



LFB Quarterly Performance report

Quarter 2 2020/21

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LFB
LONDON FIRE BRIGADE

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Key to abbreviations and symbols used

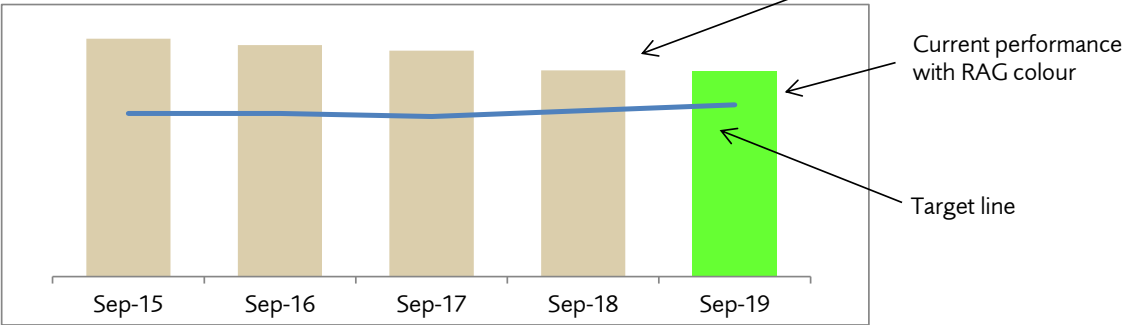
RAG Status

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

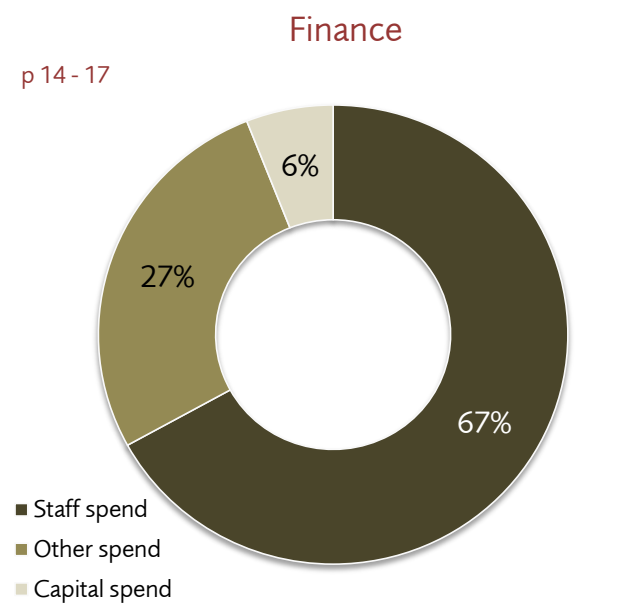
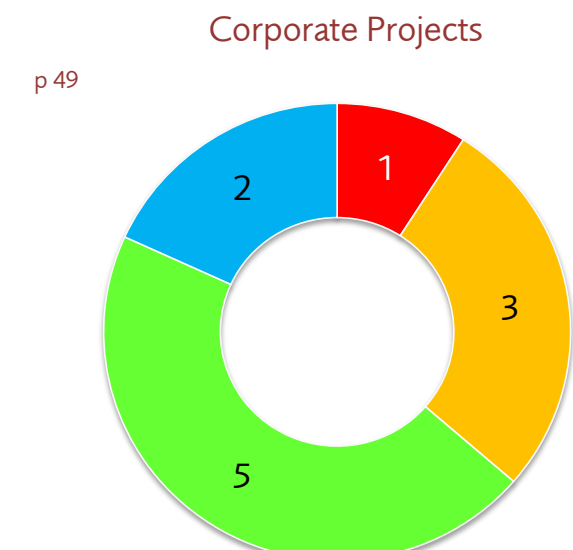
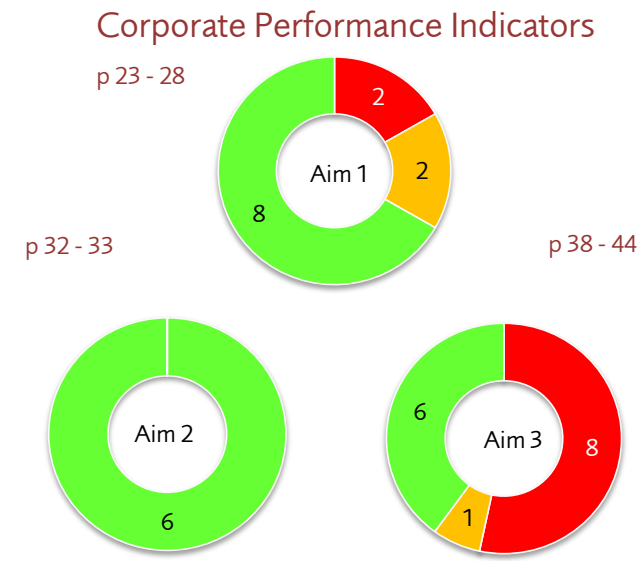
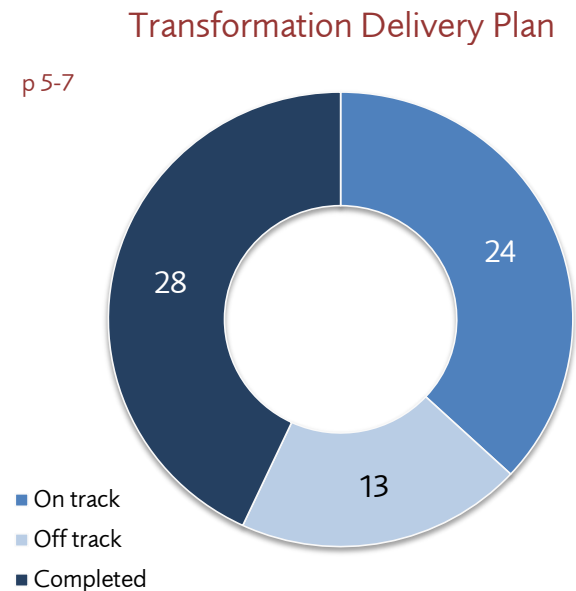
Performance indicator data

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



Introduction

Welcome to the London Fire Brigade's performance report for quarter two 2020/21 (the information contained in this report covers the 12 months up to the end of 30 September 2020). Performance in this report relates to the Brigade's two main strategic plans; the Transformation Delivery Plan (TDP) and the London Safety Plan (LSP) 2017 which is our Integrated Risk Management Plan (IRMP).

Transformation Delivery Plan

The TDP sets out our priorities for transformation incorporating our 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. This report begins with an overview of progress against the TDP.

London Safety Plan

The report then provides an overview of Brigade activities against the LSP, 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 in mid-August:

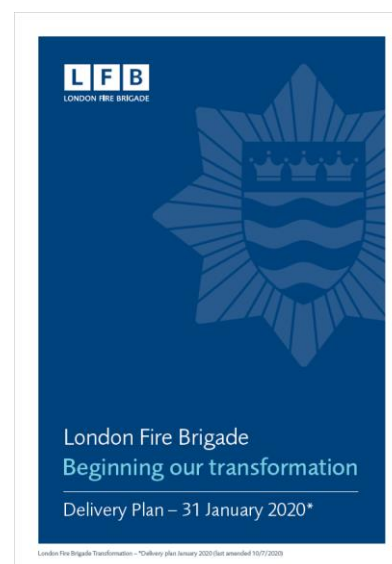
<https://data.london.gov.uk/dataset/lfb-financial-and-performance-reporting-2020-21>

Coronavirus

The Brigade, like everyone else, has been impacted by the coronavirus pandemic during the last three quarters. Information about the Brigade's response to the pandemic can found in a dedicated section on beginning on page 11.



<https://www.london-fire.gov.uk/media/5114/london-safety-plan-2017.pdf>



https://www.london-fire.gov.uk/media/4900/lfb-transformation-delivery-plan-jan-2020-updated-10_7_20.pdf

Our Transformation Delivery Plan

Trusted to serve and protect London

Our four pillars

The best people and the best place to work

LFB people are the London Fire Brigade. We need to have the best possible people working in the best possible organisation if we are going to deliver real transformation. To achieve that, we need to drive change around: how we lead our people; the culture and behaviours we value at LFB; how we create a diverse and inclusive workforce; and how we manage training, talent and performance with the organisation.

Seizing the future

Real change will only come if we are prepared to continually evolve as an organisation. To achieve this, we will need to: become a true learning organisation; be prepared to challenge the status quo; and learn how to drive continuous improvement and innovation in what we do and how we do it.

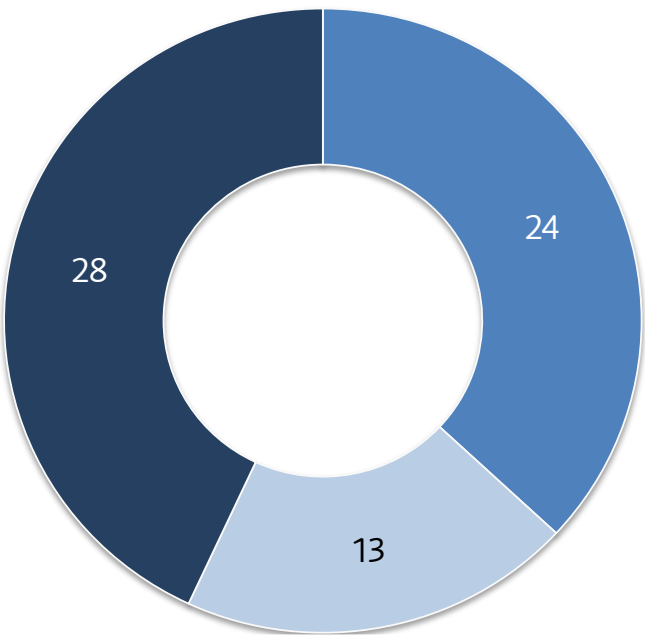
Delivering excellence

Operational delivery is at the heart of LFB, but to achieve a transformation, we need to be: constantly improving the effectiveness of our service; understanding and communicating risk information to better deliver our services; and improving execution in every part of the organisation

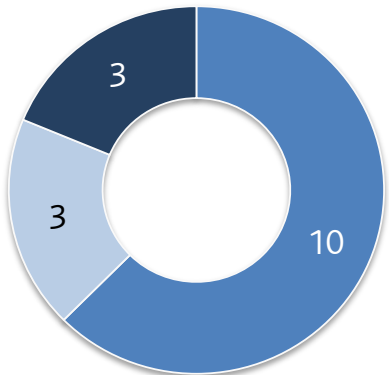
Outward facing

High performing organisations always look outward rather than just inward. They connect effectively with all stakeholders. To achieve transformation in this sense, LFB needs to: become much more central to the communities we serve; increase the levels of trust and confidence we can build with all of our stakeholder groups; and take a lead in generating excellence in the national fire service.

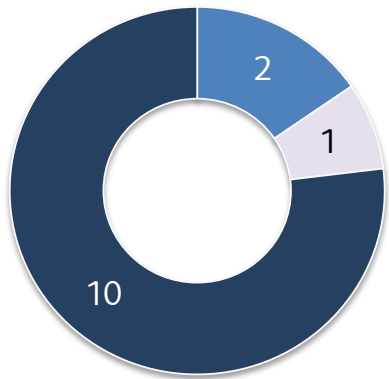
Overall performance against the TDP



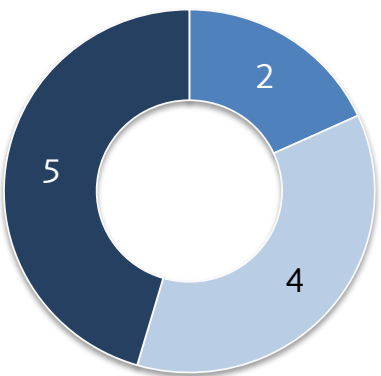
The best people and the best place to work



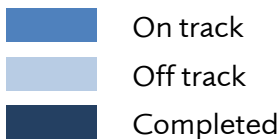
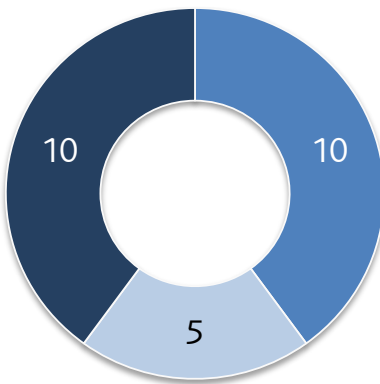
Seizing the future



Outward facing



Delivering excellence



Our Transformation Delivery Plan

Background

Last year, the Commissioner and Directors agreed to articulate a more focussed strategic direction for the Brigade. This was partly a response to diagnostic work in leadership, development and talent processes commissioned by the Assistant Director of People Services, which recognised that further progress and integration of that work was heavily dependent on clarity of strategic vision and direction of travel. It was also in response to the London Fire Commissioner's (LFC) independent review report following the Grenfell Tower fire, in which the LFC identified various areas requiring change and improvement.

However, the work was given further significance in the findings from Phase One of the Grenfell Tower Inquiry and also the findings of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), both of which reported towards the end of 2019. In January a strategy and delivery plan, referred to as the Transformation Delivery Plan (TDP) setting out the Commissioner's direction of travel and priorities for the London Fire Brigade was developed and agreed by the Commissioner's Board.

Progress

Work is progressing across the entirety of the Transformation Delivery Plan. Of the original 65 actions in the plan, 28 have now been completed, with six having completed during quarter two, these being:

- *Better maintenance of core skills for operational staff through an improved development and maintenance of operational professionalism (DAMOP) process.*
- *An established Trades Unions engagement process on transformation taking into account COVID-19 experiences.*
- *Appointment of independent Operational Assurance Advisor reporting directly to the Commissioner to ensure that the operational elements of transformation are being effectively progressed and delivered.*
- *Review of contract management arrangements for all major suppliers*

- *Formally utilising the collection of stakeholder and public opinion of the Brigade in understanding how we are delivering our service.*
- *Reviewing and increasing our support to the spending review particularly in relation to data and information management.*

The original plan has been impacted by the effects of the COVID-19 pandemic. This has been reflected in the amended completion dates in the current version of the TDP. One action reported as off-track in the last report, the delivery of online virtual home fire safety visits is back on track. However, other actions that have been delayed and are off-track include:

- *Refresh reward and recognition approaches to encourage staff contributions and commitment.*

The awards and commendations process has been redesigned following feedback from staff at fire stations which identified potential issues. The redesign has meant that the timetable has slipped but the positive news is that initial reaction to the amended award approach has been good. Further consultation is required with senior officers but rollout is expected in quarter three.

- *Revalidate driver training.*

91 per cent of drivers have been trained for Emergency Response Driving Revalidation (Appliance). We continue to forecast that this deliverable will be met by April 2021. 82 per cent of drivers have been trained for the Emergency Response Driving Revalidation (Car) training. The current forecast that this deliverable will be met by January 2022.

- *Assure quality of training.*

This activity has been delayed owing to complications about ownership, capacity and delivery. A clear plan of action is expected to be agreed during quarter three.

- *Integrate and adopt National Operational Guidance as the foundation of LFB policy and Procedure*

Our Transformation Delivery Plan

A revised project timeline is currently being developed for submission to project board for approval. The project end date will move to 2021. This accounts for the complexity of the Risk Assessment work stream and the need to continue important discussions with the FBU regarding implementation. Consideration will be given to a phased approach to roll out, meaning that some of the content of the new NOG aligned framework could be rolled out earlier.

- *Deliver a solution for managing all buildings risk information (incorporating 1Risk)*

The LFB OneRisk project is currently in the requirements gathering and specification phase. Almost all stakeholder business requirements workshops are now complete. Documentation and modelling will be completed at end of November. Depending on the market response, there is a risk that the three year implementation target may not be met.

- *Engage with FBU to improve Mass Casualty Response (MCR) capability*

The issue of response to a marauding terrorist attack (MTA) is now being driven at both a national as well as local level. MCR forms part of that discussion and a series of proposals are currently being considered as part of a sector wide response to the issue through the NFCC. Discussions are ongoing with the FBU at a local level but these will not be concluded by the end of quarter two, due to the desire to achieve a sector wide solution.

