recommendations. We continue to proactively work to reduce the burden of Unwanted Fire Signals (UwFS) in premises where the Regulatory Reform Order (RRO) applies. A new team of four people has recently been established to support UwFS reduction. The team strategy will focus on the following key elements of a holistic reduction approach:

- The most frequent producers of UwFS are being directly targeted by the UwFS Reduction Team.
- AFA cost recovery policy is to be introduced by the summer (to apply where there is a failure to cooperate and where evidence supports charging in accordance with legislation).
- Borough Commanders and Operational Crew will be asked to adopt reduction practices detailed in revised PN 697, with the support of the new UwFS Reduction Team and local Fire Signal liaison officers.
- Filtering of AFA calls by Control Operators was extended in November 2019. Ongoing support work by the UwFS Reduction Team aims to increase the success through ongoing support work.
- Fire Safety Policy send out a regular quarterly briefing with supporting data, analysis and targeting guidance to relevant staff.
- Fire Safety Inspecting Officers continue to address false alarms as part of their audit process.

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.

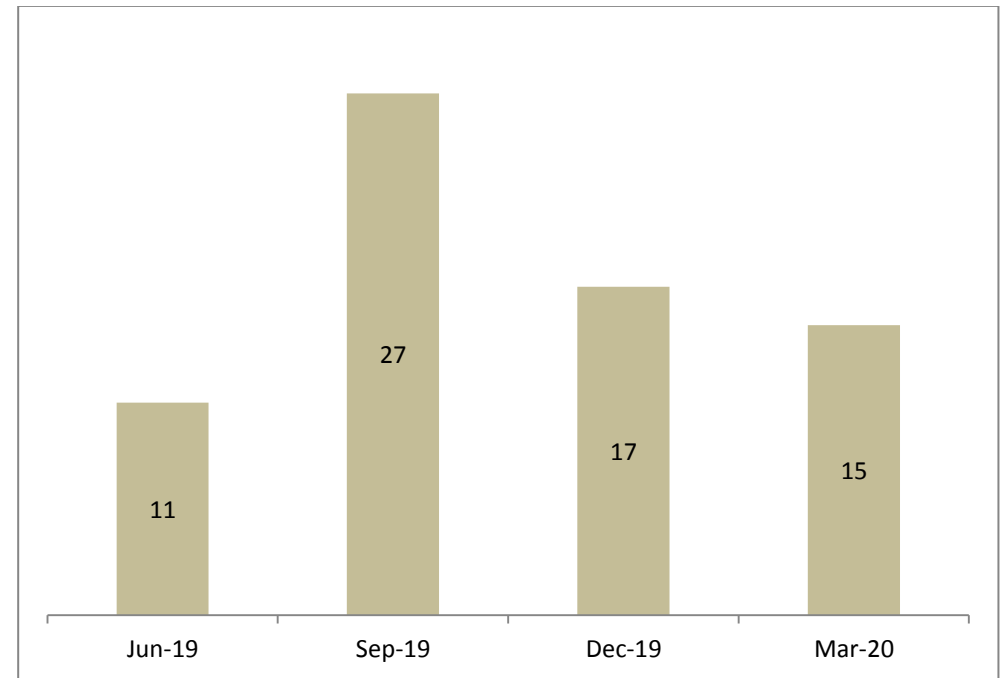
London Resilience

The London Resilience Group (LRG) responds to incidents when alerted by partners that either are, or have the potential to become major incidents.

Typically a response will be to an incident that:

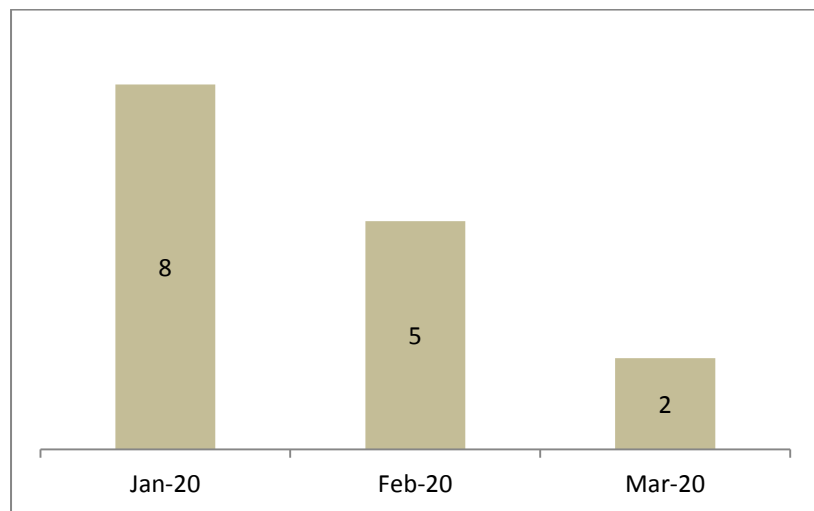
- Declared Major Incidents.
- Incidents that significantly impact one or more of London's Local Authorities.
- Incidents that impact the Partnership or generate interest from media or stakeholders.
- Incidents where a need for centralised coordination or information sharing is identified

Number of incidents responded to in each reporting quarter for last 12 months.



Response and Resilience – providing a high quality, effective response

Number of incidents responded to in 19/20 Q4, by month



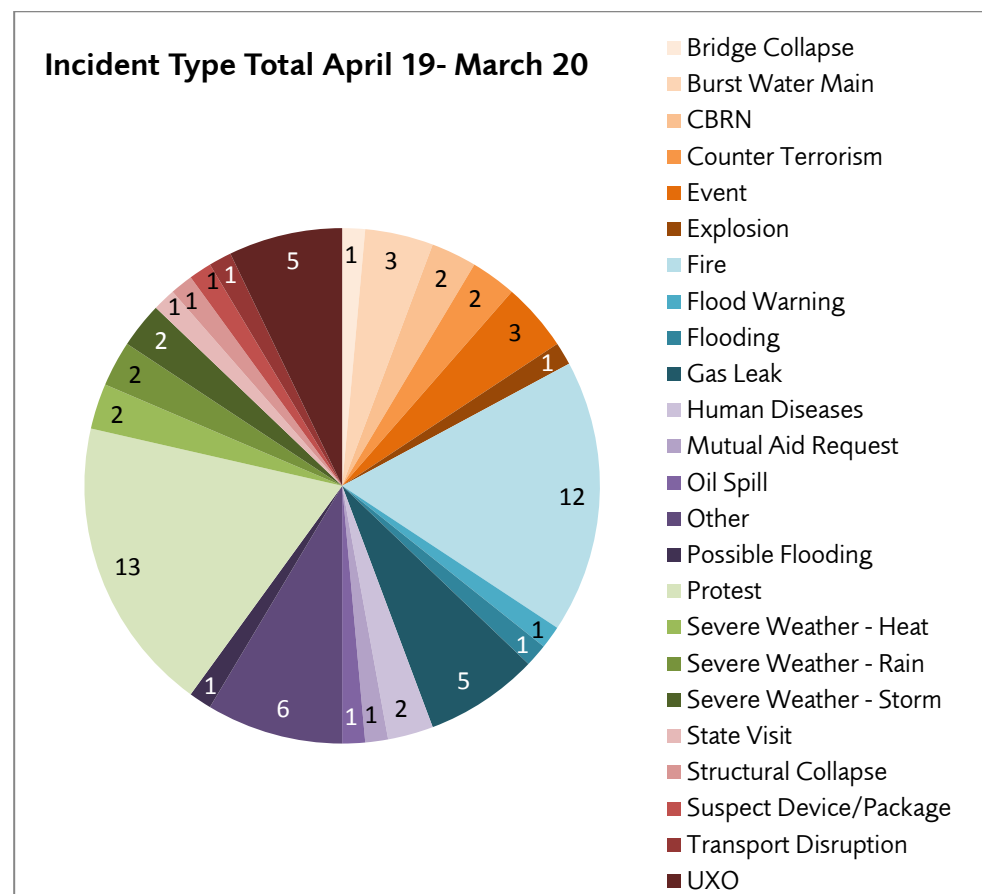
On average LRG responds to over one incident each week (5.6 incidents per month). The graph above shows that in quarter four of 2019/20 Q4 LRG responded to 15 incidents, averaging five per month. Incident responses can vary from a week long response supporting partnership teleconferences and providing communications to the partnership and key stakeholders (such as the response to Extinction Rebellion), to a couple of hours long response to determine that no further action is required and to assure key stakeholders that an adequate response is already in place. Since April 2019 the average response duration per month is 36 hours.

The incident type responded to over the last 12 months varies and demonstrates the variety of incidents dealt with. The high proportion of fires responded to is in part due to the complexity and potential for spread or increased impact of that type of incident and also due to the good working relationship between LFB and LRG providing early notification of incidents. The high proportion of Protests responded to can be attributed to the various partnership meetings in regard to Extinction Rebellion over the summer.

It should be noted that during this period the response to COVID 19 is not recorded as responding to an incident.

These figures also do not account for any work undertaken in relation to COVID-19 in which London Resilience has dedicated the entirety of its work to.

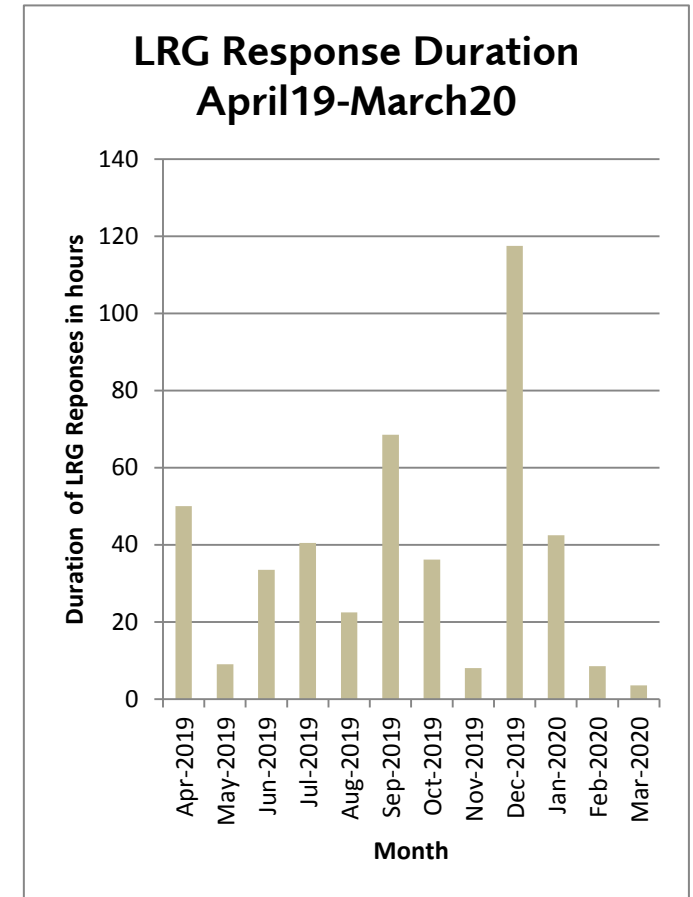
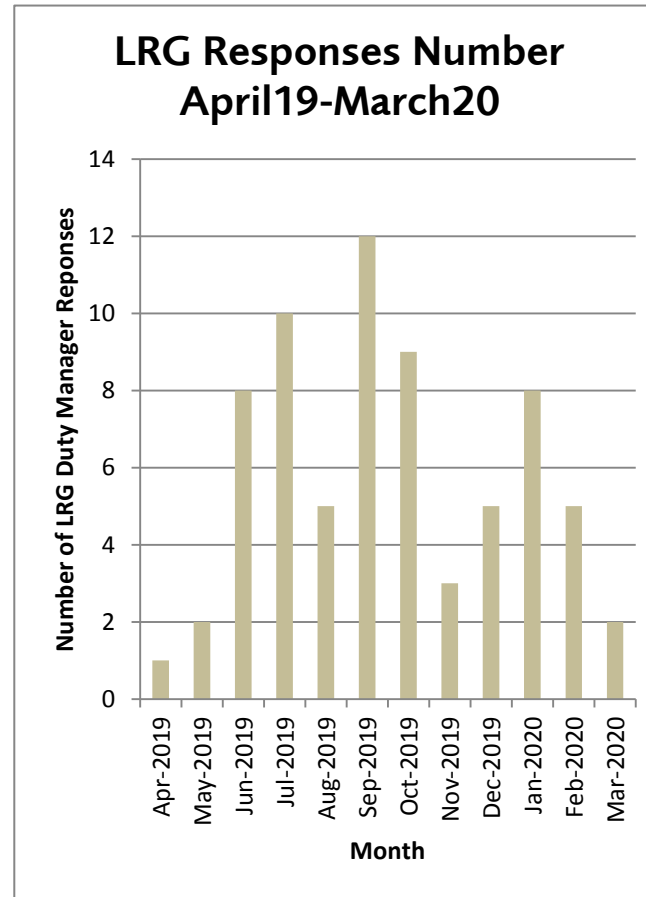
Incidents responded to by type in the period April 2019 – March 2020).



*High Profile Event (e.g. Conference)

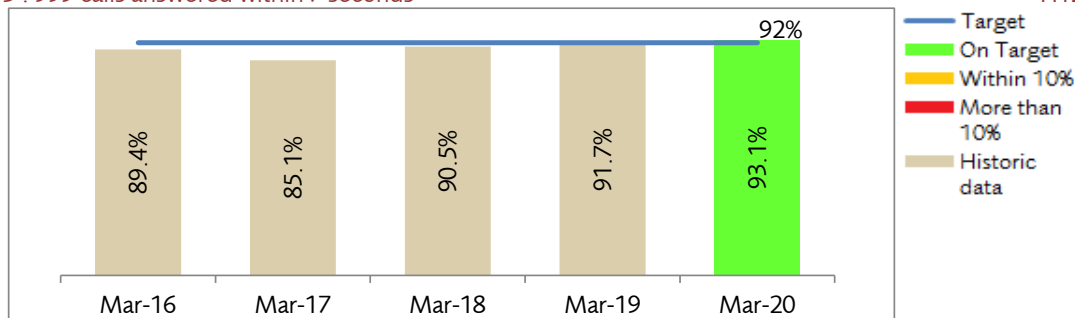
Response and Resilience – providing a high quality, effective response

Incident Type	Total Apr 19 - Mar 20
Bridge Collapse	1
Burst Water Main	3
CBRN	2
Counter Terrorism	2
Event	3
Explosion	1
Fire	12
Flood Warning	1
Flooding	1
Gas Leak	5
Human Diseases	2
Mutual Aid Request	1
Oil Spill	1
Other	6
Possible Flooding	1
Protest	13
Severe Weather - Heat	2
Severe Weather - Rain	2
Severe Weather - Storm	2
State Visit	1
Structural Collapse	1
Suspect Device/Package	1
Transport Disruption	1
UXO	5
Total	70

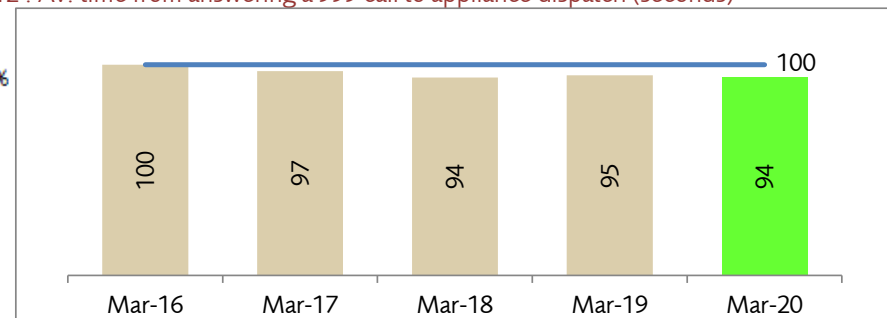


Response and Resilience – providing a high quality, effective response

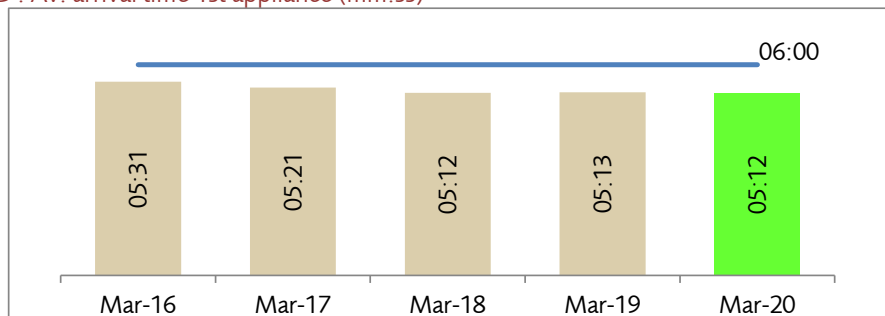
CO3 : 999 calls answered within 7 seconds



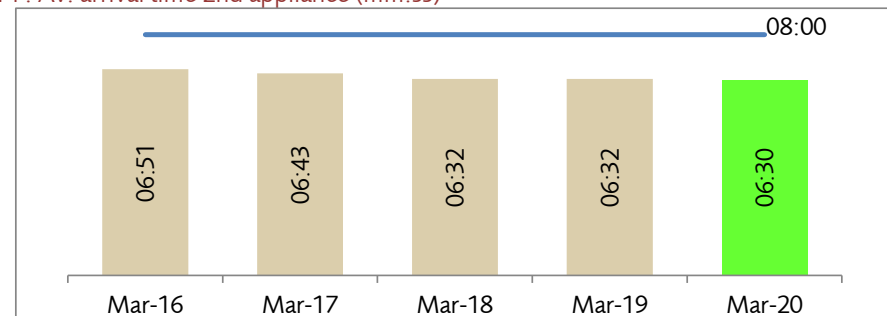
H12 : Av. time from answering a 999 call to appliance dispatch (seconds)



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



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



CO3 and H12 – Call handling

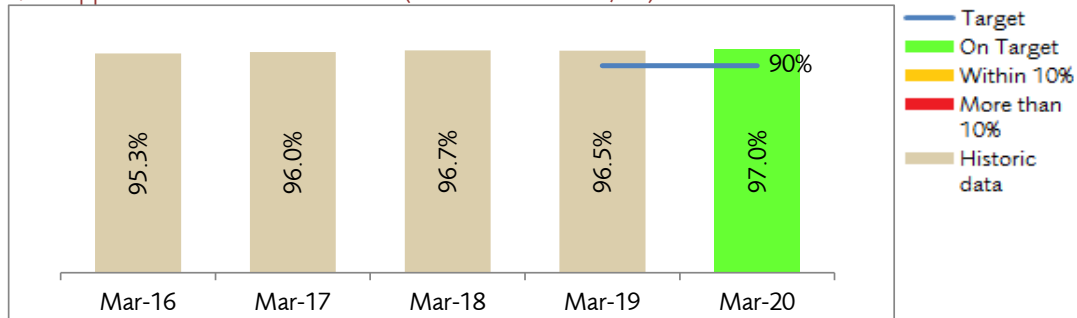
The end of Q4 figures show the consistent above target performance for call handling for over the last year for first time since the introduction of the Vision mobilising system in October 2015. This is a testament to the hard work of Control officers, working in partnership with the Brigade's IT engineers and Capita to ensure the control and mobilising system delivers the best possible service to the people of London. The relationship between 999 calls being answered, time taken to mobilise an appliance and appliance attendance times is clear. These figures provide a baseline for continuous improvement into next year with overall departmental performance being supported through the implementation of the Control Improvement Plan. Ongoing focus on better delivery of our services is a priority for next year and will support LFB's Transformation Delivery Plan.