- *Review existing work streams to ensure organisational support for Transformation Plan.*

Existing work plans have been consolidated into a 'single plan' but this is proving difficult to manage owing to the number of work streams involved (over 700 activities). As a result, the Director of Transformation has asked for a organisational portfolio approach to be developed to help departments to identify and manage key priorities. Consultants are in the process of being appointed to help develop the necessary expertise to deliver this work.

- *Review, consolidate and simplify performance metrics*

Although work on metrics has been impacted by resources needed to deal with coronavirus, the work is also more complicated than originally anticipated.

Much of the Brigade's current data set is quantitative rather than qualitative and it is clear that assessing and assuring the quality of delivery is key to transforming the Brigade. A number of initiatives are being explored to capture this information and a draft Directorate approach to metrics will be trialled with Commissioner and directors in November.

- *Implement new email and conduct of meeting protocols*

A new email tool is being procured which will enable better creation, analysis and targeting of LFB emails. However, owing to tender delays it is likely that the tool will be delivered six months later than planned (June 2020). After an initial six month period we may look to share how effective it is and explore any future contract arrangements or how it might be re tendered.

- *Implement the Improving Stakeholder and Community Relations Plan*

The community engagement manager and senior public affairs officer are in post, week commencing 5 October. This action is almost now complete and work to progress all that the team has been established to deliver are underway.

- *Opening up Fire Stations*

Opening up fire stations has been impacted by COVID, however work continues to look at how fire stations can continue to assist local communities during the pandemic with other areas of work outside emergency calls. Recent activity has included the delivery of food parcels by Tottenham fire crews.

- *Deliver on community outreach activities*

Community outreach activities have been impacted the most by coronavirus. A planned phased return of the cadet programme is taking place from September 2020. Work continues to deliver these activities by January 2021 but may yet be further impacted by the second national lockdown.

- *The review of attendance at national bodies*

The action has been impacted by the need to recruit the engagement manager above. It is expected that this action will now progress quickly.

Summary of LSP performance

Performance at a glance

In terms of performance against the London Safety Plan and the three Corporate Aims, the summary position is on track. The Brigade is meeting most of its targets in terms of delivering against Aim 1 – Prevention and Protection, with 8 out of 12 indicators reporting as green, including fire fatalities, and against Aim 2 – Response and Resilience, with all six indicators reporting as green. Although Aim 3 – People and Resources continues to be affected by long term sickness levels, the position is improving with diversity targets now being met. The Brigade's strategic risk register currently has six risks which are rated as red. Five key projects are progressing to schedule, however three are amber and one is red. More information on all these areas including exceptions is given later in this report.

Performance highlights – indicators

Performance as at the year ending quarter two 2020/21 shows that a majority of the indicators were meeting their target (20 out of 33). The impact of the COVID-19 pandemic is being analysed. It is also likely that attendance times have benefitted from the reduced levels of traffic in London this quarter. The positive performance highlights are:

- **All fire deaths (10 year average)** have fallen by one over the last quarter and is reporting as on target (47). There were 31 fire deaths in the 12 months ending September, a reduction of five compared with the same period last year (36).
- The number of **injuries from fires (five year average)** (869) continues to reduce over the longer term, having fallen by 15.3 per cent over the last five years.
- The number of **fires in the home** (5,128) continues to fall, having fallen by 1.8 per cent over the last year, and by 7.7 per cent over the last five years.
- The number of fires in **care homes/specialist housing for older people** (290) continues to fall, having fallen by 14.9 per cent over the last year, and by 18.7 per cent over the last five years.
- The **speed of attendance to incidents** by both first and second fire pumping appliances has continued to improve steadily. Performance over the last two

quarters is likely to have been further improved as a result of reduced traffic on London's roads due to the Coronavirus pandemic. With first appliance average arrival times at 5 minutes 4 seconds, and second appliance average arrival times at 6 minutes and 17 seconds. This represents an improvement of 6.6 per cent and 7.1 per cent respectively over the last five years.

- The **trainee firefighter intake - % BAME** is now reporting as on target (29.3%) for the first time since the indicator was introduced in 2017.
- The **trainee firefighter intake - % women** has now been reporting as on target (26.9%) for the last two quarters, and first time since the indicator was introduced in 2017.
- The number **RIDDORS** (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) continue to report as on target (49) and have fallen by over 43 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 **Home Fire Safety Visits (HFSVs)** (45,800) has fallen over the last two quarters due to the Coronavirus pandemic and is now off target for the first time since November 2009. An online HFSV tool is being developed which should help address difficulties with delivering numbers of face to face visits due to coronavirus.
- The **time spent by station staff on community safety** (8.21%) has fallen over the last two quarters due to the coronavirus pandemic and is now off target for the first time since the indicator was introduced in 2017. However, although community interaction has been limited, crews are being utilised in other ways to support the community such as food parcel deliveries.
- The Brigade is exceeding its **sickness** targets for all staff groups, with sickness above target levels for Operational staff (5.20 per cent), Fire and Rescue staff (3.68 per cent), and Control staff (6.87 per cent). However performance for all groups has improved over the last quarter even in light of coronavirus.

Summary of LSP performance

- Although the percentage of **BAME FRS staff top earners** is has increased over the last year it remains off target (12.2%).

Publicity and campaign news

Coronavirus and the Brigade's response to COVID-19

Coronavirus remained the dominant issue throughout the second quarter of the year and the Brigade continued to support and amplify priority public safety messaging with partners about the pandemic. Alongside this, the Brigade has rolled out a communications strategy reassuring all Londoners and stakeholders of how the fire and rescue service continued to provide emergency response at the same time as explaining its role in the joint emergency service response to the pandemic via different partnerships.

Pandemic related safety messages were built on to deliver specific targeted communications for businesses as they transitioned out of the lockdown to being back in operation. Working with the fire safety team, specific content was developed on issues as such as evacuation plans. Website content was refreshed and promoted through targeted posts on social media channels including Twitter and LinkedIn.

Content targeted at home learning continued to be popular on the Brigade's social media channels with the LFB Museum being shortlisted for the Kids in Museum 'Family Friendly Museum at Home' Awards under the 'Best Film' category for our Great Fire of London film.

With the hotter summer months the Brigade built on the widespread media coverage in quarter one and its advice to avoid cooking on balconies with further messaging, including a call for a ban on barbecues in public places in London. This advice, safety messages and associated content were shared and amplified by partners, specifically London local authorities.

Safety campaigns

Campaigning activity on balcony barbecues saw significant success. Barbecues designed specifically for balconies were being manufactured and sold by companies online. Brigade fire safety experts identified the need to warn both consumers and retailers that these are extremely dangerous, particularly with the increased amount

of time so many people were spending indoors. The campaign was launched to engage with retailers and manufactures and encourage them to remove the products from sale as well as to reach out to consumers and help them understand the risks.

While the balcony and barbecue safety campaign work is on-going, two retailers - Amazon and Menkind - engaged with the Brigade following a letter from the Deputy Commissioner. Both agreed to remove the items from sale, reached out to customers to offer refunds for the products and provided quotes in support of the Brigade's media campaign. The initial content to launch the campaign, and an announcement that Amazon and Menkind had engaged with the Brigade generated substantial media coverage and engagement with social media posts.

The Brigade continued to contribute on the crucial legislation in parliament right now – the draft Building Safety Bill and the Fire Safety Bill. The Brigade has provided briefings and information to officials and parliamentarians during the legislative process to try and ensure that its expertise best informs and influences the development of national regulation in order to best serve the people of London, the most complex built environment in the UK. The Brigade also wrote to major housing providers in London urging them to get plans in place ahead of new fire safety legislation coming into effect.

Transformation

The launch of the new aerial ladders at the beginning of September showcased how the Brigade continues to improve its ability to deal with high rise incidents. A media release highlighted how training was able to start on the new turntable ladders, despite the pandemic, due to the hard work of our staff and in close liaison with the Fire Brigades Union to make sure it can be done safely. There was significant media coverage including broadcast, national, local and trade press on: these new vehicles; the need for change in the built environment - specially for building owners to remove flammable cladding; and the Brigade's commitment to transformation following the Grenfell Tower fire.

Communications were also delivered during this quarter with a media release issued to launch the Brigade's new Togetherness Strategy, an important element of the

Summary of LSP performance

Transformation Delivery Plan. Digital content was produced and used on social media channels, with Brigade staff talking about what Togetherness means to them.

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

Background

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 strategic objectives in response to the coronavirus pandemic were set out in the year end report for 2019/20. Since that report, the focus has moved from response to recovery.

Response

Throughout the disruption the Brigade 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 (NFCC) to ensure sharing of best practice and information across the country and that we are aligned with the national position as relevant.

Since the limiting of non-essential activities in-line with the Government's social distancing strategy during the initial outbreak we have developed our strategy to reflect the incorporate lessons learnt and second wave planning and shift focus to providing continuity of service in a in a COVID-19 Secure environment. This approach has allowed us to take a more reasoned and nuanced approach that balances the safety and welfare of our staff and reducing the spread of the virus with providing a level of service expected by our partners and the public.

We are working with partner agencies to ensure our response remain in step with the wider partnership, NFCC and the newly introduced Government Tier system and local "lock-downs". We have developed a series of triggers that align actions with measurable triggers that allow us to navigate our response to a potential

increasing infect rate in London and sign post the impacts on the wider partnership and Pan-London response. These triggers are under review as part of London's move into Tier 2 and subsequently national lockdown. CCG are actively considering what further actions need to be taken and what activities can be delivered in a COVID secure environment..

Financial implications of coronavirus on the Brigade

It is likely that the impact of the coronavirus will have a long term effect on the Brigade's finances. It is hard to be certain about the overall financial impact but the Brigade has incurred additional costs owing to the pandemic. There is also an expectation that COVID-19 will impact on future funding, with this to be addressed in the Mayor's Budget Guidance. The existing financial controls provide the mechanism to regularly review these costs and their impact on the budget position.

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 July and 30 September 2020.

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

Supplier relief due to COVID-19 – This report explains the work undertaken by LFB officers to date and the implications for the London Fire Commissioner regarding supplier relief due to COVID-19 particularly in relation to procurement and finance guidance note provided by the GLA in light of the Cabinet Office's Procurement Policy Note PPN02 entitled 'Procurement Policy Note - Supplier relief due to COVID-19 Action Note PPN 02/20 March 2020.

Premises Asset Replacement Works for Projects Programmed in 2020/21 – This paper seeks permission to undertake key assets replacement works at various London Fire Commissioner (LFC) premises to avoid asset dilapidation.

PN800 - Management of Operational Risk – PN800 Management of Operational Risk Information has been updated and provides current guidance to personnel on the management of operational risk information, including identifying and gathering risk information, other supporting information and recording it on the Operational Risk Database (ORD).

Insurance renewal 2020 – This report provides an update on the insurance renewals 2020 and seeks approval to award contracts for the London Fire Brigade's (LFB) insurance policies on fleet and liability from 1 August 2020.

Asbestos Consultancy Services Contract – The report seeks approval of expenditure to procure and award a new contract for asbestos consultancy services. The existing contract expires in October 2020 and the services are required to ensure compliance with the Control of Asbestos Regulations 2012 ("Regulations") and the Asbestos Management Plan (Policy 694)

Disposal of St Columba Radio Mast – This report seeks approval to progress the sale of the freehold property known as St. Columba Radio Station, Spaniards Road, Hampstead Heath, London NW3. The property would be sold with vacant possession granted by the London Fire Commissioner (LFC) and the lease to the City Corporation would remain in place.

Internal Audit - Quarter 4 Progress Report, 2019/20 01/09 – 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 fourth quarter of 2019/20. It provides an assessment of the adequacy and effectiveness of the internal control framework within the Brigade.

Buy-back of Pensionable Service; Firefighters Pension Schemes; Industrial Action 2013-15 – Operational staff, who were members of the Firefighters Pensions Schemes (1992 and 2006) and who took strike action during the national Fire Brigades Union (FBU) pensions dispute between 2013-2015 (the relevant period) lost one day's pensionable service for each full or part-day of strike action.

Re-Procurement of vehicle Mounted Display System - SAFECommand – This report seeks authority to re-procure the Airbus SAFECommand™ system (formerly VMDS) which includes modules for mobilising, guiding, messaging, crash recovery, risk information and chemical hazards. The SAFECommand™ system is used to deliver and display mobilising information to crews on Appliances, via Mobile Data Terminals (MDT). The Brigade has been using the SAFECommand™ system for several years and it was last re-procured in 2017.

Gym Equipment Contract – This report seeks approval to award a contract for the maintenance and supply of gym equipment across the London Fire Commissioner's (LFC's) estate to Sportsafe Ltd as a call off from the MOPAC framework. The call off from the MOPAC framework achieves the aim of collaboration of services within other GLA members and will enable LFC to benefit from the competitive rates achieved through that procurement exercise.

Training Update Report Q4 2019/20 – This is the quarterly training 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

London Fire Commissioner's Decisions

activities demonstrate our commitment to deliver the London Fire Brigade (LFB) Transformation Delivery Plan, to respond to the findings of phase one of the Grenfell Tower Inquiry and the LFB's HMICFRS inspection report.

Biggin Hill Fire Station - New Appliance Bay – This report is an update to the report approved at Commissioner's Board on 18 December 2019 where it was noted that whilst the construction of a new appliance bay may be the only solution at that stage, further investigation of other options should be undertaken. The outcome of these investigations were to be included in the report to the Deputy Mayor's Fire and Resilience Board.

Appointment of Assistant Director People Services – Following the appointment of the Assistant Director People Service as the Director for People, the position of Assistant Director People Service became vacant.

Appointment of an Independent Operational Assurance Adviser for the London Fire Commissioner – Following the appointment of Andrew Roe as the London Fire Commissioner (LFC) a new purpose, vision and strategy for the Brigade was published which was supported by a Transformation Delivery Plan. A key action within this plan was for the appointment of an Independent Operational Assurance Adviser who will remain independent from the LFC reporting structure.

Treasury Management Annual Report 2019/20 – This report is submitted to meet the requirements under the Commissioner's Financial Regulation 20(a) which requires the Director of Corporate Services to act in accordance with the Commissioner's Policy Statement on Treasury Management activities and Treasury Management Practices and CIPFA's "Standard of Professional Practice on Treasury Management." Consequently, the Director of Corporate Services submits an Annual Report to those charged with governance on Treasury Management activities for the year ending March 2020.

Incident Command Level 3 & 4 Training Review – Update – This Report details the outcomes of a training needs analysis (TNA) following the approval of the mandatory training requirements for Levels 3 and 4 incident command by the Operations and Assurance DB on 25 March 2020

Review of Operational Debriefing Procedures – In response to the recommendations from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), this interim report outlines the structure and approach taken by Operational Policy & Assurance (OP&A) to review the effectiveness of our operational debrief procedures. The report covers our current methods of debriefing following incidents or training scenarios, ongoing pilots of hot debriefs and operations debriefs.

Improving the Operational Safety Management Model – This report outlines improvements to our approach to operational safety management through alignment with national operational guidance (NOG). The improvements support the LFB Transformation delivery plan and specifically meet the recommendations of the HMICFRS through the introduction of Analytical Risk Assessment and other safety related components.

Contract Extension Request - Emergency Fire Crew Capability Services – This report seeks approval for a 36 month extension to the current Emergency Fire Crew Capability Service Contract with Securitas Security Services (UK) Ltd to be implemented following the initial contract expiry date of 12 November 2020.

LFB Pay Settlement – This report recommends that the Assistant Director People Services is given delegated authority to reach and implement pay settlements with the recognised trade unions covering 2020/21 which are within the 2020/21 budgetary provision for these settlements.

Command Unit Watch Integration Project – As part of the London Safety Plan (LSP) the Brigade made a commitment to look at the use of Command Units (CUs) to :1. Establish a more efficient integrated staffing model. 2. Ensure that CUs are staffed by crews at the integrated station 3. Establish a revised staffing model that should create opportunities for Firefighters (FFs) and officers to develop additional skills and offer promotion opportunities. 4. Make the CU role accessible to a wider pool of staff at all ranks.

Financial Performance

LFC Revenue (£000s)	Budget	Forecast Outturn	Forecast Variance
Operational staff	278,384	285,199	6,816
Other staff	60,624	61,700	1,076
Employee related	24,435	23,997	(438)
Pensions	21,321	21,071	(250)
Premises	40,183	42,338	2,155
Transport	17,018	17,019	2
Supplies	27,933	33,590	5,657
Third party	1,345	1,449	104
Capital financing	8,050	8,552	502
Contingency	43	62	18
Income	(39,606)	(45,957)	(6,351)
Net revenue expenditure	439,729	449,978	9,291
Use of reserves	(4,894)	(4,865)	29
Financing Requirement	434,836	444,156	9,320
Financed by:			
Specific grants	(33,336)	(35,079)	(1,743)
GLA funding	(401,500)	(401,500)	0
Net Financial Position	(0)	7,577	7,577
LFC Capital (£m)	20/21 as at Outturn 19/20	Q2 Forecast	Movement
ICT Projects	2,488	1,802	686
Property Projects	14,153	10,423	3,730
Communications	110	119	9
Fleet and Equipment Projects	16,230	19,531	(3,301)
Operational Policy	3,200	0	3,200
Total capital expenditure	36,181	31,875	4,306
Financed by:			
Capital Receipts	36,181	1,529	34,652
Grants	0	0	0
Third party contributions	0	625	(625)
Borrowing	0	29,721	(29,721)
Total	36,181	31,875	4,306

Revenue Position

The forecast outturn position at the end of September 2020 on the revenue budget is for an overspend of £7,577k, which is 1.7% of the net revenue budget. The forecast overspend at Quarter 1 of £10,103k has decreased by £2,526k since last reported at the end of June (LFC- 0389). The main reasons for this movement are explained below.

The variance is mainly due to:

- The operational staff costs being increased by £1,759k since last reported at the end of June mainly on additional costs on operational overtime. A significant element of this is the increased requirement to backfill volunteers for the Ambulance Driving Assist (ADA) working with the London Ambulance Service (LAS) as part of the Covid-19 response, with the cost expected to be recovered from the LAS.
- FRS Staff costs also being increased by £613k, bringing the total overspend on FRS to £1,049k, which is 1.9% of the total FRS budget. This overspend includes the impact of a £1,900k vacancy margin in 2020/21 based on expected FRS vacancy levels when the budget was set.
- £675k on Professional Services, overspending mainly on the Grenfell Tower Investigation legal costs, which is met in part by income from the insurers.
- £288k decrease in interest receipts due to the delay in realising capital receipts, as well as the higher level of expenditure reducing cash balances.
- A decrease in the forecast recovery on Metropolitan Fire Brigade Act 1865 (MFB Act) income of £110k, following further work on prior year payments.

The above overspends are offset by other movements in the forecast outturn due to additional underspending on the following items:

- Forecast over recovery of Income is £3,868k due to additional income at £3,500k for cost recovery on operational overtime and allowances for ADA from the LAS as part of our Covid-19 response, and revised forecast on income expected from insurers to reimburse the legal costs on the Grenfell Tower Investigation (£368k).

Financial Performance

- The forecast overspend on Building Maintenance has been revised down by £847k due to the current financial pressures, with proactive action taken to suspend further works unless they are justified due to urgent health and safety or operational requirements, and maintain overall premises spend within budget.
- £672k on Professional Development made up of £1,376k underspend on Training due to the delay in the implementation of the independent review of training due to Covid-19 and the decision to keep design and production with Babcock, offset by additional Covid-19 related spend due to cancelled training courses (£702k).
- £416k in running costs due to revised forecast spend in insurance renewal premiums for Fleet vehicles and contract hire and operating leases.
- £150k revision to the forecast spend on Communications budgets due to the withdrawal of teleconferencing now replaced with an alternative web based solution, in place to help manage the substantial increase in working from home as part of the Covid-19 response.

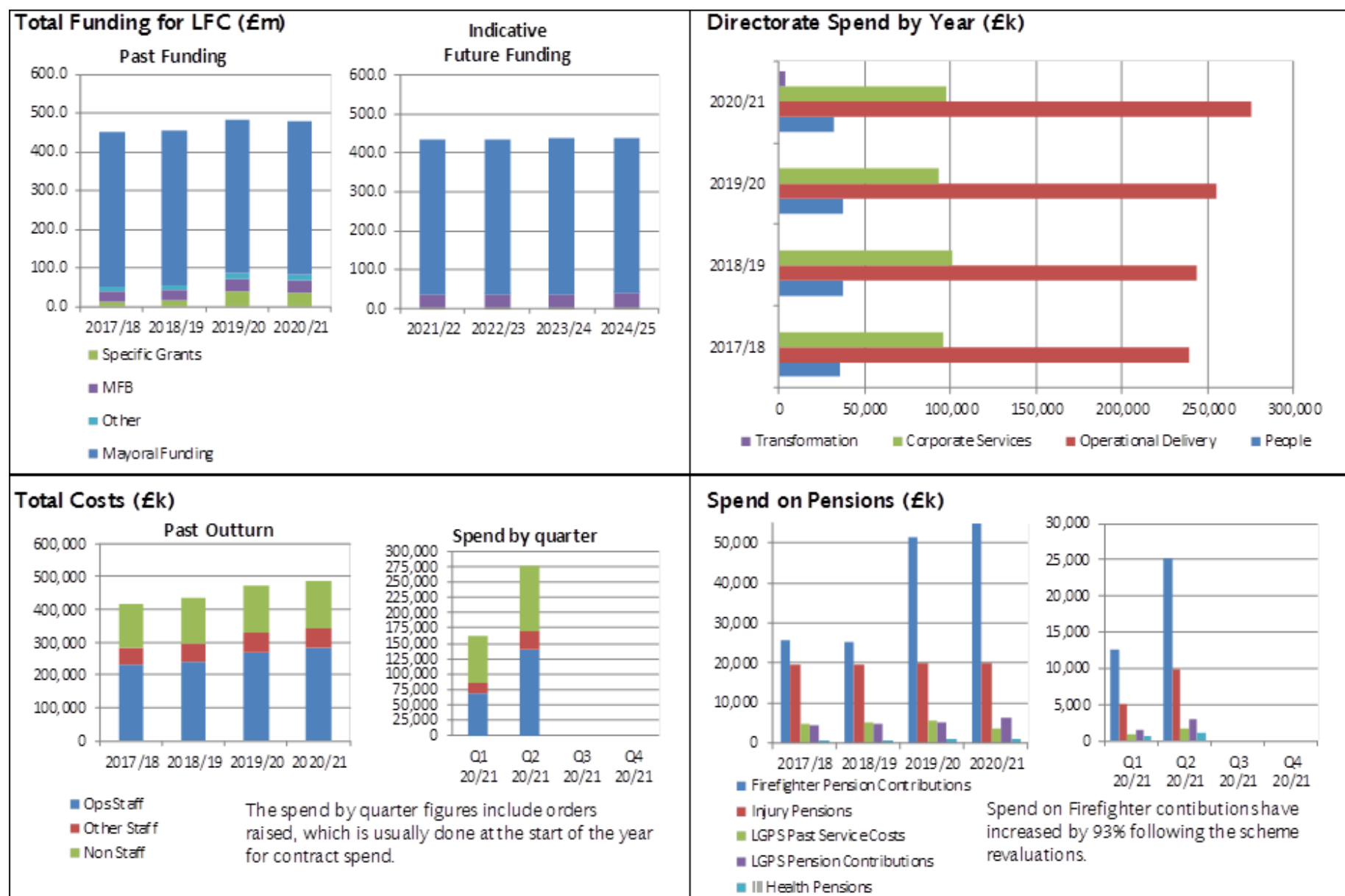
The Mayor of London published his Budget Guidance for 2021/22 on 26 June 2020 and the Mayor's Budget Guidance report (LFC-0382) set out the main points from the Guidance along with the implications for the LFB. The Guidance reduces funding in 2021/22 by up to £15m, and also requires the LFB to make in year savings of up to £10m in 2020/21. The Mayor subsequently announced that he would reduce the in-year saving required in 2020/21 to £5m through use of reserves

Capital Position

The original budget for the 2020/21 capital programme was £35,690k, as per the Capital Strategy (LFC-0134) report. The budget was increased to £36,181k following on from the capital outturn position report for 2019/20 financial year (LFC-0355-D), which saw £491k brought into 2020/21 from 2019/20. The forecasted capital outturn for 2020/21 as at September is £31,875k which is £1,162k less than the revised budget position at Quarter 1. This is due to a budget slippage to future years of £1,479k offset by budget re-profiling from 2021/22 of £302k. There are also forecast overspends of £9k and £6k in the ICT and Fleet and Equipment capital programmes respectively

Financial Performance

Financial trends



Directorate Spend by Year (£k)

Year	Transformation	Corporate Services	Operational Delivery	People
2017/18	10,000	100,000	240,000	40,000
2018/19	10,000	100,000	240,000	40,000
2019/20	10,000	100,000	260,000	40,000
2020/21	10,000	100,000	280,000	40,000

Total Costs (£k)

Past Outturn

Year	Ops Staff	Other Staff	Non Staff
2017/18	230,000	50,000	140,000
2018/19	240,000	50,000	150,000
2019/20	250,000	50,000	160,000
2020/21	260,000	50,000	170,000

Spend by quarter

Quarter	Ops Staff	Other Staff	Non Staff
Q1 20/21	100,000	20,000	130,000
Q2 20/21	120,000	20,000	160,000
Q3 20/21	120,000	20,000	160,000
Q4 20/21	120,000	20,000	160,000

Spend on Pensions (£k)

2017/18 to 2020/21

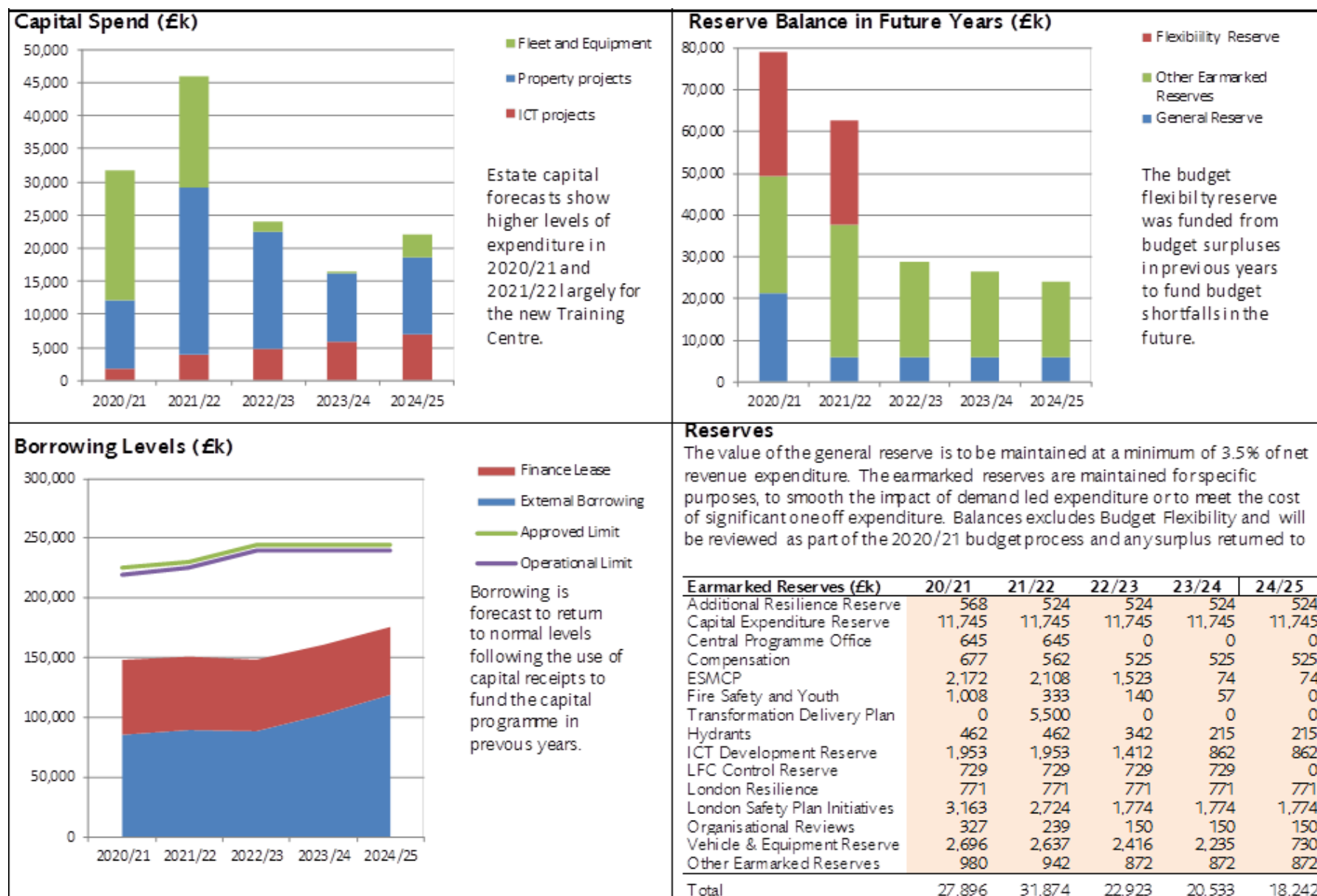
Year	Firefighter Pension Contributions	Injury Pensions	LGPS Past Service Costs	LGPS Pension Contributions	Ill Health Pensions
2017/18	25,000	20,000	5,000	5,000	5,000
2018/19	25,000	20,000	5,000	5,000	5,000
2019/20	50,000	20,000	5,000	5,000	5,000
2020/21	55,000	20,000	5,000	5,000	5,000

Q1 20/21 to Q4 20/21

Quarter	Firefighter Pension Contributions	Injury Pensions	LGPS Past Service Costs	LGPS Pension Contributions	Ill Health Pensions
Q1 20/21	12,000	5,000	1,000	1,000	1,000
Q2 20/21	25,000	10,000	1,000	1,000	1,000
Q3 20/21	12,000	5,000	1,000	1,000	1,000
Q4 20/21	12,000	5,000	1,000	1,000	1,000

Financial Performance

Capital, borrowing and reserves



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

The Ministry of Housing, Communities and Local Government (MHCLG), working with the NFCC and the recently formed Protection Board have released the next phase of their assurance exercise, known as the Building Risk Review (BRR) which is now established. The BRR aims to give assurance that fire and rescue services have a knowledge of all high-rise residential buildings within their area by the end of 2021. For London, this figure is in the region of 8000 buildings, for which individual

returns to NFCC will be completed. As of 10 October 2020, the BRR team have provided returns for 524 buildings.

For the foundation level of triage, fire station crews have been undertaking visits to high rise buildings as part of the Operation Risk Inspection (ORI) program which feeds in to the Operational Risk Database and as of 1 October 2020 5748 Premises Risk Assessments (PRAs) have been completed from the initial tranche of 5779 buildings (99.5%). The BRR team will look to conduct a fire safety audit at a sample of these buildings as part of the assurance process. Additionally, the BRR team are looking to use recent ORI data to contribute to their triage of buildings.

The High Risk Premises Team receive both external and internal queries in relation to interim measures and are currently conducting an assurance process of the data held in our databases. While advice and guidance in relation to waking watches is provided, NFCC has recently issued revised guidance to support this process. When the building design strategy moves from stay put to simultaneous evacuation, the decision should not be taken lightly and be based on the holistic whole building approach to the general fire precautions. Following concerns about how some waking watches are being instigated inappropriately with resulting financial pressures on residents, the new guidance should assist all stakeholders in ensuring that mitigation measures are based on sound rationale. At present we have 425 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.

The revision of the Fire Safety Order (FSO) is progressing, which will enable the Grenfell Tower Phase 1 recommendations to become law under the FSO, through clarification of the definition of "used in common" to include external walls and the front doors of flats.

Our Fire Engineering Group engages with various technical committees and steering groups as well as providing support on a national level to the NFCC. This quarter the focus has been on modern methods of construction and raising concerns over an apparent lack of understanding of their performance in fire. They have contributed and participated in technical steering groups and raised specific concerns with some key stakeholders. They continue to try and influence positive change generally

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

through their ongoing work relating to the Building Regulations consultation process between building control bodies and the fire service. The thematic papers the group have produced over the past two quarters highlighted areas where culture change and improved competency within the industry is needed. These papers have been circulated widely and will be developed further following feedback.