H13 and H14 – Attendance times

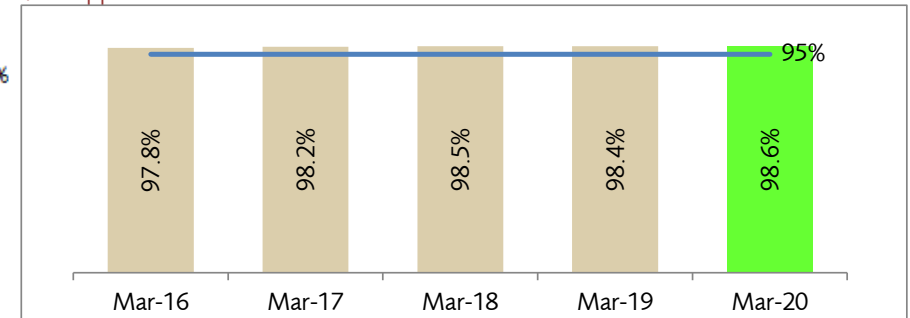
These indicators measure the Brigade's London-wide performance for the time it takes for a first fire engine to arrive at an emergency incident, within an average of six minutes, and a second fire engine, within an average of eight minutes. First and second appliance arrival times have continued to improve steadily. First appliance average arrival times have improved by 19 seconds since March 2016 and second appliance average arrival times have improved by 21 seconds over the same period. This is likely to be due to a combination of factors including the capability of the Vision system which provides geographical mobilising (despatching the nearest fire engine). Turnout times are also a key focus for station management teams and the personal announcement (PA) countdown system helps crews to focus on their timings when leaving the station.

Response and Resilience – providing a high quality, effective response

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



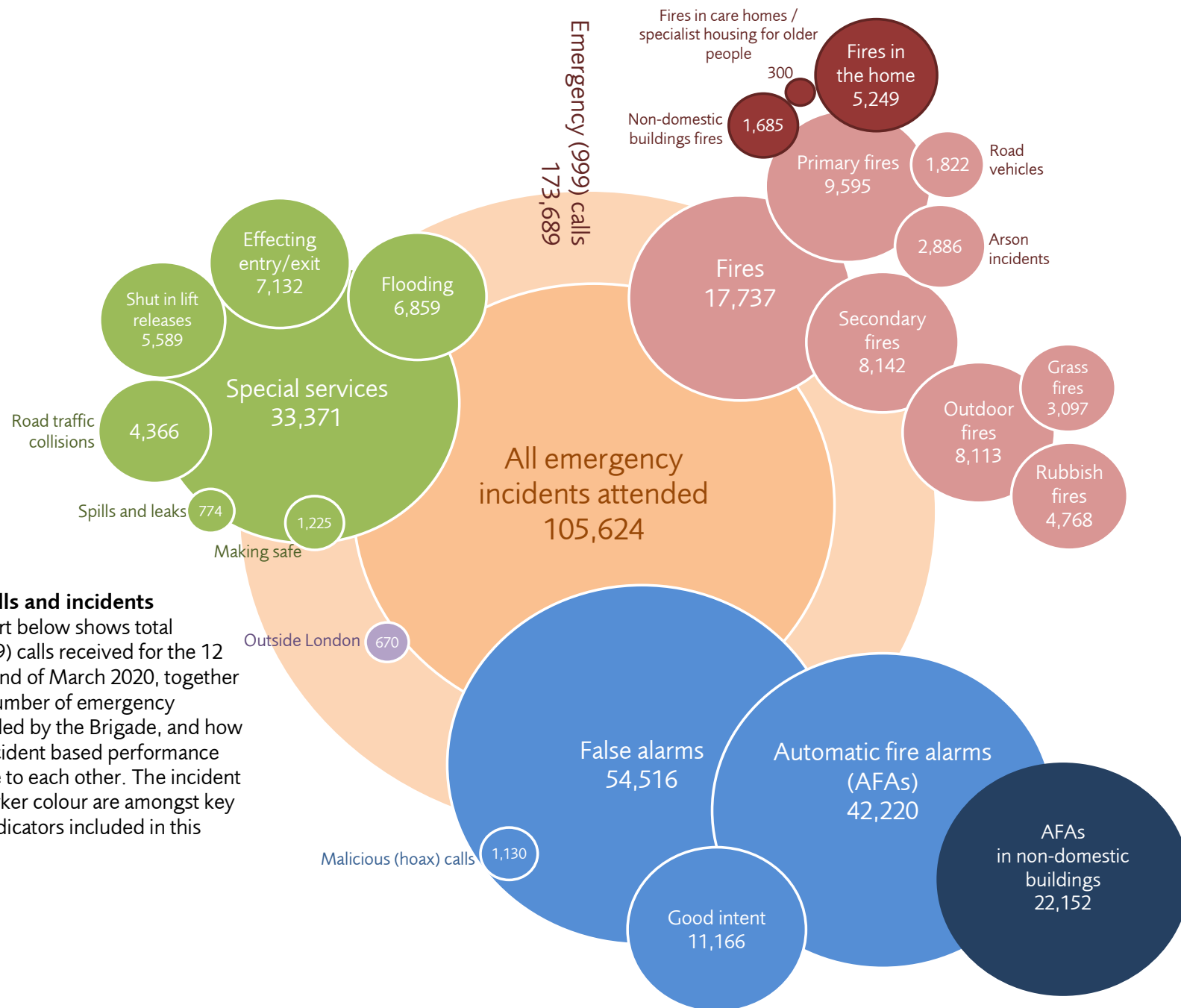
H16 : 1st appliance arrival 12 mins or less



H15 and H16 – Attendance times

The Brigade has a performance standard that a first fire engine should arrive at an emergency incident within 10 minutes on at least 90 per cent of occasions (H15) and within 12 minutes on at least 95 per cent of occasions (H16). Both the 10 minute standard and 12 minute standard are being met and shown steady improvement over the last five years.

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 March 2020, together with the total number of emergency incidents attended by the Brigade, and how the different incident based performance indicators relate to each other. The incident types with a darker colour are amongst key performance indicators included in this report.

People and Resources – delivering a positive and healthy culture

Key points

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

We'll deliver this aim by:

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

Our work under this aim focuses on activities that develop a positive and healthy culture ensuring that our staff have the right knowledge and skills to do their jobs, and by minimising our costs and providing value for money for Londoners. Indicators under people and resources focus on sickness levels, improving diversity, pay ratios, health and safety, spend with small to medium sized enterprises (SMEs), CO₂ emissions, and information requests.

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

Annual indicators

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

CO10A : Pay ratio between highest & median salary

CO10B : Gender pay gap - all staff (median)

CO14 : Spend with SMEs

CO15 : CO₂ reduction from 1990 levels (%)

Inclusion

Following an extensive period of engagement with people across the organisation, our inclusion strategy – which we're repositioning as our Togetherness Strategy - is ready for implementation. By re-framing the discussion to being about 'togetherness', we are ensuring we build on the work around protected characteristics and broaden out the discussion and to make inclusion about everyone. The Inclusion Team are in the process of planning our engagement with key stakeholders who will be involved in the delivery of the new strategy and we are planning the governance and project support that sits around it, taking into account necessary changes due to COVID-19. The Togetherness Strategy is an enabling strategy which underpins our Transformational Delivery Plan and as a result, it follows that format – being split into four pillars:

- Building a culture of Belonging – we want everyone, regardless of how they are different to feel like they belong at London Fire Brigade.
- Being Inspired by Difference – is about making inclusion relevant to everyone, how we provide learning and development in this area and how we celebrate and support difference.
- Being at the Centre of London and our Communities – is about making sure fire stations have the tools they need to connect with their local communities.
- Delivering Excellence Through Inclusion – is about operational excellence and ensuring inclusion shapes every area of the organisation from incident management to procurement.

Employee Engagement and Recognition

We are in a process of reviewing our approach to employee engagement and recognition – this includes refreshing our people survey, employee recognition programmes, introducing listening events across the Brigade, creating resources for line managers and reviewing policies, processes and systems to improve the

People and Resources – delivering a positive and healthy culture

employee experience. COVID-19 has provided an opportunity to think digitally and this is being factored into our programmes of work. We will report on progress once we have commenced with the implementation of these projects.

Sustainable Development 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: 40 actions have been completed, six actions are on target and one is off target, with work in progress to complete these.

One action was completed during the quarter:

- Refresher training to Inspecting Officers on the importance of environmental protection for businesses adjacent to Sites of Special Scientific Interest when undertaking contingency planning for fire's was completed. The final area team was completed through an electronic update tied to Individual training Records, following the cancellation of a meeting as a result of the changes to working practices from COVID 19.