During quarter two officers have also responded in detail to both the Building Safety Bill pre-legislative scrutiny and to the Home Office consultation.

Fire Safety prosecutions

There have been no prosecution hearings during quarter two due to Coronavirus. There are four cases due to go to court in November. We have a total of 41 current cases with our Enforcement Team, there are a further 22 cases currently with the Legal Department.

Notice of deficiencies

Despite the COVID-19 pandemic Inspecting Officers have continued to undertake audits ensuring appropriate social distancing measures are in place. There has been an increase in comparison to Q1 across the board.

Enforcement numbers are rising although they remain lower than previous quarters so we will continue to monitor to determine if this is related to the pandemic or reflective of an improved approach to general fire safety overall.

Period	Total Audits	No. of NODs	% of NODs	No. of ENs	% of ENs
Q2 20/21	2230	460	20.77%	75	3.39%
Q1 20/21	1911	382	19.98%	70	3.66%
Q4 19/20	2876	574	19.9%	142	4.9%
Q3 19/20	1828	496	27%	115	5.2%

Q2 19/20	1987	465	24%	82	4.3%
Period	Total Audits	No. of NODs	% of NODs	No. of ENs	% of ENs
Q1 19/20	2117	549	26.3%	128	6.1%

Grenfell Tower fire update

The Grenfell Tower Investigation and Review Team (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 and by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). The current monitoring and reporting activity undertaken by GTIRT is under review as part of wider work examining the functions, capability and capacity of the Transformation Directorate.

The Grenfell Tower and HMICFRS improvement action plans have now been consolidated into a single plan, and updates against the Grenfell Tower Inquiry and HMICFRS recommendations are provided on a monthly basis to the Home Office, Mayor of London and Her Majesty's Inspectorate.

A detailed report was provided to the Mayor and Home Office on the 30 September 2020 to inform their respective publications of progress one year on from the release of the Grenfell Tower Inquiry Phase 1 Report.

The report and action plan provided on the 30 September 2020, detailed that three of the recommendations from the Grenfell Tower Inquiry directed at the Brigade and other fire and rescue services had been fully implemented. These completed recommendations relate to the provision of smoke hoods, the publication of a revised policy for the management of operational risk information (PN800), which incorporates 7(2)d familiarisation visits, and the training associated with this policy. A further recommendation relating to the National Police Air Service (NPAS) datalink for emergency services has also been completed.

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

By the end of March 2021, a further 19 Inquiry recommendations applicable to the Brigade are due to be completed.

COVID-19 has resulted in a number of delays of between three and six months, particularly to deliverables associated with the delivery of training. However, measures are being put in place to mitigate and manage these risks as much as possible.

Alongside the current monitoring and reporting work associated with the Phase 1 recommendations, GTIRT continues to carry out an operational response analysis (ORA) to look at events on the night of the Grenfell Tower fire that both met and did not meet Brigade policy. For every event that did not align with the expectations of Brigade policy this analysis will determine the immediate, underlying and root causes of those events to inform future practices. The analysis has identified operational, control and administration issues. The issues identified that had a direct impact on members of the public are now being evaluated using the risk evaluation methodology called Bowtie.

The issues identified by the analysis are also being raised and communicated with the relevant departments so they can be cross checked against the work already underway as part of the Brigade's wider HMI and Inquiry improvement action plans. A report is currently being drafted that will outline the findings of the operational response analysis work and this will be presented to internal and external stakeholders by the end of 2020.

The Operational Response Report (ORR) Volume 1, version 1.0 was disclosed to the GTI on 8 September 2020 and to the Metropolitan Police (MPS) on 9 September 2020. This is the completed final version of Volume 1 covering 00:50 to 08:11 on 14 June 2017. The team are continuing to work on Volume 2 of the ORR. Like Volume 1, this is a factual narrative of actions taken by the Brigade at the scene of the Grenfell Tower fire. The timeline for Volume 2 covers the period from 08:11 on 14 June 2017 and focuses on recovery operations at the incident. The population and completion of this document is scheduled for the end of 2020. A review is also being carried out into the Strategic Response Arrangements implemented during the Grenfell Tower fire. This work is in progress.

GTIRT and General Counsel's Department (GCD) continue to support the work of the Inquiry, police investigation (Operation Northleigh) and the Brigade's own learning and safety investigation into the fire, with the Inquiry continuing to request information and statements from staff. GTIRT and GCD are co-ordinating this work and providing information, support and guidance.

Following a temporary suspension, due to COVID restrictions, face-face interviews conducted by the MPS with current and former Brigade staff have now restarted. The interviews are taking place at Paddington fire station and Union Street headquarters and additionally in local areas for operationally based staff. Since September GTIRT have overseen more than 50 initial and follow up interviews, with more scheduled throughout October and November. The team also continues to utilise appropriate on-line meeting technology for virtual interviews where considered appropriate. This process will continue to be monitored and carried out subject to any Government guidelines in relation to safe working and will factor in efficient social distancing measures.

Phase 2 of the Grenfell Tower Inquiry is continuing with limited attendance hearings from its Paddington venue after restarting in July following a temporary suspension due to the Coronavirus pandemic. Evidence is currently being heard in relation to Module 1 of Phase 2 which focuses on the refurbishment of Grenfell Tower. Module 3, which will consider the fire safety measures within the building, compliance with the Regulatory Reform (Fire safety) Order and complaints and communications with residents is currently scheduled to begin in February 2021 and will be the first time that LFB witnesses are called to give evidence in Phase 2. Module 5, entitled 'Firefighting,' was scheduled to begin in the autumn of 2020, but following the release of a revised schedule by the Inquiry this module is now provisionally set to begin in July 2021.

The final Phase 2 module, Module 8, will consider evidence about each of the deceased in order to try to establish the facts necessary for the purpose of the Inquest function. GTIRT has three full time members of staff analysing information to support the work of preparing for Module 8.

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

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.

These services have been disrupted during the Coronavirus pandemic. JFIS interventions and Cadet schemes have continued as far as possible, with appropriate risk reduction measures. LIFE, schools visits and Crossfire have all been temporarily suspended. Displaced staff have supported other teams in the organisation including undertaking phone calls to vulnerable residents who have previously had a Fire Safe and Well visit and helping run the BCC, which co-ordinated the day to day response to COVID-19.

Juvenile Firesetters Intervention Scheme (JFIS)

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

In quarter two, JFIS received 25 referrals and are currently working with 72 young people across London. 144 phone monitoring, virtual or face to face sessions were completed by caseworkers with the families and 30 cases were closed during this quarter. At the end of September 2020 JFIS had 2 young people on the waiting list. All cases which were being monitored while COVID-19 restrictions were in place have now been allocated to caseworkers for face to face intervention to be delivered where appropriate. Six HFSVs were completed as high priority upon referral to the scheme.

Under the current guidelines and to keep families and JFIS Caseworkers as safe and well as possible during the COVID-19 pandemic risk reduction measures are being taken. 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.

From September, JFIS returned to offering our service users fire safety intervention through face to face sessions with the young person either in school, a care home, local fire station or by virtual/phone sessions where appropriate. The intervention continues to be tailored to the needs of the child/young person and the delivery method is guided by the carer, technology available and learning needs of the child as well as the COVID-19 restrictions in place at the time.

Caseworkers liaise with partner agencies both virtually and by phone as part of the team around the child / young person to safeguard the wellbeing of the child/young person.

Local Intervention Fire Education (LIFE)

LIFE delivery was suspended in quarter one and staff continues to support the work of the other Youth Engagement and Policy and Project teams.

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. During lockdown the team have created video lessons and developed a virtual style of delivery in preparation for schools returning. From September a blend of virtual and face to face delivery of workshops to schools has commenced with 92% of schools taking up virtual delivery when being offered the choice. The

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

Education team has completed 45 half day sessions as a virtual workshop and eight half day sessions as physical visits to schools within September. No workshops were completed within June, July or August due to schools being closed (for curriculum teaching). 30 unique schools have been visited within September, totalling approximately 2000 pupils and a total of 180 schools booked for visits between now and January 2021.

Fire Cadets

Despite still being in lockdown, quarter two has seen another successful period with weekly virtual cadet evenings being delivered across 18 established units and five of the newer Mayoral units. From 21 September a four week phased return to face to face delivery on fire stations commenced which included starting delivery of the 15 Mayoral units at fire stations with volunteers. In quarter two, 60 volunteer interviews have been carried out and completed 30 virtual volunteer training sessions. There are currently 393 adult volunteers supporting Fire Cadets units across London and 58 more volunteers in the system. Recruitment is underway for young people to recommence at all 33 units from January 2021.

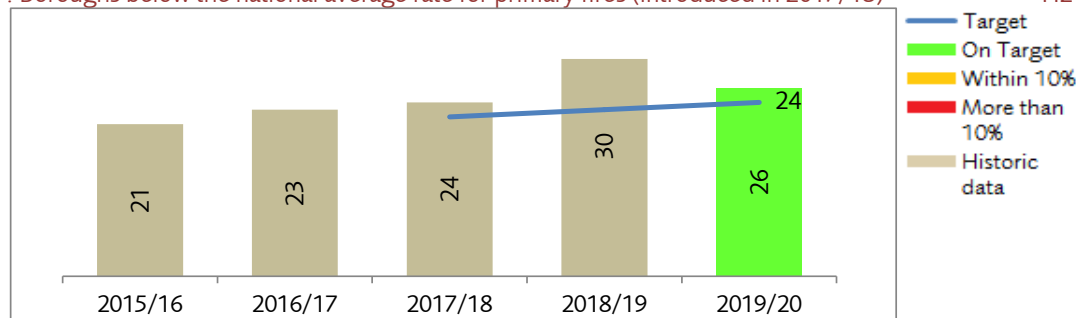
Crossfire

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.

During quarter one and two all Crossfire delivery in schools has been suspended due to schools being closed.

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)

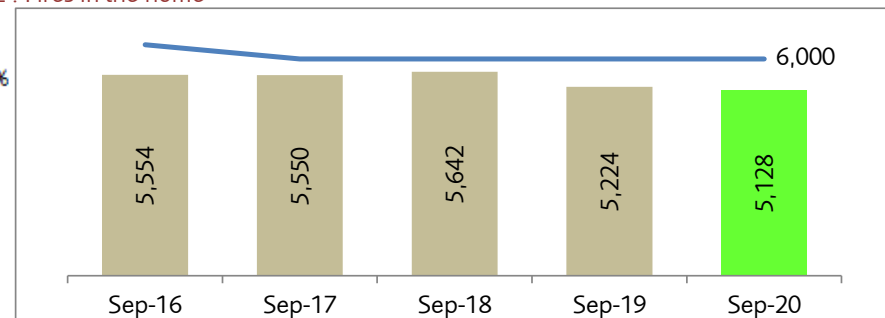


H1 Boroughs below the national average rate for primary fires

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.

Whilst the performance for 2019/20 is below what was achieved in 2018/19, this follows a similar National trend in primary fires. Closer scrutiny of our holistic primary fire data over the 12-months ending quarter two, shows a reduction in the number of primary fires in 10 out of 12 months, with very slight increases in December and January. This improvement should also be considered in the context of the UK's response to COVID-19, national lockdowns and increased numbers of people working from home.

H2 : Fires in the home

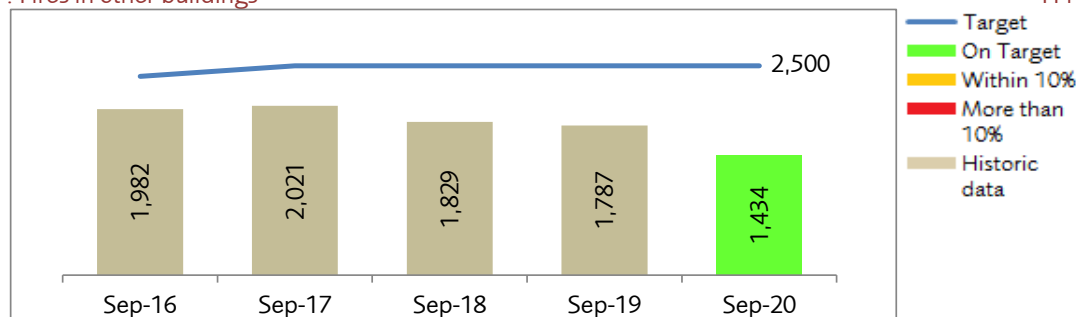


H2– Fires in the home

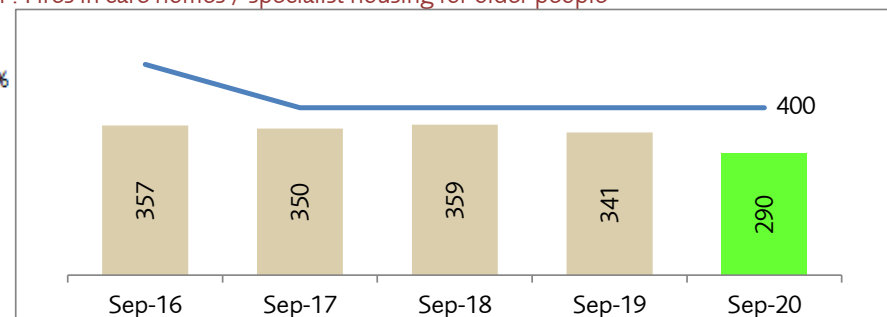
Dwelling fires continue to show steady improvement. They have fallen by almost 8 per cent over the last five years and are over 800 below target (6,000). The Brigade continues to work with partners to reduce dwelling fires, an example of this can be seen in Wandsworth, where we are working with the local authority and private sector partners to minimise the number of dwelling fires in the borough. The benefit of this work has been seen in a reduction of 50 fire related incidents over the same period last year. Another example of the work being undertaken by LFB is that of fire safety awareness training for Wandsworth Adult Social Services and local authority housing teams. The teams visit residents in their home and the LFB's bespoke training aims to increase awareness of the characteristics and behaviours that increase fire risk for vulnerable people and the actions carers can take to reduce that risk. Maintaining relationships with partners and creating robust referral pathways are key to this success. The borough team attend Community Multi-Agency Risk Assessment Panel meetings one a month to identify difficult to engage residents and help to tailor person centred multi-agency interventions. Ongoing activity for the LFB operational crews continues through borough based training interventions, helping to proactively identify and support vulnerable people during our day to day CFS work

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 20 per cent over the last year and by 28 per cent over the last five years.

H4 – Fires in care homes and specialist housing

The Brigade continues its proactive 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.

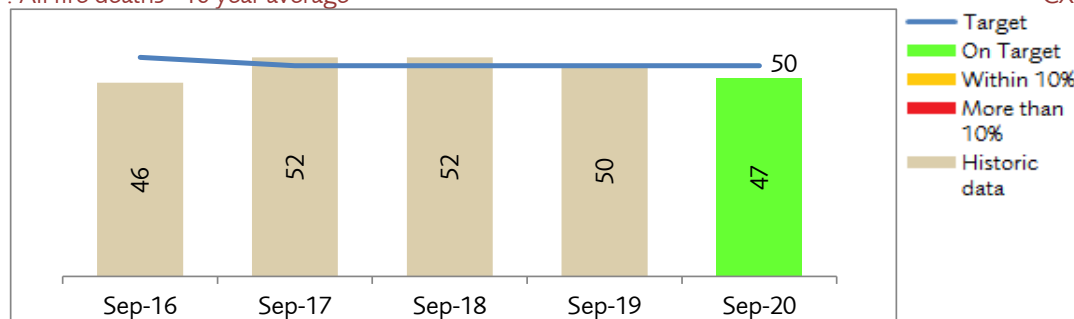
As well as these being a focus for our programmed inspection activity, Fire Safety Regulation has worked in collaboration with CQC and approximately 20 London Boroughs to deliver training workshops to 550 local Care Home Operators. This initiative will raise the standards of fire safety management in 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 the other London Boroughs and care home/specialised housing operators. During the COVID-19 restrictions, Fire Safety staff have provided online material and proactively contacted operators and Boroughs to take part in virtual seminars and briefings.

Community Safety have also been involved in 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.

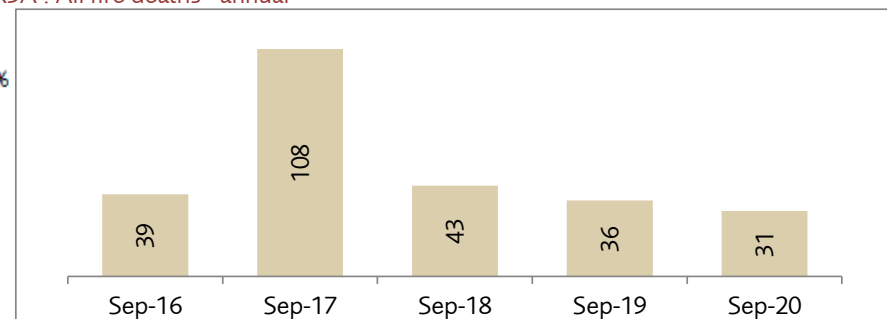
A schedule of virtual training sessions are being promoted and co-ordinated by London ADASS in an attempt to reach Care Home providers, Home Care providers and Specialised Housing providers. Proposals have also been agreed to combine and supplement resources to enable these companies to increase their collaboration, engagement and influence over both the Care and Housing Sectors to reduce risk. A bid is also being made for grant from the Protection Funding to support this activity.

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

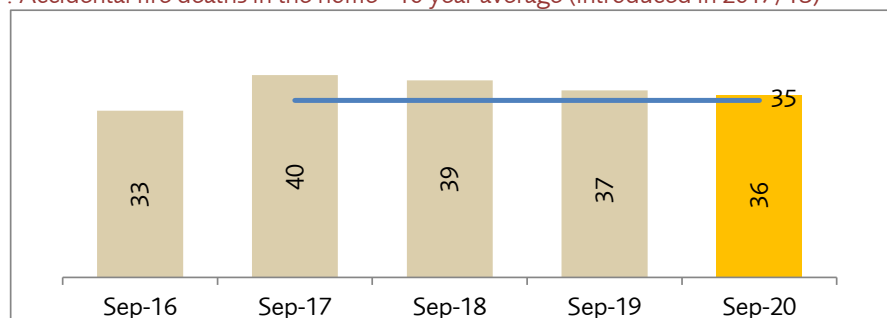
H5 : All fire deaths - 10 year average



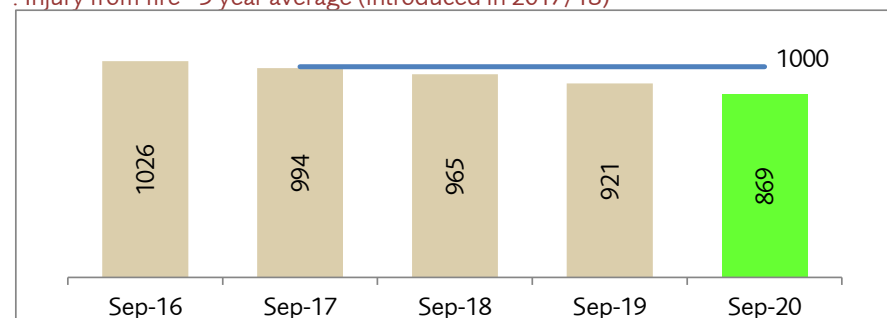
CX3A : All fire deaths - annual



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 31 fire fatalities in the rolling 12 months at the end of quarter one.

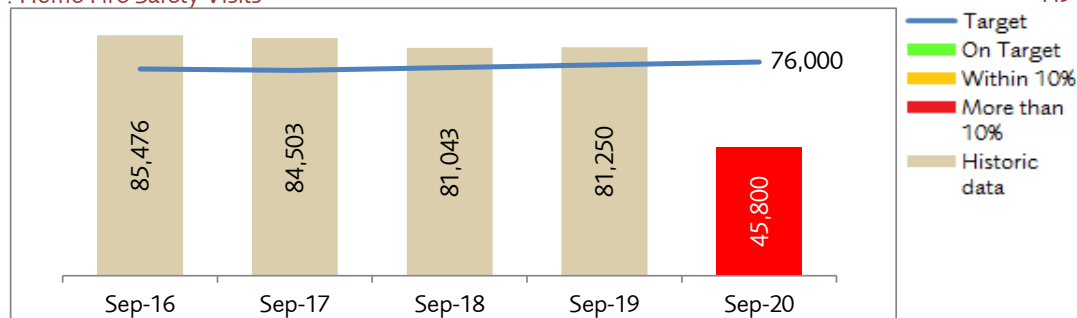
The Brigade introduced the accidental fire deaths target as the Brigade believes it can do more here to drive numbers down. The positive message is that accidental fire deaths in the home have continued to fall over the last four years.

Although there were concerns that COVID-19 may have an impact on the numbers of fire deaths in the home due to the restrictions of HFSV activity and of our inspecting officers, however this has not yet materialised. There were four fire deaths in total recorded in Q2 2020.

Injuries from fire (5 year average) continues to report as green and has shown good improvement over the last five years, having fallen by 15 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

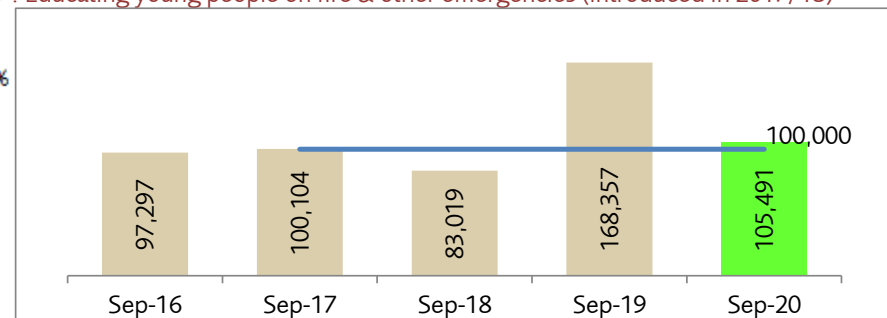
6,470 HFSVs were carried out over the last quarter with 5,123 being carried out since the resumption of HFSVs (with pre-screening questionnaire and appropriate PPE) on the 1 August when the lockdown was lifted. Of the 5,123 visits carried out; 91 per cent of residents disclosed a disability which could affect their ability to react to, or escape from fire; with a third disclosing a mobility issue. This shows that, whilst HFSV numbers are below the average target for the year; the Brigade is prioritising those most vulnerable in the community.

Community Safety has been working closely with the Communications department to build an online function which would allow residents in London to conduct their own HFSVs and access the necessary advice, tailored to them (based on their input) in order to provide safety advice to those that we are either unable to visit, or would prefer not to have an in-person visit. This 'Virtual HFSV' function is expected to go live in January 2021.

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 London Safety Plan. 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

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

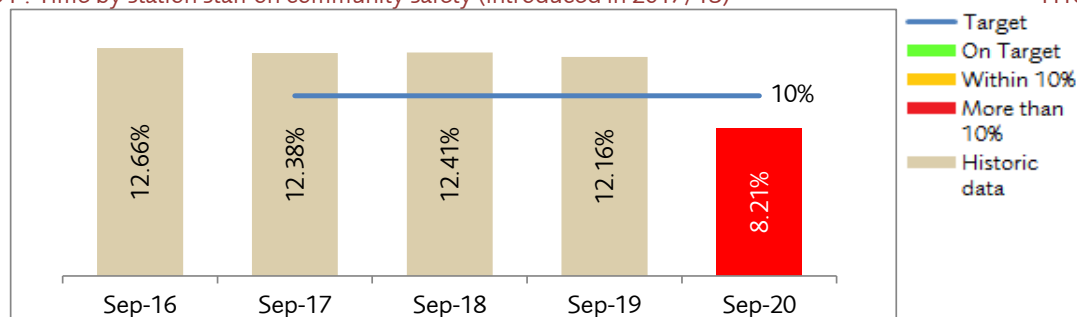


by the Brigade. Reliable data for all seven activities is only available from 2019/20, and showing the data from 2019/20 promotes transparency to underline the change. The table below shows the breakdown of the different youth schemes, Junior Citizens continues to be a popular borough youth engagement 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. COVID-19 has impacted on the delivery of all LFB Youth schemes, with all face to face activity being temporarily suspended from March 2020. Young people have continued to be supported with digital engagement, and some schemes such as JFIS have been able to restart some face to face activity with risk assessments in place.

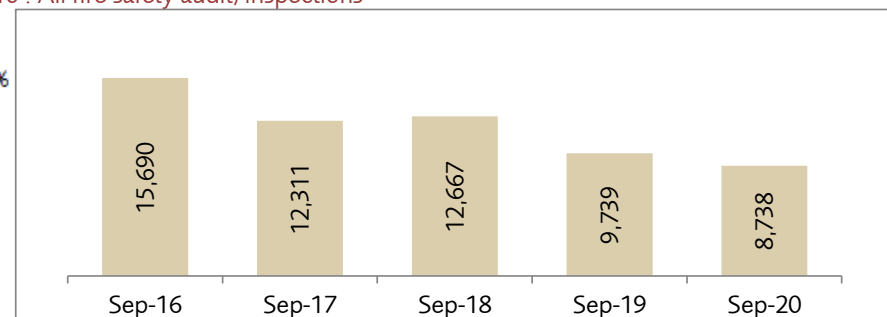
	Sept 2018	Sept 2019	Sept 2020
LIFE	645	577	256
Fire Cadets	252	320	349
JFIS	167	119	154
Schools visits	81,955	68,887	45,582
Sub total	83,019	69,903	46,341
Crossfire		19,390	13,295
Safe Drive, Stay Alive		20,613	20,966
Junior Citizens		58,451	24,889
Total		168,357	105,491

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

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



H10 : All fire safety audit/inspections



CO1 – Time spent by station staff on community safety

This indicator measures the percentage of available time utilised on community safety activity by fire station staff. Since the Government's COVID-19 lockdown was lifted, engagement with communities has increased. Although pan London the figure has fallen below the 10% target, a number of boroughs have managed to maintain their target. Part of the LFB's COVID-19 response has been heavily linked to interaction with our local communities and by example, Hammersmith and Fulham fire crews have played a part in this work stream by delivering prescriptions to some of our more vulnerable residents in the Borough.

One new work stream is the assessment of tower blocks that have fallen under simultaneous evacuation and waking watch with CFS hours being generated to capture detail for risk databases and subsequent crew visits to ascertain that waking watches have been implemented correctly.

H10 : All fire safety audits / inspections

Audits for this quarter have increased by approximately 10% to 2234 audits, when compared to the same quarter last year. As a percentage, high risk audits have increased from 59% of total last year, to 71% this year, with 1558 of the total 2234 being at high risk premises. While COVID has presented a range of pressures, officers have focused on high risk premises or have undertaken 'desk top' audits for venues such as care homes where access has not been possible.

There continues to be significant demand from both public and private sector for staff with technical fire safety skills, which in turn drives the market rate up and

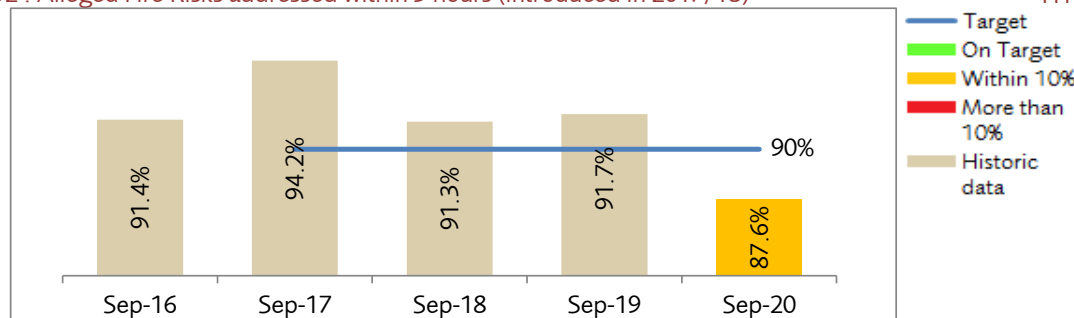
makes retention of experienced, in demand staff, challenging. Market pressures are not expected to ease for some years. While COVID-19 has also created obstacles, recruitment has continued and numbers of Fire Safety Advisors are increasing. LFB currently employs 84 Inspecting Officers and 40 Fire Safety Advisors (who conduct 'simple' audits and should develop into Inspecting Officers). The current establishment is at approximately 76% against a peak in 2017 of 93%, although new Fire Safety Advisors can generate other issues such as getting up to speed with the level of competency required for the role. This can affect audit numbers e.g. more coaching and support required by an additional experienced officer.

The Centre of Learning & Excellence (CLE) has changed the way we recruit by attracting staff at Fire Safety Advisor level who don't necessarily have a history in fire safety, but have appropriate experience. The CLE then provides the necessary training and we aim to develop them into Inspecting Officers. As well as the current cohort of Fire Safety Advisors in the CLE, a further cohort of is planned for January and March 2021. Additionally, work is ongoing to explore opportunities to attract operational staff into specialist fire safety roles and we are also working with the FBU on this matter.

We appear to be seeing an increase in complex Building Regulations Consultations, particularly change of use (residential to office), following the first wave of COVID-19. A lower level of experienced staff also impacts on the time taken to undertake this consultation work. However, the increased use of electronic consultations as part of a pilot programme introduced soon after the initial lockdown has assisted as the consultations are not delayed in the internal mail system.

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

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



CO2 – Alleged Fire Risks

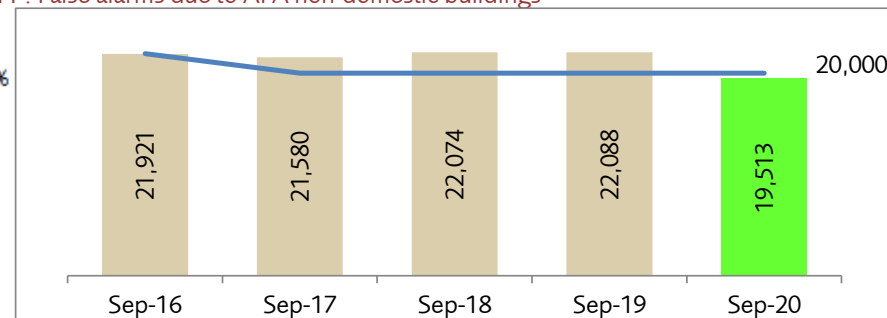
An Alleged Fire Risk (AFR) is a notification from an individual to the Brigade reporting their concerns about the fire safety arrangements at a particular premise. It may be received in a number of ways, either through Brigade Control, Brigade Headquarters (BHQ), Fire Safety Teams or local fire stations. 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. Although our performance is just below target, a review of jobs indicates that this is due to 4 specific instances where the circumstances are being investigated and rectified.

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

We continue to proactively work to reduce the burden of Unwanted Fire Signals (UwFS) in premises where the Regulatory Reform Order (RRO) applies. A new team of four people has recently been established to support UwFS reduction. The team strategy will focus on the following key elements:

- The most frequent producers of UwFS are being directly targeted by the UwFS Reduction Team either by visits or contacts, and large portfolio holders authorities

H11 : False alarms due to AFA non-domestic buildings



- Reintroduction of the AFA cost recovery policy has been postponed as Government has just completed a consultation on adjustments to the parent legislation which may have a significant impact on the FRS ability to recover costs in a more effective way.
- New materials have been developed to enable Borough Commanders and Operational Crew to provide more robust reduction advice and practices at the scene of AFAs, with the support of the new UwFS Reduction Team.
- Filtering of AFA calls by Control Operators was extended in November 2019 and some reductions have been evident. Ongoing training support to Control Operators by the UwFS Reduction Team aim to increase the levels of filtering through building the confidence of Control Officers in applying the filtering process.
- Fire Safety Inspecting Officers continue to address false alarms as part of their audit process and the UWFS Team will be commencing refresher training on this aspect in 2020.
- A paper for the LFC on the risks and benefits of reducing operational attendance to AFA calls from non residential buildings during normal working hours has been produced for consideration.
- Attendance at AFAs fell by over 10% during Q2, most likely as a result of temporary business closures arising from the Coronavirus pandemic.