Progress of the remaining on target actions includes:

- Assistant Commissioner briefings were undertaken during quarter four covering the review of tactical approaches for fighting large industrial fires to enable fires to be managed earlier and therefore use less water overall. Further improvements in firefighting techniques will be introduced through two day BA training courses.
- The 'Environment Matters' environment induction training (developed in collaboration with Avon & Somerset FRS) has been added to Big Learning to be provided to new recruits. The existing Health Safety and Environment package can now be amended so that Environment Matters can be scheduled as pre-course learning in place of the environment module of the HSE training.

- The Whole life costing policy review is complete and ready for publication. Reviews of boilers and lighting have been undertaken and opportunities to collaborate with other functional bodies to review other key building fabric such as fenestration are being explored.
- The action to incorporate Responsible Procurement into our Contracts Management Database, which was previously identified as on target, has been revised to off target, as no progress has been made to date. This action has been reviewed and the RP element of the contracts database is going to be expanded to capture all timetabled contract commitments. This will give an expanded monitoring tool for all contracts. An initial specification has been developed, this requires some minor revisions and sent through to Information management to be developed. Once this is done we will update the timeframes for completion.

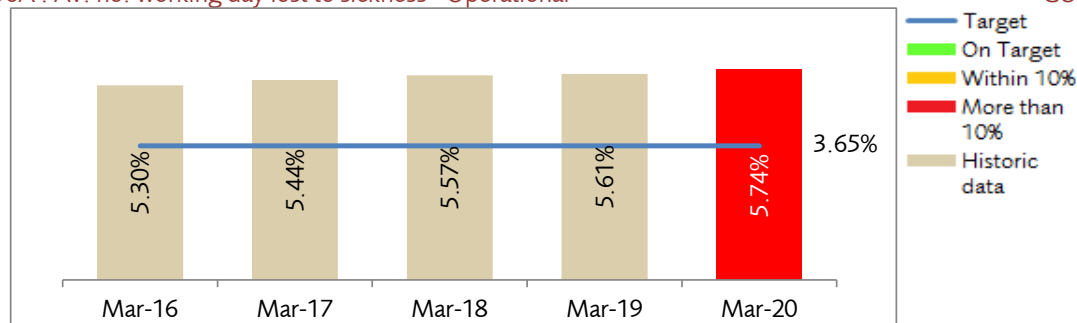
Internal audit plan

The Mayor's Office for Policing and Crime (MOPAC) provide the Internal Audit service to the Brigade under a shared service arrangement. Work against the 2019/20 annual audit plan has continued, and at the time of reporting the following progress had been achieved:

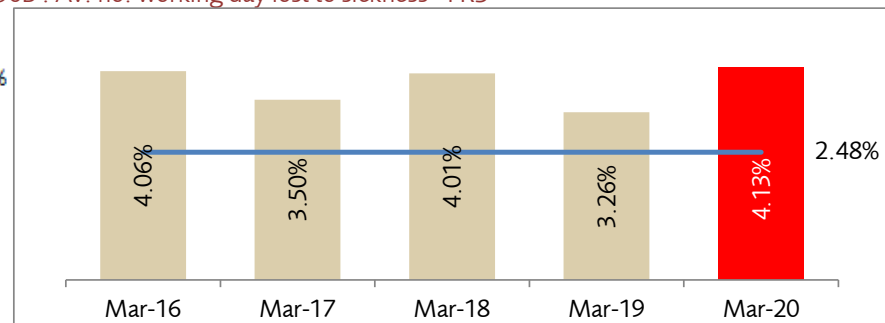
- 23 final reports issued; nine risk assurance reviews, one advisory and 13 follow-ups;
- Fieldwork is also underway against a further eight risk and assurance reviews and two follow-ups, and these will be completed at the earliest opportunity; and
- Counter fraud training has been delivered to Fire Rescue Service staff.

People and Resources – delivering a positive and healthy culture

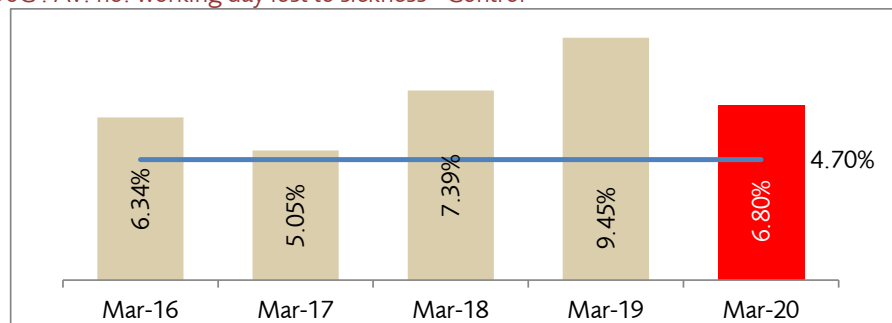
CO6A : Av. no. working day lost to sickness - Operational



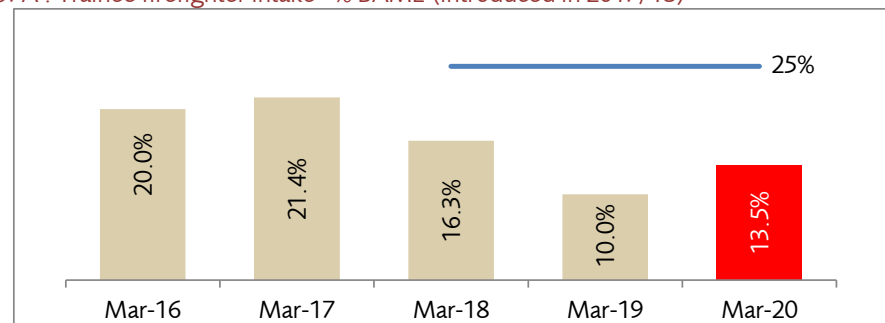
CO6B : Av. no. working day lost to sickness - FRS



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

Sickness for operational employees has increased from 5.61 to 5.74 per cent and for FRS staff from 3.26 to 4.13 per cent during the twelve months ending March 2020. Control staff sickness has decreased significantly from 9.45 to 6.80 per cent over the same period. All staff groups remain above target.

There has been particular focus on reducing the number of long term sick cases of more than six months duration and this has reduced from 33 cases as at end March 2019 to 30 at end March 2020. Of these 30 cases, eight individuals have a last day of service.

The new Managing Attendance Policy has been signed off by the Commissioners Board. Publication and launch of the Policy will be carried out simultaneously and as soon as a revised version of the Brigade's Staff Attendance Recording System (StARS) is developed. This is because application of the new policy is to be

administered via the StARS application, which is expected to be ready for launch in July 2020. This is though subject to the user acceptance process being completed within a reasonable timeframe following receipt of the test version of StARS, which is expected in mid-May.

As a result of the Coronavirus pandemic, there is disruption to the Brigade's management of sickness absence cases as progression through the formal capability process would normally comprise face to face meetings between manager, employee and representative and it has not been possible for these to take place. A revised process is currently being developed so that active management of sickness and light duties cases can resume and it is anticipated that capability action will resume in early May.

People and Resources – delivering a positive and healthy culture

Monthly performance reports continue to be circulated to Area Deputy Assistant Commissioners that clearly illustrate whether cases within their respective areas are being managed in accordance with the existing Managing Attendance Policy.

Stress, anxiety and depression (SAD) remains the main reason for sickness amongst all three staff groups in the 12 months ending March 2020. Only one of the original six cases associated with the Grenfell Tower response remains unresolved but there are a number of cases where employees continue to intermittently experience sickness absence as a consequence of their involvement in the incident.

The Brigade's Wellbeing Strategy has recently been approved by the Commissioners Board and details a range of initiatives to improve both physical and mental health wellbeing within the Brigade and this is even more relevant during the current pandemic.

Periodic fitness testing commenced on 20 January 2020 and continued until 16 March 2020 at which time it was suspended because of the Coronavirus outbreak. During this period of time 620 staff were tested. Test result data is being collected and will be reviewed following a full year of testing to better understand the impact of the introduction of the initiative.

Scheduling of mess managers workshops on nutrition is continuing and delivery of such workshops will recommence once staff assisting blue light partners return to their base stations.

A steady stream of wellbeing articles/information is being published over the coming weeks across a range of communication channels to help employees during these difficult times.

Initiatives being progressed to address psychological wellbeing are as follows:

Following the launch of the LFB's new Computer Based Training (CBT) Mental Health Awareness learning package in January 2020, officers are preparing a more targeted communications strategy to encourage engagement by staff to access the resource.

- The Brigade has received from its Training provider a first draft of a proposed Recognising and Managing Stress Anxiety and Depression learning package.

Feedback will be provided by the end of April 2020 so that the next stage of development can progress.

- LFB ran its first 2 day Mental Health First Aid Training course, delivered by Mental Health First Aid England, in March 2020 for 16 members of staff. There have been over 120 expressions of interest in becoming an MHFA. 60 people are awaiting training that will recommence once the Coronavirus outbreak reaches a point where face to face training activities are permitted.
- It is hoped that the position of Mental Health and Trauma Team Co-ordinator role will be advertised by end of May 2020. The role has been developed to assist officers to progress a number of mental health initiatives, in particular the research work looking at the feasibility of introducing a dedicated Peer Trauma Support Group. It is envisaged that a person will be in post by late summer 2020 subject to any unforeseen impacts emanating from the Coronavirus outbreak.
- LFB continues to be an active member of the Royal Foundation Stakeholders Group with officers attending a symposium in London that explored the research and longer term aims of the First Responders Stakeholders Group.
- The survey initiative that officers have been working on with the London School of Economics was released to all operational personnel at Firefighter to Station Officer rank in January 2020. The aim of the survey which will be running throughout 2020 is to gain a better understanding of the effects of trauma on a watch based culture.
- The initial review of the phrasing and content of sickness absence letters to ensure they are more considerate of the impact that such correspondence has on members of staff that have been off long term sick has been completed. Following feedback from representative bodies, agreed changes are being made to the letters.
- The trauma study work that was proposed with King's College has been temporarily suspended because of the lack of funding options available to King's College to support any such work due to the Coronavirus outbreak.

People and Resources – delivering a positive and healthy culture

- LFBs Pets As Therapy initiative is ready to be piloted and will commence once the handler returns from their secondment supporting LAS colleagues during the Coronavirus pandemic.
- LFB has drafted a Menopause policy that is presently with representative bodies for consultation.

CO7A, CO7B – Improve diversity of firefighter intake

There has been an increase in the percentage of BAME and women in the Q4 figures for trainee firefighter intake. The percentage of trainee firefighter intake who are BAME increased to 13.5% (up from 10.7% in Q3) and percentage of women also increased from 12.9% to 16.7%.

Overall, from the April 2019 campaign, we have seen an increase in candidates being successful at our assessment centre, including 100 BAME candidates. 110 successful candidates have now commenced training, 34 of which are female (30.9%) and 32 are BAME (29.1%)

In addition to this, 70 people have received provisional offers to start training from May 2020 onwards, of which, 24 are female (34.3%) and 25 are BAME (35.7%)

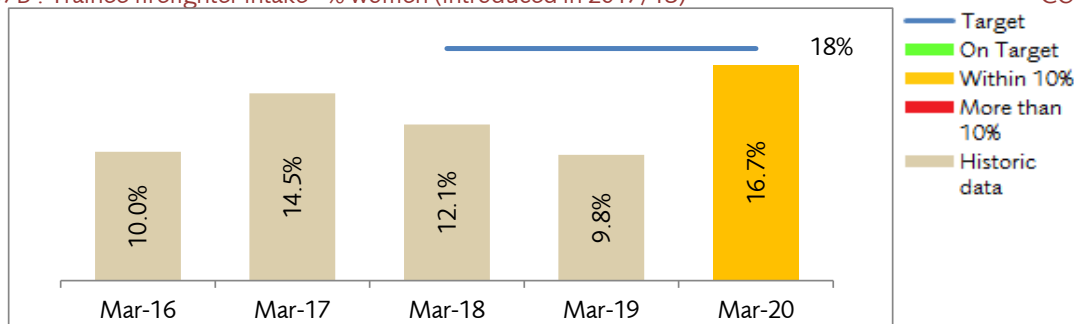
Work has commenced to support new firefighters in the workplace to retain our best talent and improve diversity. A newly appointed cross functional working group has been set up to ensure that underrepresented newly appointed firefighters are placed in stations that are inclusive, and that we are giving firefighters the best chances to succeed in their careers

This evidence now suggests that not only are our efforts worthwhile building on employment agencies and diversity outreach channels to increase diversity of candidates, but also a new recruitment process has been implemented with new assessment and selection methods, and tests implemented to further reduce adverse impact on underrepresented groups.

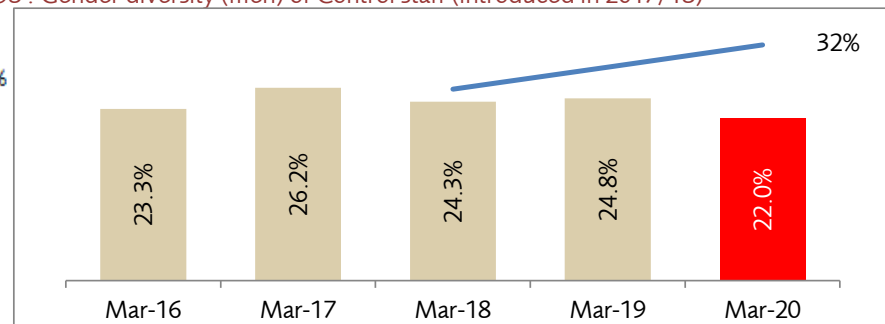
Tailored positive action and outreach work, on for underrepresented groups, in particular female and BAME candidates, continues to develop and our work will include exploring digital targeted recruitment marketing campaigns for the future. Meanwhile, any adverse impact on Diversity continues to be evaluated throughout our new recruitment process.

People and Resources – delivering a positive and healthy culture

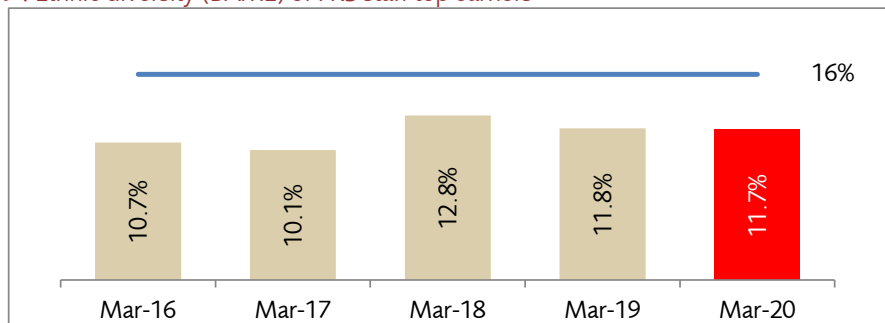
CO7B : Trainee firefighter intake - % women (introduced in 2017/18)



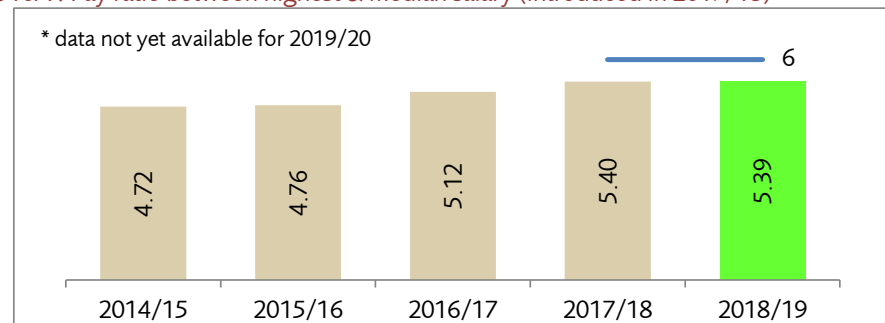
CO8 : Gender diversity (men) of Control staff (introduced in 2017/18)



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

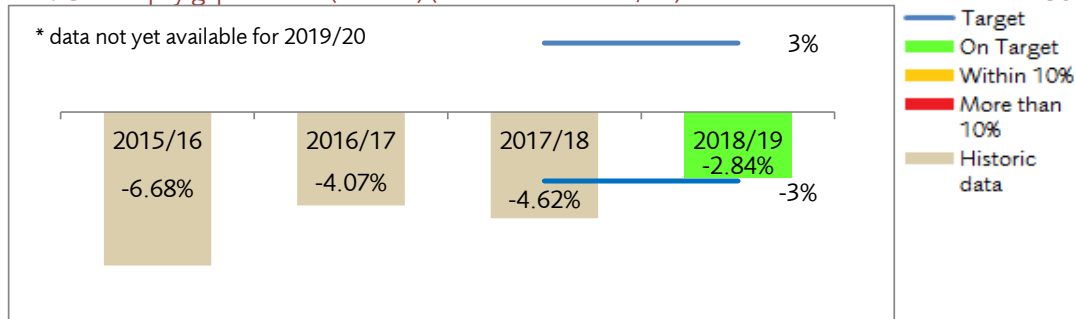
Progress in these areas (gender diversity in Control, and diversity (BAME) of FRS staff top earners) is affected significantly by individual joiners and leavers, given the low numbers involved, and the low turnover rates of staff at senior levels in the FRS staff group. There has been a small decrease in the number of men in the Control staff group (from 24 per cent to 22 per cent). There has been a negligible decrease in the percentage of BAME top earners in the FRS staff group (from 11.8 per cent in Mar-19 to 11.7 per cent in Mar-20).

CO10A – Pay ratio

The pay ratio between the highest and median salary has been published for 2018/19. This indicator continues to report as on target and at 5.39 the ratio shows a slight improvement on 2017/18.

People and Resources – delivering a positive and healthy culture

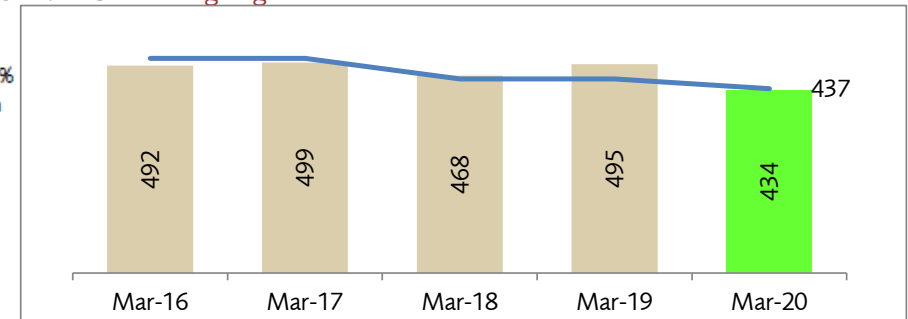
CO10B : Gender pay gap - all staff (median) (introduced in 2017/18)



CO10B – Gender pay gap

LFB published its gender pay gap in line with GLA timescales on 1 October 2019, for year ending March 2019. The median pay gap has narrowed from -4.62 per cent in 2017/18 to -2.84 per cent in 2018/19.