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.

Incident numbers appear to have been impacted by the Coronavirus pandemic during Q2, but we are not seeing consistent trends across all indicators at this time and we continue to monitor and analyse performance.

London Resilience

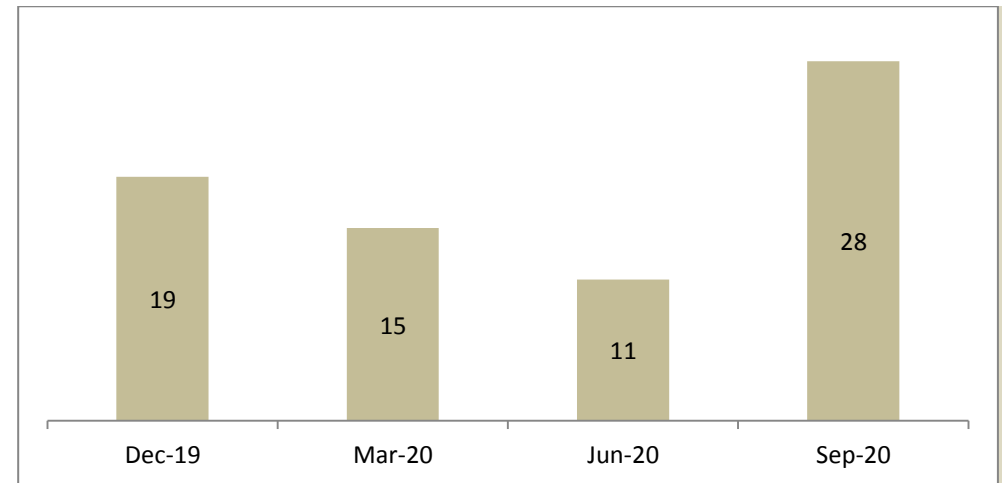
The London Resilience Group (LRG) responds to incidents when alerted by partners that either are, or have the potential to become major incidents.

Typically a response will be to an incident that:

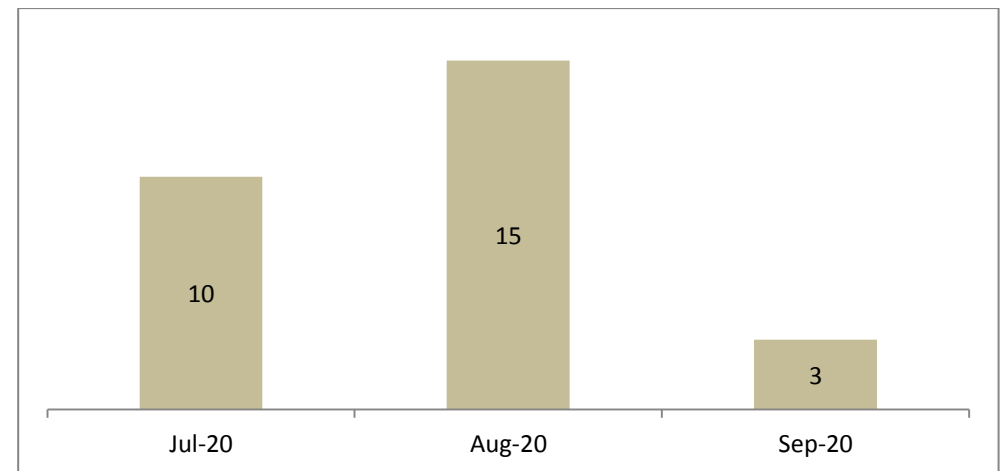
- Declared Major Incidents.
- Incidents that significantly impact one or more of London's Local Authorities.
- Incidents that impact the Partnership or generate interest from media or stakeholders.

- 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.



Number of incidents responded to in 20/21 Q2, by month



Response and Resilience – providing a high quality, effective response

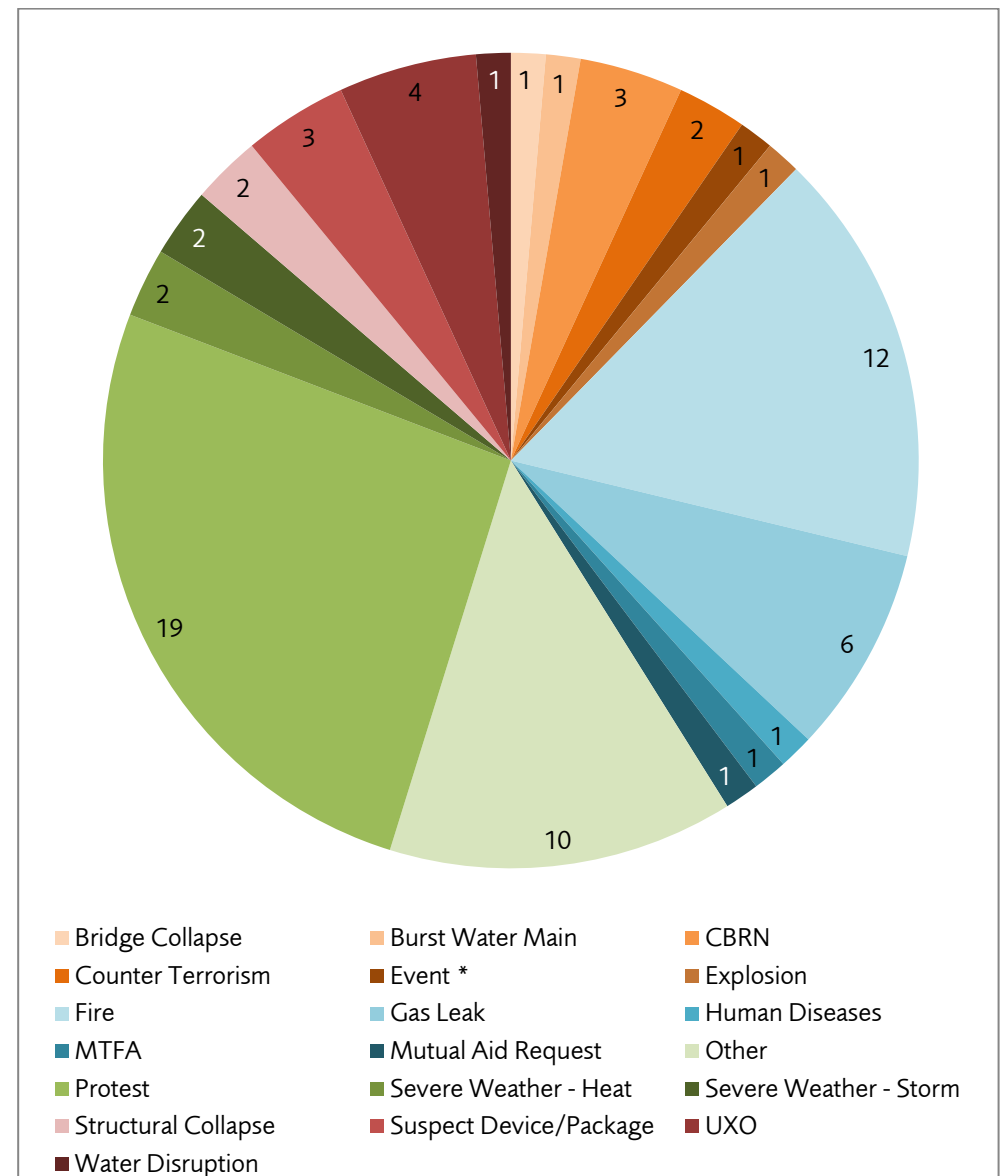
On average LRG responds to over one incident each week (6.1 incidents per month over the previous 12 months). The graph above shows that in quarter two LRG responded to 28 incidents, an average of 9.3 per month. Incident responses can vary from a week long response supporting partnership teleconferences and providing communications to the partnership and key stakeholders 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 September 2019 the average response duration per month is 23 hours.

The high frequency of incidents responded to in the last quarter can be mostly attributed to the number of protests and demonstrations relating to Black Lives matter Campaigns and Extinction Rebellion.

The incident type responded to over the past 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 media 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 particular the Black Lives Matter and Extinction Rebellion protests most recently.

It should be noted that during this period there is no time recorded in support of the COVID-19 response which was the sole focus of the team in March - June and continues to be a large commitment. The team continue to support sub-group meetings and provide the secretariat function for the Delivery Coordination Group.

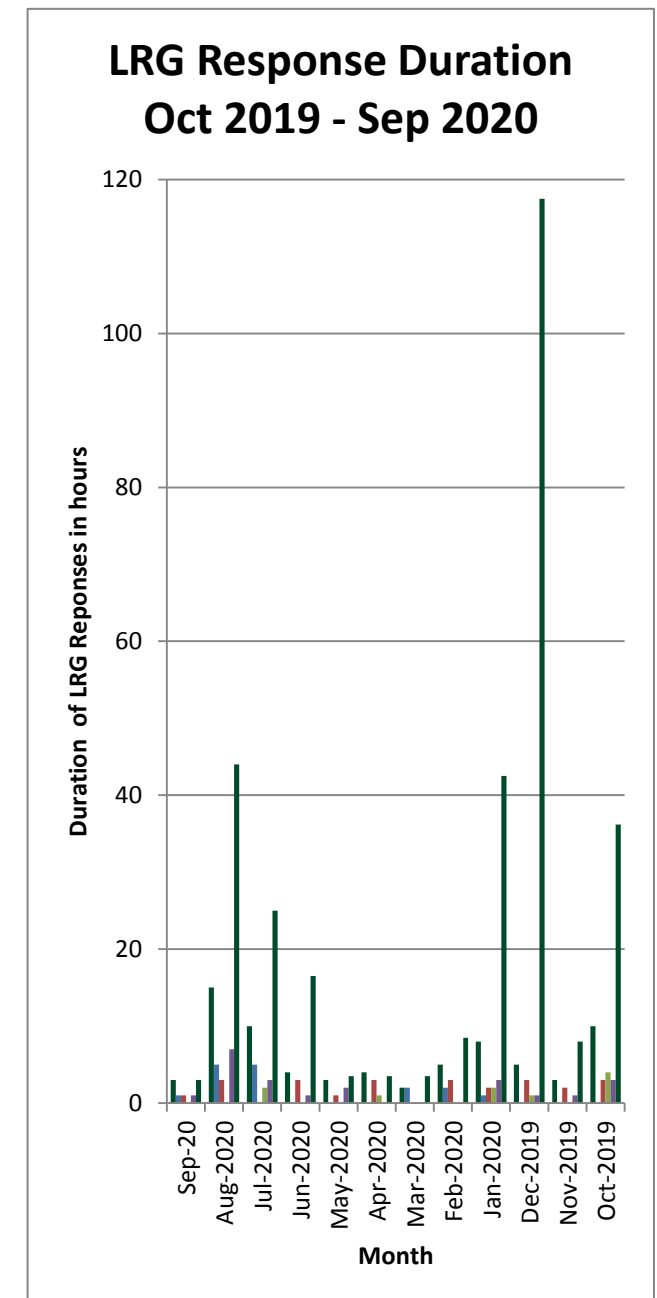
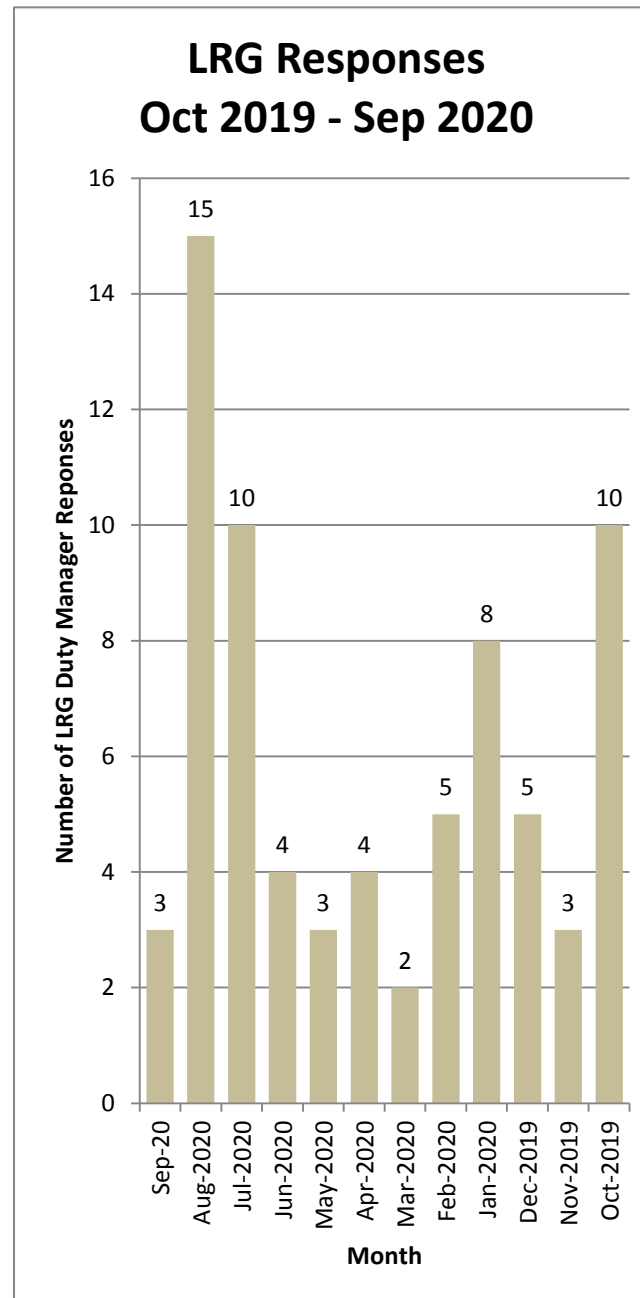
Incident by type 12 months ending September 2020



*High Profile Event (e.g. Conference)

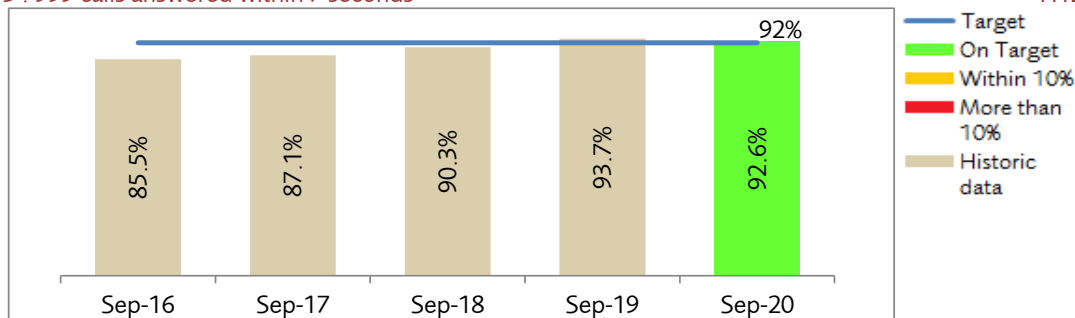
Response and Resilience – providing a high quality, effective response

Incident Type	Total 12 months ending Sept 2020
Bridge Collapse	1
Burst Water Main	1
CBRN	3
Counter Terrorism	2
Event	1
Explosion	1
Fire	12
Gas Leak	6
Human Diseases	1
MTFA	1
Mutual Aid Request	1
Other	10
Protest	19
Severe Weather - Heat	2
Severe Weather - Storm	2
Structural Collapse	2
Suspect Device/Package	3
UXO	4
Water Disruption	1
Total	73