CO11 : RTCs involving Brigade vehicles

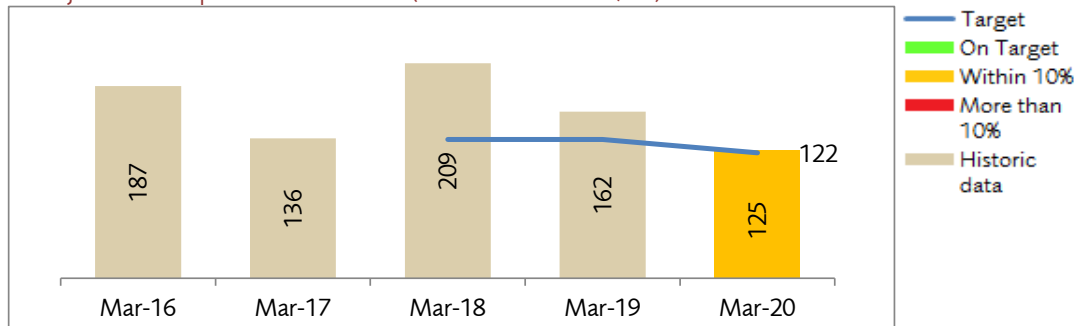


CO11 – RTCs involving Brigade vehicles

The target for Road Traffic Collisions (RTCs) involving Brigade vehicles (434 versus a target of 437) is now being achieved. Road traffic collisions have reduced by 12% when compared with the outturn for the 2018/19 financial year (495). The Emergency Response Driver refresher training programme has continued this year; almost 90% of appliance drivers have now completed the Emergency Response Driving Revalidation (Appliance) course. This training includes a reassessment of driver skills. Staff have also recently been provided with information and instruction in preventing accidental damage to the fire appliance when attending incidents.

People and Resources – delivering a positive and healthy culture

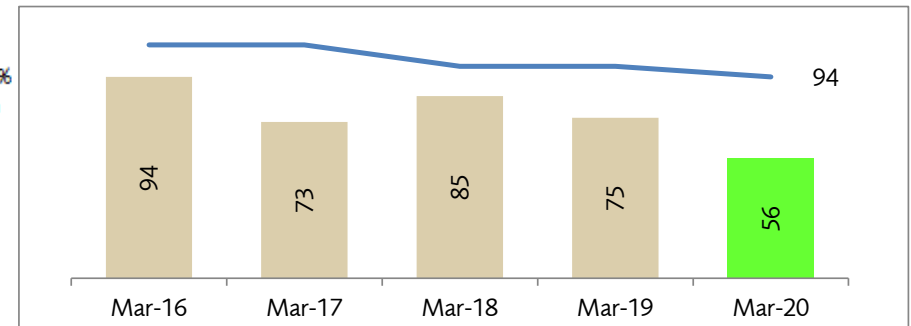
CO12 : Injuries from operational incidents (introduced in 2017/18)



CO12 – Injuries from operational incidents

The target for injuries from operational incidents is not being met (125 versus a target of 122), although performance has moved from red to amber. This target was set against the lowest recorded figure for operational injuries from 2016/17 and is an ambitious target, which continues to reduce by 5% year on year. Injuries from operational incidents have reduced by 23% when compared to the outturn for the 2018/19 financial year (163). The operational activity of forcing entry to premises has previously been identified as leading to a significant number of more serious injuries to staff. To reduce injuries from forcing entry, Officers have introduced improved forcing entry equipment and have started to produce updated training materials for staff. Officers are working to identify how we can further target reductions in operational injuries.

CO13 : RIDDOR

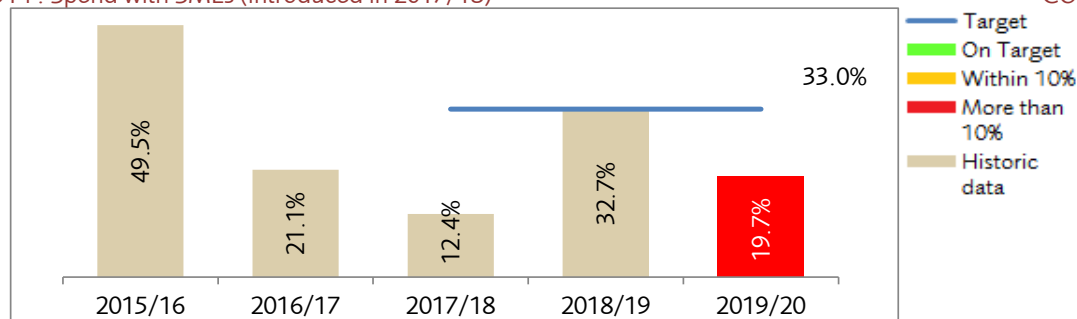


CO13 – RIDDOR

The target for injuries reportable to the Health and Safety Executive (HSE) under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) is being met (56 versus a target of 94); long term performance has seen significant improvements with a 40% reduction when compared with the outturn for the 2015/16 financial year (94).

People and Resources – delivering a positive and healthy culture

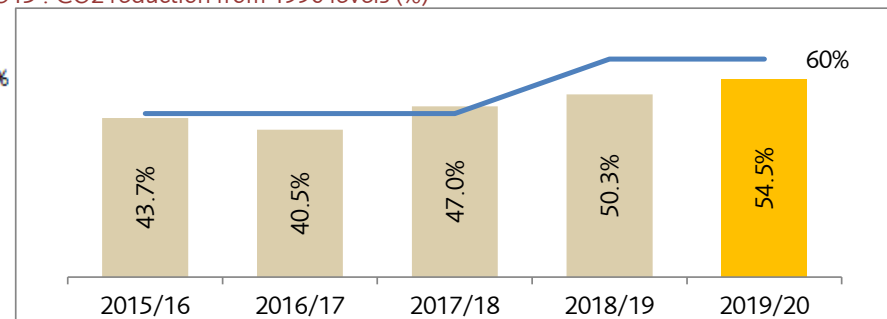
CO14 : Spend with SMEs (introduced in 2017/18)



CO14: Spend with SMEs

Data for SME spend, particularly for tier 2 supplier spend is still outstanding and interim figures are provided. These indicate that SME spend is currently at 19.7%, and based on previous data may increase by a further 1%. Verification of data is still required, however it appears that the main difference is the result of the increase in total influenceable spend due to significant increases in capital spend for the fleet replacement project and real estate fees from the sale of Southwark Training Centre.

CO15 : CO2 reduction from 1990 levels (%)



CO15: CO₂ reduction from 1990 levels

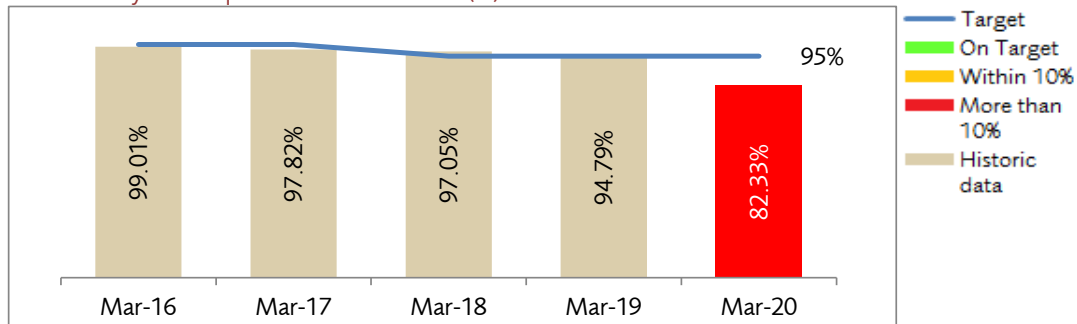
Having achieved the interim target of 45 per cent reduction by 2020, performance is now measured against the follow on target of 60 per cent reduction by 2025. This is a significant increase in the target.

Due to time and COVID-19 related constraints, not all CO₂ data was available (fleet, which normally represents some 20% of emission) or able to be verified by the reporting deadline (grey fleet and air travel, at around 4%). Interim figures indicate that a further reduction of some 4.2 per cent was achieved on the previous year for CO₂ emissions, which are made up of the combined buildings, fleet and air travel emissions, with 54.5 per cent reduction from 1990 levels putting us considerably below target to achieve the first carbon budget (which ends in 2023). The carbon budgets provide the trajectory to achieve 60 per cent reduction as set by the London Environment Strategy. As with previous years the improvement continues to be largely due to further energy reduction measures from buildings, with the impacts of recent photovoltaics and LED lighting installations taking effect. It is unclear whether the impact of the ongoing fleet replacement with the series 3 pumping appliance with Euro 6 engines leading to increased fuel use is continuing, and may diminish the interim results.

A carbon strategy was approved to identify further measures required to achieve 60 per cent reduction. One of the early actions to establish new gas and electricity contracts that require 100% certified renewable electricity has also been approved.

People and Resources – delivering a positive and healthy culture

CO16 : Statutory info requests handled on time (%)



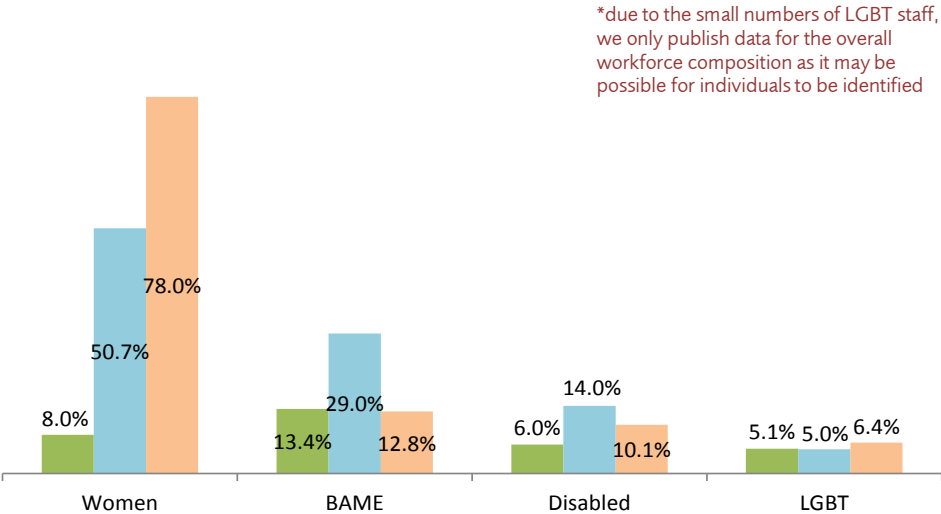
CO16: Statutory information requests handled on time

This indicator measures how well the Brigade is meeting the statutory deadlines for responding to information requests under the Freedom of Information Act (20 working days) and the GDPR/Data Protection Act (one calendar month).

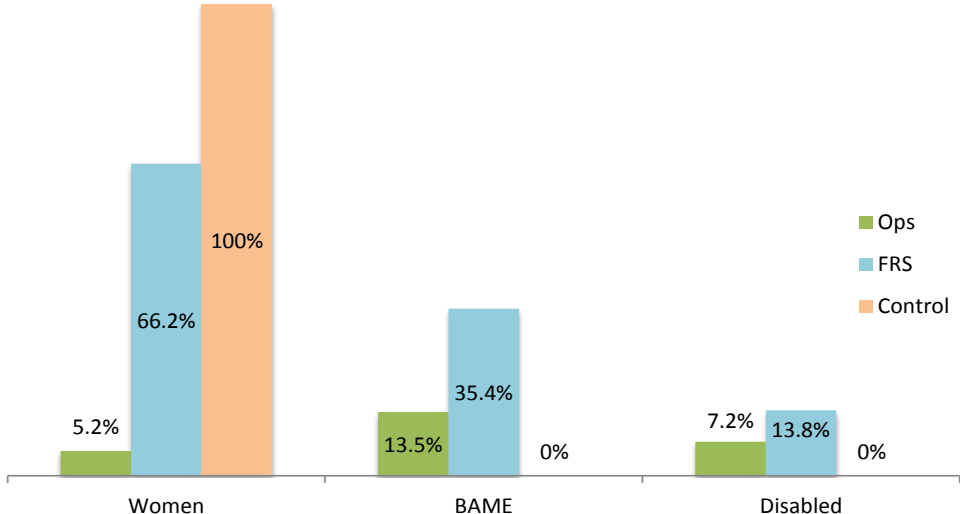
Performance is below the target for the year and is on a downward trend (not getting better). Performance at the end of year continues to be impacted by a number of extensive and time-consuming cases involving large numbers of documents (linked to staff grievance, discipline, or employment tribunal cases). It's worth noting that the ICO has said that whilst they cannot extend statutory timescales during the COVID period, they will be showing the flexibility that the law allows, and will not be penalising public authorities for prioritising other areas or adapting their usual approach during this extraordinary period.

Key People and Resources Information – workforce composition

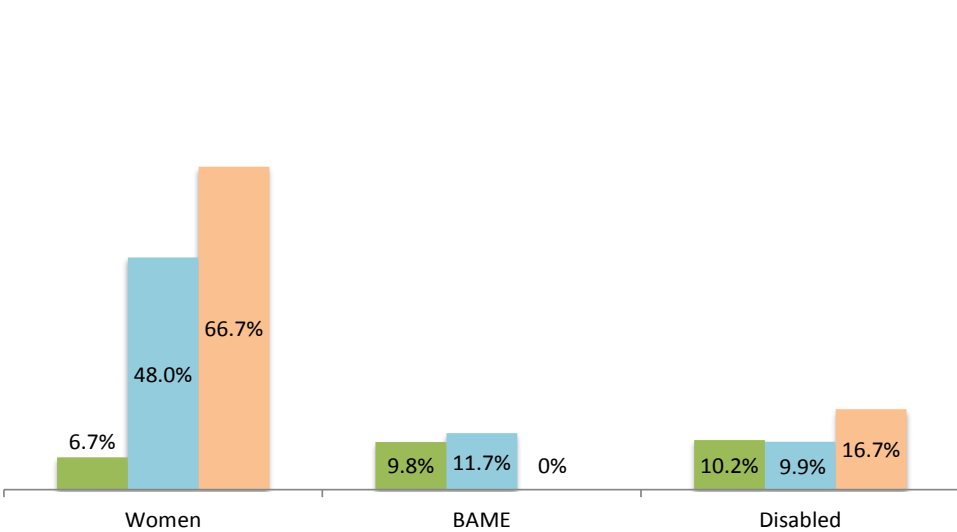
Workforce composition*



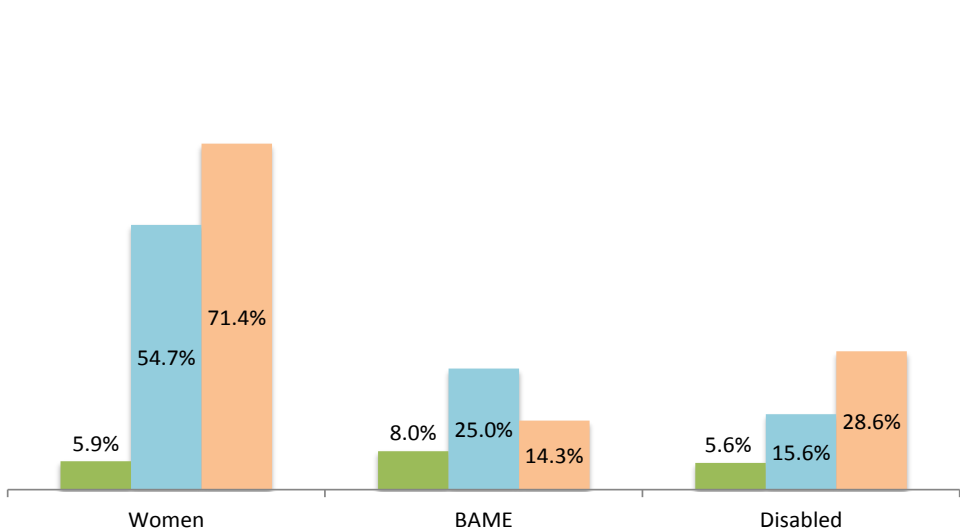
Workforce promotions



Workforce top earners



Workforce voluntary leavers



Delivering on the London Safety Plan

LSP (2017) Commitments – key highlights

The London Fire Commissioner has put together a Transformation Delivery Plan (TDP) which sets out his priorities in response to the Grenfell Tower Phase One Inquiry Report and Her Majesty's Inspectorate for Constabulary and Fire and Rescue Service's (HMICFRS) assessment of LFB and other areas for transformation, it will run until the end of LSP 2017. Current performance reporting is being revised to align with it. Many of the existing Commitments have been superseded by work outlined in the TDP and will transfer into the single plan. They will be progressed and monitored using more up to date actions.

As at the end of quarter four 2019/20 there are 33 ongoing commitments. Nine commitments have been closed, one of which was in quarter four. Five commitments were reporting as off track (amber), they are as follows:

LSP20 - Improving our Command Unit functionality:

Please refer to the Command Unit Replacement (CUR) project update page 45.

LSP23 - Review Immediate Emergency Care provision:

We will review our Immediate Emergency Care provision to ensure it is appropriately resourced and can support co-responding and other collaboration initiatives. New one, three and five day courses implemented and now include CU staff (to address possible changes to CU watch structure). Senior Officers IEC course has now been changed to 'Solo responder IEC'. This will include Inspecting

Officers and detached Station Officers. CPR feedback is now on hold whilst we wait for a replacement LAS Seconded.

LSP24 - Improving the co-responding process for crews:

The Emergency Medical Response (co-responding) pilot review has been completed. The draft proposals on pay and broadening the role of firefighters has been rejected by RBs. We are awaiting national or local agreements to progress co-responding. A co-responding 'Next Steps' paper is in draft and ready for circulation amongst heads of service. Work is ongoing to reach agreement with the RBs to secure this role.

LSP37 Deliver a third training centre at Croydon:

Please refer to the LFB Training Centre Croydon project update page 46.

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

Please refer to the Emergency Services Network (ESN) project update page 45.