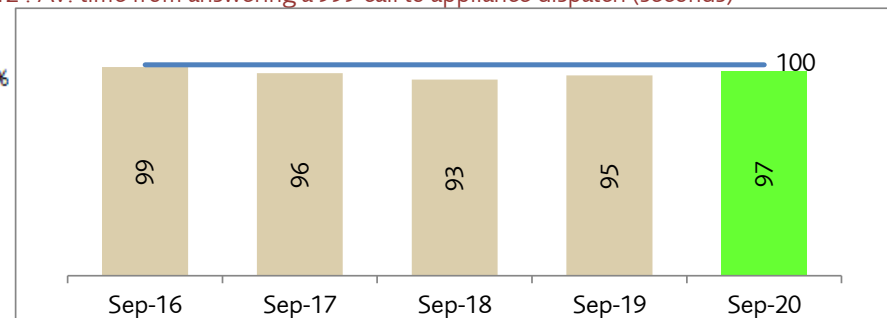


Response and Resilience – providing a high quality, effective response

CO3 : 999 calls answered within 7 seconds



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

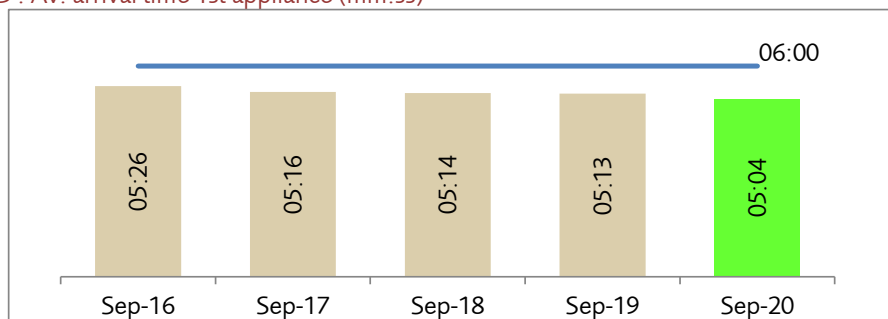


CO3 and H12 – Call handling

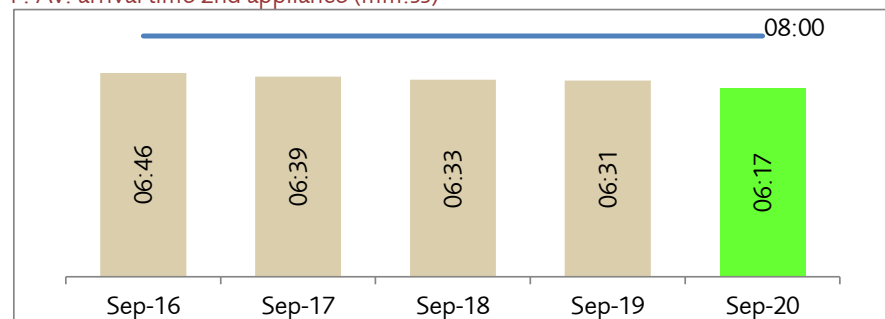
Control's call handling performance has remained consistent this year, which continues to be very encouraging given a number of external challenges such as the COVID 19 pandemic. The hard work and dedication of Control officers, supported by the Brigade's IT engineers and Capita is helping to deliver a better and more resilient service to the people of London. Despite the encouraging performance, Control will be using these targets as a baseline for further improvement over the medium and longer term. It also further informs the key drivers behind the Control Improvement Plan (CIP) and the Transformation Delivery Plan (TDP) around continuous improvement and excellence in service delivery.

Response and Resilience – providing a high quality, effective response

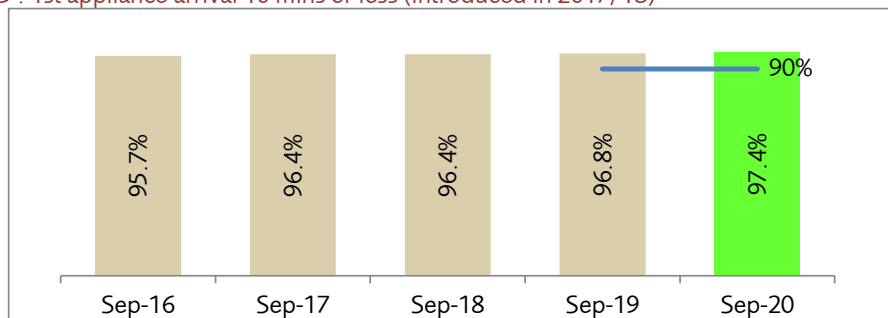
H13 : Av. arrival time 1st appliance (mm:ss)



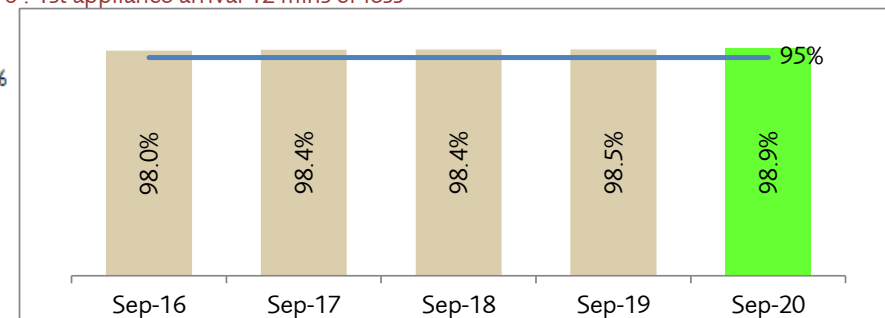
H14 : Av. arrival time 2nd appliance (mm:ss)



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



H16 : 1st appliance arrival 12 mins or less



— Target
— On Target
— Within 10%
— More than 10%
— Historic data

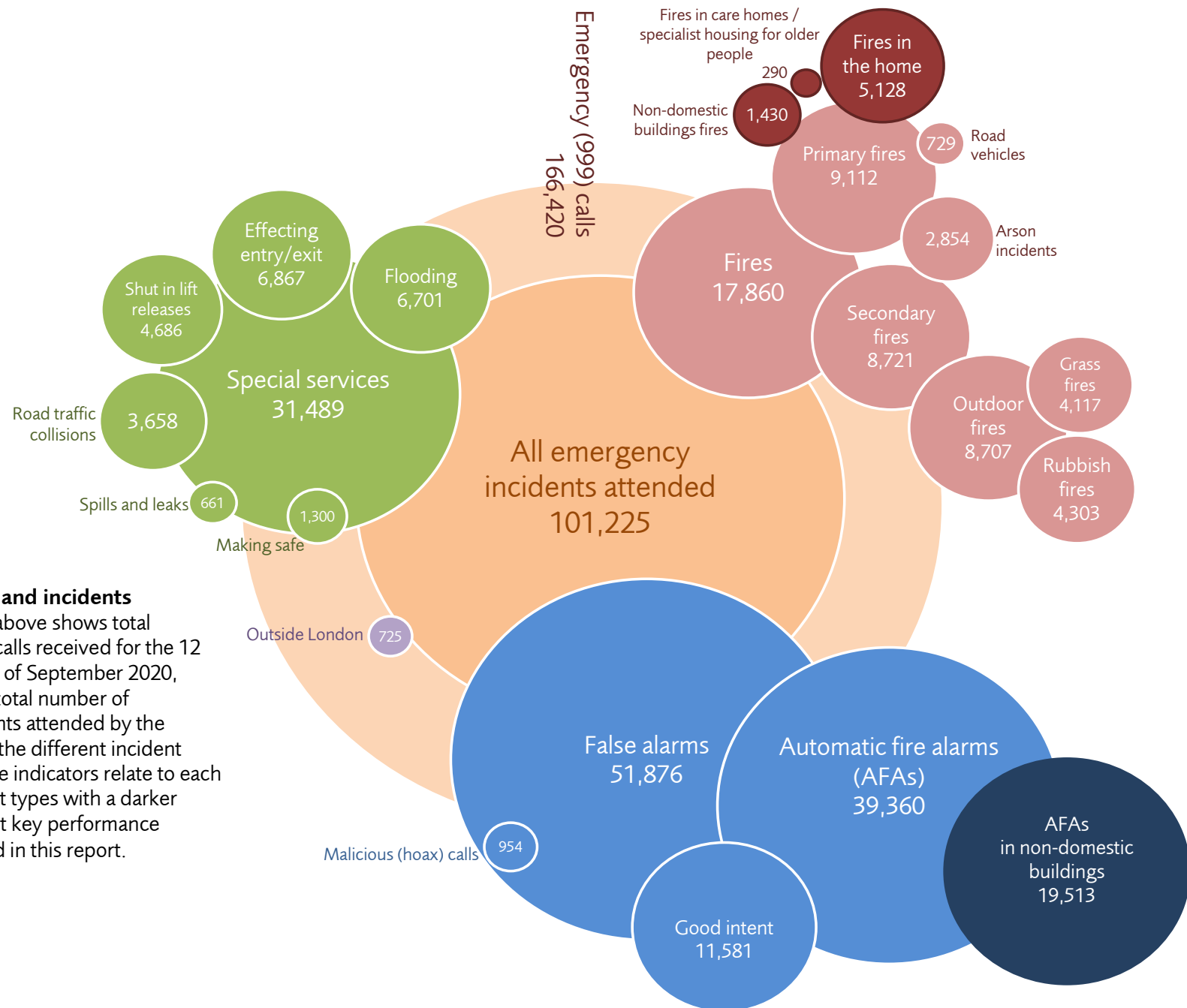
H13 and H14 – Attendance times 1st and 2nd appliance

These indicators measure the Brigade's London-wide performance for the time it takes for the first fire appliance to arrive at an incident, within an average of six minutes, and the 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 22 seconds since September 2016 and second appliance average arrival times have improved by 29 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). It is also likely that reduced traffic levels during the Coronavirus pandemic have had a positive impact. 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.

H15 and H16 – Attendance arrival times 10 and 12 minutes

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 have shown steady improvement over the last five years.

Operation in Numbers



Emergency calls and incidents

The bubble chart above shows total emergency (999) calls received for the 12 months to the end of September 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 Togetherness Strategy launched with a cross-organisational communications campaign on 1st July 2020. By re-framing the discussion from just diversity and inclusion 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.

As part of this new strategy, a new governance board, the Togetherness Board, was established to monitor implementation. The Board met for its inaugural meeting on 20 August 2020, and comprises senior strategic leaders who are accountable for the delivery of the strategy. To increase diversity and experience on the Board, we have invited applications for three external expert members to join the Board, for which expressions of interest were received in September 2020 and interviews will be taking place in October 2020.

As well as the Board, a Togetherness Representative Committee has been established, comprising trade unions and equality staff networks. This feeds into the formal accountability mechanisms and governance for the strategy.

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.

People and Resources – delivering a positive and healthy culture

Employee Engagement and Recognition

Following a review of our approach to employee engagement and recognition, regular, shorter and quarterly staff surveys will be in place by November 2020. A provider has been appointed following a competitive tender exercise, and will be working closely with the Engagement Team to begin implementation of a new approach to cross-organisational surveys and feedback.

A proposal has also been accepted and we will begin reviewing and implementing a new approach to awards and recognition, working in partnership with Fire Stations and the Cultural Change Team to launch a new process for recognising staff contributions before the end of the year (2020).

A group of Culture Champions are being developed across the LFB to promote positive change, help develop new ways of working and acting as a sounding board with staff for ideas and suggestions. Listening and engagement events also are being planned (such as Town Halls) to focus on culture, the organisation's Transformation Delivery Plan, and a focus on the staff survey, with the first meeting taking place in October 2020.

Sustainable Development Strategy

The Brigade's Sustainable Development Strategy covering 2016/21 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 2021 such as the implementation of the Ultra-Low Emission Zone.

The SD strategy has 47 actions, including one carry over from the previous strategy. Progress on the remaining three actions during quarter one was as follows:

- The environment induction: Environment Matters has been promoted to operational and non-operational staff and is available through Big Learning and the Desktop. To date 891 staff have completed the training. Details of amendments required to the existing Health Safety and Environment induction package have been provided to Training and Professional Development so that

the Environment Matters induction can be scheduled as pre-course learning in place of the environment module of the HSE training for new fire fighter recruits.

- The action to improve environmental awareness through our youth engagement programmes has delivered a number of initiatives including an environment focussed LIFE course and Cadets participating in Braidwood forest maintenance, and a future litter pick is planned. The final initiative planned for this action is to establish a Green cadets unit in Kingston, which is expected to be up and running in from April 2021 (COVID restrictions permitting), with planning underway on the activities to be covered.
- A specification has been provided to Enterprise application delivery to progress the action to incorporate Responsible Procurement into our Contracts Management Database. This project is not currently a priority, due to COVID-19. A full review with the category managers responsible for the contract register is being carried out as to all the future updates and reporting requirement. Given the current challenges the target time frame to complete the databased project is October 2021.

The extension of the current strategy to end of March 2022 was approved in the Sustainable Development Annual Report for 2019-20 (*LFC0408*), noting the number of existing plans, strategies and actions developed at the request of the Mayor that relate to the sustainable development strategy objectives, including the Responsible Procurement Implementation Plan; the Ultra Low Emission Fleet Plan; the Carbon Reduction Strategy; and the Single Environment Plan. Progress against these plans includes:

- Participation in feasibility studies and surveys to understand the future electric vehicle charging infrastructure requirements
- Going out to tender for the Zero Emission Pumping Appliance prototype
- Tendering for 6 LED lighting and 4 solar photovoltaics projects, with further in the design stage

People and Resources – delivering a positive and healthy culture

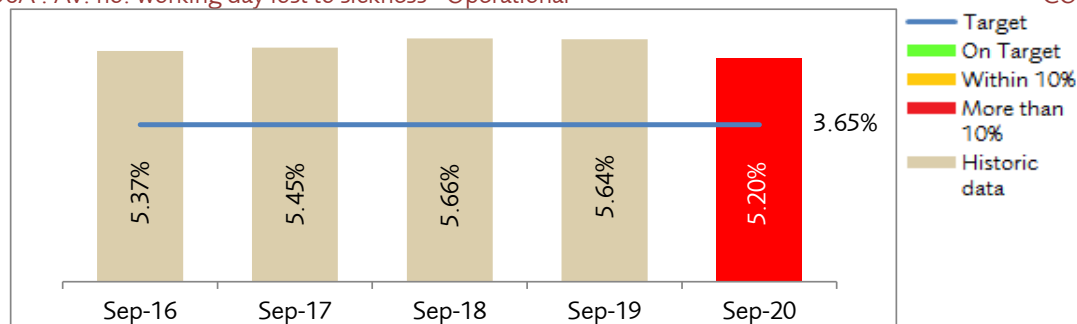
Internal audit plan

The Mayor's Office for Policing and Crime (MOPAC) provide the Internal Audit service to the Brigade under a shared service arrangement. At the time of reporting the following progress had been achieved:

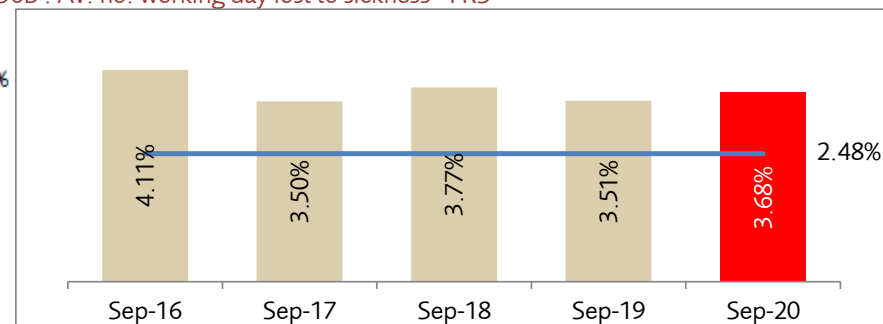
- Fieldwork against the 2019/20 annual audit plan has concluded, with all reports issued as final versions except for one that is currently at draft report stage.
- Work against the 2020/21 annual audit plan is underway with six full risk and assurance reviews being at fieldwork stage and a further review being scoped for development of the Terms of Reference. Three follow up reviews have been completed to final report stage and a further four are at fieldwork stage.