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 current risk strategy was approved (on 12 March 2018) and the strategic risks reviewed, Heads of Service have been consulted to identify and developed risk controls and mitigations and regular quarterly reviews take place at Directorate 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 (strategic) 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	4
CRR18	The ongoing asymmetric terror threat to London and the UK potentially exposes a level of vulnerability which could result in increased levels of risk	9
CRR19	Complete failure of the mobilising system for periods over 24hrs in duration.	6
CRR20	The Grenfell inquiry process impacts on staff/officer wellbeing resulting in an increase in officers unavailable for key roles and reducing the resilience of the service	8
CRR21	The Brigade's Adult Safeguarding Framework does not support effective and efficient referrals to appropriate agencies to adequately support the needs of vulnerable people	6
CRR22	Brigade ICT services are affected by a cyber attack	9

Code	Risk Description	Score
CRR23	Staff do not get support for their mental health problems which negatively affects individual wellbeing and organisational effectiveness	6
CRR24	Our capacity to deliver change is exceeded meaning that benefits are not fully delivered	8
CRR25	Brigade services are vulnerable to a pandemic outbreak	12
CRR27	The resilience of the Brigade is impacted by a series of large scale major incidents, potentially terror related.	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
CRR32	Newly commissioned training requirements are not accurately planned, specified, or evaluated	6
CRR33	The training provider is unable to provide effective and efficient training to deliver the Brigade's needs	9
CRR34	Non contracted training provision does not effectively and efficiently secure maintenance of skills	9
CRR35	The United Kingdom leaves the European Union causing disruptions to communities, infrastructure or costs sufficient to challenge LFB service delivery through disruptions to services, suppliers, or by demand increases	3
CRR36	Brigade Control training and quality assurance processes are currently not subjected to external scrutiny or rigour, which leaves the Brigade open to challenges about the competency of its Control officers'	6

As at the end of year (31 March 2020), the Brigade's Risk Register contained 21 agreed strategic risks. However, the Brigade's strategic risks are also in the process of being reviewed both in light of the TDP, but also the due to the impact of COVID-19 on the Brigade. COVID-19 will present both opportunities and risks to the Brigade's ways of working and potentially delivery of the TDP.

A workshop will be held with senior officers in quarter one 2020/21 to refresh and reset the strategic risk register in light of current challenges. A revised register is expected to be reported on as part of the alignment of performance monitoring.

In the meantime, and as at the end of year, there were six 'red' risks, the highest of which relates to the public confidence in the Brigade following the Grenfell Tower Fire Inquiry, and the CoVID-19 pandemic.

Our Risk Perspective

The main changes since the last report are:

- **CRR13 - A breakdown in industrial relations affects our ability to deliver the service.** The likelihood has been reduced from 'Very Likely' to 'Unlikely', it now has a risk score of 4 and reports as green.
- **CRR18 – The ongoing asymmetric terror threat to London and the UK potentially exposes a level of vulnerability which could result in increased levels of risk.** The risk description has been amended to include the word 'terror' to as to more accurately reflect the nature of the risk
- **CRR25 – Brigade services are vulnerable to a pandemic outbreak.** The likelihood has been raised from 'Very Unlikely' to 'Very Likely' and the impact has been raised from 'Significant' to 'Major'. It now has a risk score of 12 and reports as red.

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 as a Category 1 responder by the Civil Contingencies Act 2004, which requires all Cat1 responders to put BCM arrangements in place and to test those arrangements through staged exercises.

The focus for the Brigade over the last quarter has been our response to the coronavirus (COVID-19) pandemic, this is explained in detail on pages 7 and 8.

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 and evacuation plans with Department heads and business continuity deputies.

The Strategic Response Arrangements (SRA) (Brigade Policy PN699) outline the core structures and key processes that the Brigade can activate during a major incident or business disruption. A review of the SRA 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.

Delivering on Change – Corporate Portfolio

Project Management is one of the key methods of delivering complex change in the Brigade in a planned and organised manner. At the end of March 2020, 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 Strategic Aim	Project/Programme Name	Q3	Q4	Budget (£m)	Estimated Spend (£m)	Stage	Original End Date	Forecast End Date
Active Projects/Programmes								
A 2	Emergency Services Network (ESN)	A	A	£3.3m	£1.1m	Plan	30/03/2019	31/12/2022
A 1	Command Unit Replacement (CURP)	A	A	£4.78m	Nil	Plan	31/03/2019	31/10/2021
A 2	Integration of National Operational Guidance into LFB	A	G	£900k	£100k	Plan	31/12/2018	31/12/2020
A 1	HMICFRS Inspection	G	G	£0.09k	£0.09k	Deliver	30/04/2019	31/03/2020
A 2	Respiratory Protective Equipment (RPE)	A	A	£10.1m	Nil	Define	31/12/2021	30/04/2022
A 3	Zero Emission Pumping Appliance 1 (ZEPA1)	G	G	£2.1m	£0.2m	Plan	31/12/2023	31/12/2023
A 2	Fire Survival Guidance Technology Solution	N/A	G	£100k		Define	31/12/2020	31/12/2020
A 3	Firefighter Apprenticeships	A	G	Nil	Nil	Deliver	29/11/2019	29/05/2020
A 3	Operations Support Centre (OSC)	A	A	£7.5m	£4.2m	Deliver	31/01/2020	01/05/2020
A 3	Business Intelligence Solution	G	G	£0.9m	£0.9m	Deliver	31/03/2020	31/03/2022
A 3	LFB Training Centre Croydon	A	A	£15.5m	£1m	Plan	28/02/2019	13/07/2022
A 3	Role to Rank (R2R)	B	B	£500k	£520k	Deliver	31/03/2019	31/03/2020
A 3	DaMOP Review	G	G	Nil	Nil	Deliver	31/05/2020	01/07/2020

Six of the projects are currently reporting as green, these are, Integration of National Operational Guidance into LFB, HMICFRS Inspection, Zero Emission Pumping Appliance 1 (ZEPA1), Firefighter Apprenticeships, Business Intelligence Solutions and DaMOP Review.

Five projects are currently reporting as amber.

Emergency Services Network (ESN)

The Home Office programme are working on a revised Full Business Case (FBC) and plan that reflects the original date of transition has slipped. The project RAG is amber to reflect uncertainty and will be reviewed when the Home Office programme communicates its revised plan to deliver ESN. The Airwave [Firelink] service has been extended to the end of 2022 with extensions possible beyond this. It is anticipated that the revised FBC and plan will be shared by the programme in June 2020.

The LFB ESN team are engaged in working with the programme on the re-planning work and on the Airwave extension work. Based on information supplied by the programme, the LFB transition to ESN can commence no earlier than February 2022.

LFB continues to supply requested information to the programme and participates in national ESMCP events organised by the programme, NFCC Business Change Lead and suppliers with particular focus on Coverage Assurance and Service Management.

Command Unit Replacement (CUR)

The Incident command Operating System (ICOS) procurement evaluation process following shortlisting has now been completed and invitations to tender have been sent out.

Electrical load testing at CU locations has now been completed and work is now progressing on site feasibility studies to confirm what is required to complete the charging infrastructure.

The vehicle tender has been released by Babcock Critical Services and there are six coach builders that are listed in this phase of the procurement process.

Due to Covid-19 the industry day has been cancelled. In addition, the project are expecting extension requests from suppliers to be submitted for the vehicle tender due to Covid-19 as suppliers will be unable to gain information for their responses from UK and European companies.

Delivering on Change – Corporate Portfolio

This project is reporting amber due to still awaiting the build timeline and the requirement to extend the vehicle tender by four weeks due to two supplier requests.

Respiratory Protective Equipment (RPE)

Following the amalgamation of the Fire Ground Radio project with the RPE project, the Project Initiation Document (PID) and the project plan have been reviewed and are awaiting sign off by the Project Sponsor.

A paper was agreed at Commissioner's Board in January 2020 for the procurement of cylinders to be part of the RPE project scope.

Work is ongoing with key stakeholders on the creation of the output-based specification (OBS) and commercial model for replacing RPE equipment. The forecast date for entering the tender process is July 2020.

There are currently two radios available on the market that satisfy LFB's specified safety requirement. The project is currently undertaking pre-tender testing of these radios in fire conditions prior to moving to the formal tender stage. The OBS is being refined and procurement paths investigated with a view to going to market before the end of Q1 2020/21.

Pre-tender testing is being carried out on potential radio repeaters in complex building types including high-rise structures. If testing proves successful the new repeaters will be implemented by January 2021.

This project is reporting amber as all current milestones are showing as off target until the PID and re-baselined project plan have been signed off.

Operations Support Centre (OSC)

Practical completion is expected to be signed off on 20 April. A number of outstanding snagging issues are likely to be carried over beyond the practical completion date. This unusual move is because of the Covid-19 Pandemic and is being managed by Property, final payments will not be made until the contractor has fulfilled these obligations.

As part of the move to the new Operations Support Centre the lease for the current BDC will be terminated, however challenges in finalising this mean that the Brigade

will not now vacate the BDC until 30 September 2020, which will result in additional costs in rent and security. This risk was highlighted in previous project status reports and Finance have factored this into the 20/21 project budgets.

The planned move of the BDC into the new building scheduled for late March 2020 was postponed due to the Covid-19 situation and associated issues. This decision is under constant review and there is a new target date of the 14 April for completing the move of BDC to the OSC.

This project is currently reporting amber due to the delays with practical completion and the planned move of BDC.

LFB Training Centre Croydon

The final technical drawings for the Real Fire Training Venue (RFTV) have been received and the Design and Property teams are now working together to finalise the latter stages of the project design, in terms of space and the inclusion of the external consultant's technology, to ensure that everything fits into the plant room. Full costings are yet to be finalised.

The council planning department have advised that they do not agree to the demolition of the existing drill tower as it is considered to have significant local historical value. This means that the new RFTV will have to be redesigned, which will have cost and time implications.

There is a delay in the relocation stage of the OSC project due to Covid-19, which, if prolonged could impact on this project in terms of time, as this is one of this project's dependencies.

This project is reporting amber due to the delay in the project design being signed off and the changes required to the RFTV as a consequence of demolition of the drill tower not being granted, which has created uncertainty regarding time and cost.