People and Resources – delivering a positive and healthy culture

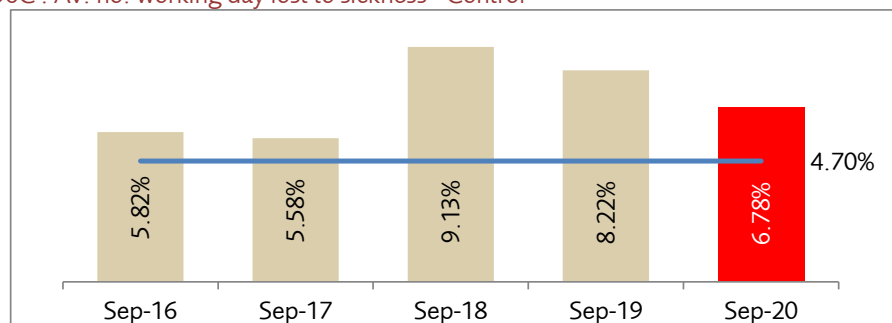
CO6A : Av. no. working day lost to sickness - Operational



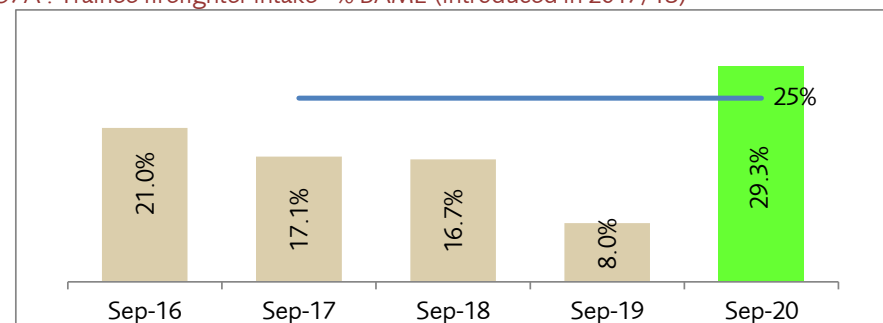
CO6B : Av. no. working day lost to sickness - FRS



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 absence across all three staff groups has reduced during the last twelve months. Sickness for operational employees has decreased from 5.64% to 5.20%, continuing the trend that commenced earlier this year. Control staff sickness decreased significantly from 8.22% to 6.78% during the twelve months ending June 2020 but FRS staff sickness has increased from 3.51% to 3.68% over the same period. All staff groups remain above target.

The number of sickness cases of more than six months duration has decreased from 37 as at end September 2019 to 30 at the end of September 2020.

Following approval of the new Managing Attendance Policy, although not yet been introduced, it has been decided to defer issuing the new policy given that staff sickness levels are generally decreasing. This will be closely monitored and the decision reviewed in the event that sickness increases.

Formal sickness capability action has now resumed and should see the number of sickness absence cases of more than six months duration decrease over time.

Stress, anxiety and depression (SAD) remains the main reason for sickness amongst operational employees in the 12 months ending September 2020, representing in excess of 25%, 40% and 34% for operational, control and FRS employees respectively.

In light of the impacts of the second wave of the pandemic periodic fitness testing remains suspended as it cannot currently be conducted in a COVID safe way. It is proposed that testing might be able to resume in January 2021 subject to safety equipment being available and safe working protocols being implemented.

People and Resources – delivering a positive and healthy culture

CO7A, CO7B – Improve diversity of firefighter intake

There has been an increase in the percentage of Black, Asian, Minority Ethnic (BAME) and women trainee firefighters in Q2. The percentage of trainee firefighter in this intake who are BAME increased to 29.3 per cent (up from 20.15 per cent in Q1) and percentage of women also increased from 22.0 per cent to 26.9 per cent.

Overall, from the April 2019 campaign, 196 successful candidates have now commenced training, 61 of which are female (31 per cent) and 67 are BAME (34 per cent). Additionally from the 2019 campaign, a further eight people have received provisional offers to start training from late October 2020 onwards, of which, two are female and three are BAME.

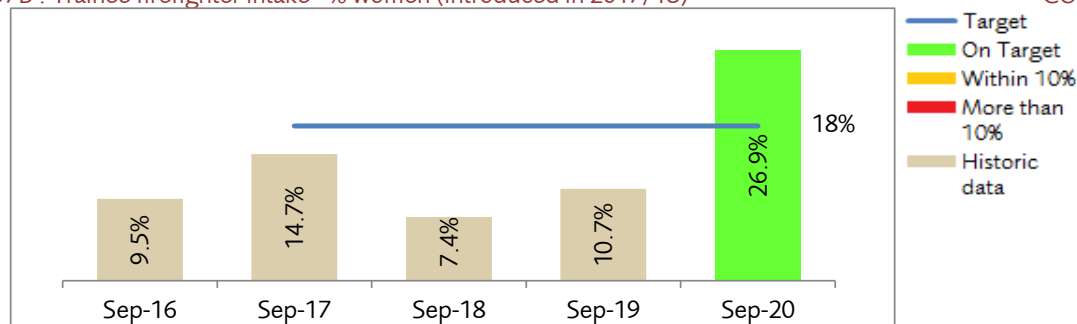
The 2020 campaign continues and to date, 50 successful candidates have now commenced training, 5 of which are female (10 per cent) and 21 are BAME (42 percent). From the 2020 campaign, a further 31 people have received provisional offers to start training from late October 2020 onwards, of which, five are female and 10 are BAME.

33 candidates are still in process from the 2020 campaign of which, 12 are female (36%) and 18 are BAME (54.5%). It is anticipated that these individuals will be allocated provisional offers in the near future if they are successful at all assessment stages.

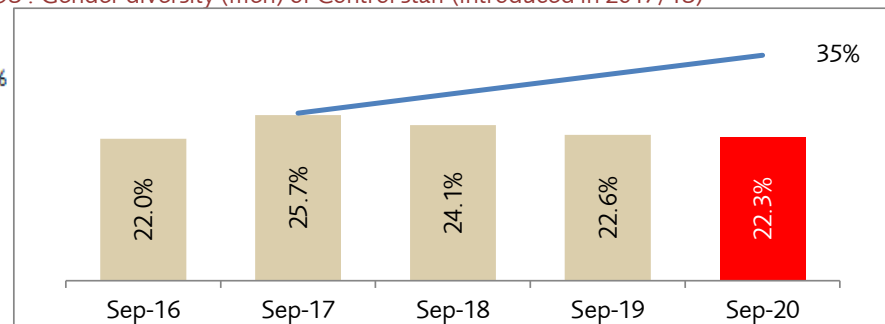
Assessor and bias interview training continues to be delivered across the LFB, and is being rolled out to all assessors that interview firefighter candidates. We continue to use a diverse panel to interview and assess, which is essential for a fair process.

People and Resources – delivering a positive and healthy culture

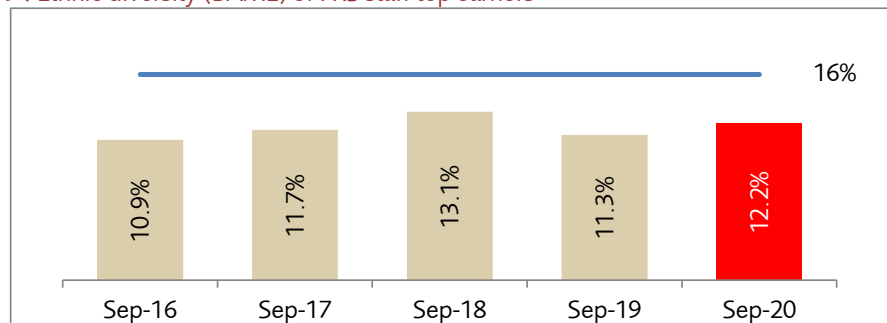
CO7B : Trainee firefighter intake - % women (introduced in 2017/18)



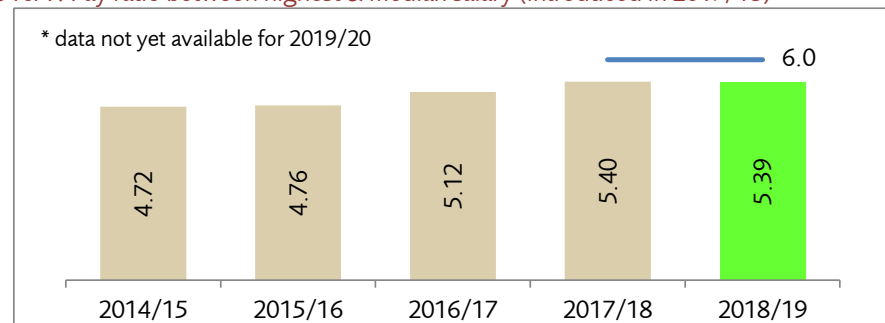
CO8 : Gender diversity (men) of Control staff (introduced in 2017/18)



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 very small change in the number of men in the Control staff group (from 22.6% in September 2019 to 22.3% in September 2020), and an increase from 11.3% BAME FRS top earners in September 2019 to 12.2% in September 2020.

On 1 July 2020 LFB launched its new [Togetherness Strategy](#), which is the new Inclusion Strategy for the brigade. This includes specific actions to tackle recruitment, promotion and development of underrepresented groups, including BAME groups and women.

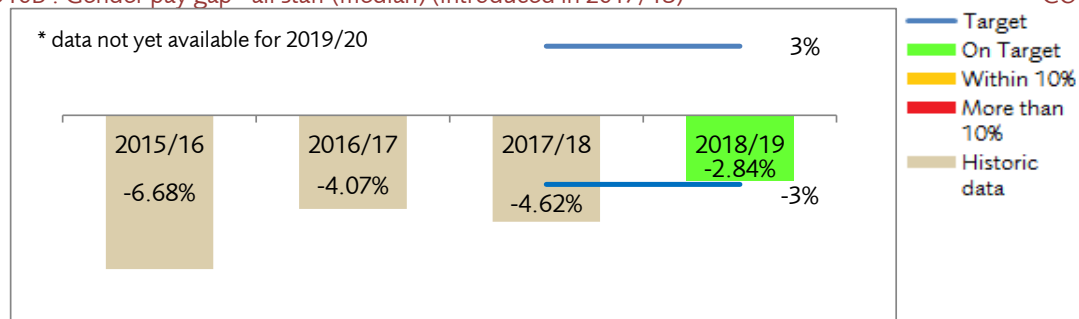
CO10A – Pay ratio

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.

Data is not yet available for 2019/20.

People and Resources – delivering a positive and healthy culture

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

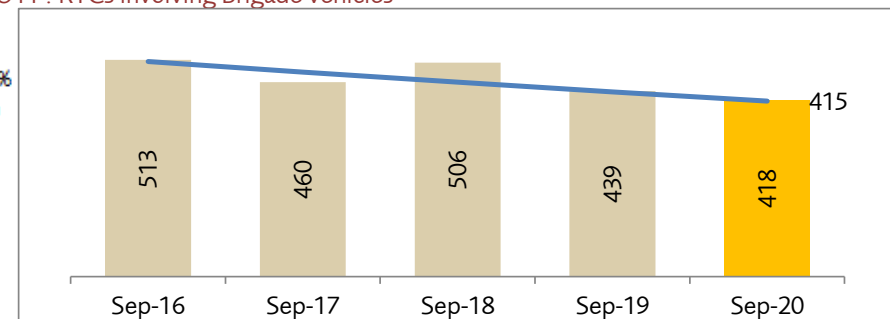


CO10B – Gender pay gap

Statutory reporting of the gender pay gap was suspended by the government for 2020 to enable organisations to focus their response to COVID-19, and to recognise the impact of furloughing and decreasing staff across sectors. Despite this, LFB reported to the GLA on both gender and ethnicity pay gaps in August 2020 and will publish externally by the end of Q3.

LFB published its last ethnicity pay gap report in December 2019 which demonstrated a pay gap across full and part time roles in favour of white staff in the FRS group (despite a zero per cent gap overall), and specific work is being undertaken by the Inclusion Team to address this through the Togetherness Strategy and significant initiatives introduced by the Talent and Recruitment Team which include addressing the lack of assessor training for operational and FRS roles.

CO11 : RTCs involving Brigade vehicles

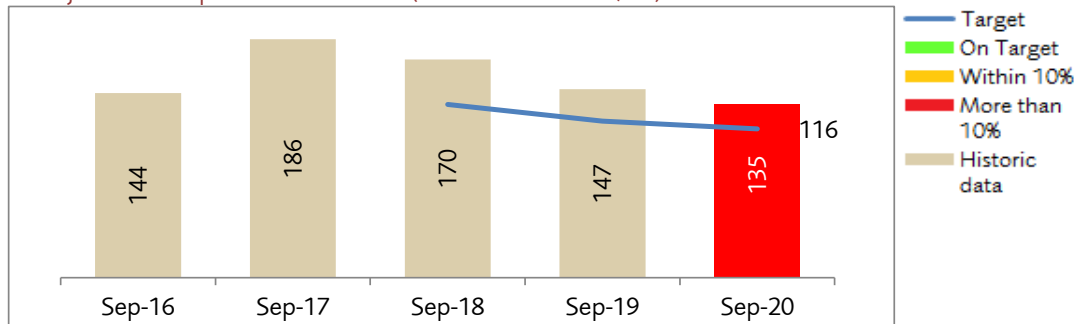


CO11 – RTCs involving Brigade vehicles

The target for Road Traffic Collisions (RTCs) involving Brigade vehicles is not being achieved and is reporting amber (418 versus a target of 415). Road traffic collisions have reduced by 5% when compared with the outturn for the same reporting period last year (439). The Emergency Response Driver refresher training programme has continued this year; approximately 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. A pilot of the use of CCTV on fire appliances to better inform road traffic collision investigations commenced Q1 2020/21 and is currently under review to determine wider use of CCTV on Brigade vehicles.

People and Resources – delivering a positive and healthy culture

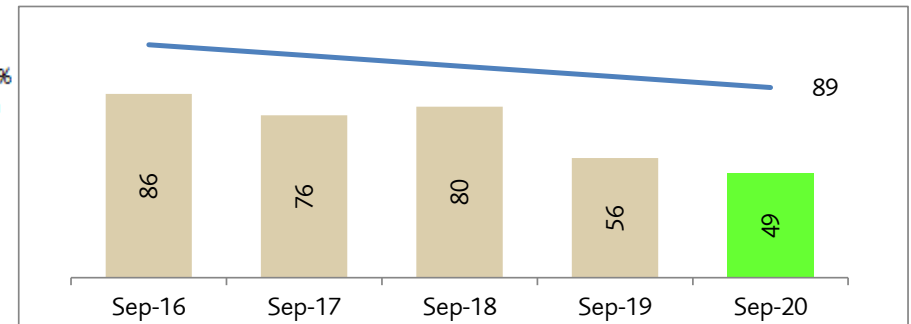
CO12 : Injuries from operational incidents (introduced in 2017/18)



CO12 – Injuries from operational incidents

The target for injuries from operational incidents is not being met (135 versus a target of 116). Injuries from operational incidents have reduced by 8% when compared to the outturn for the same reporting period last year (147). Officers are currently working on operational policy, including the introduction of operational risk assessment, to make general improvements to incident ground safety, which is currently undergoing consultation with the representative bodies. Officers are also working to improve data analysis by integrating injury investigation data with incident monitoring data to better identify how we can further target reductions in operational injuries.

CO13 : RIDDOR

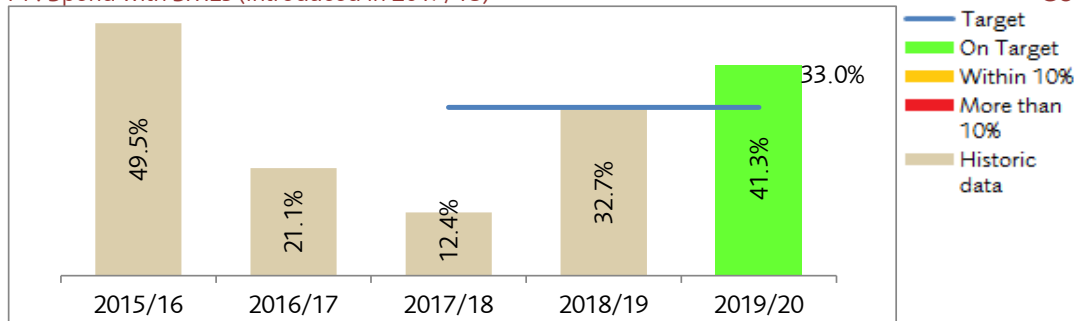


CO13 – RIDDOR

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 (49 versus a target of 89); long term performance has seen significant improvements with a 43% reduction when compared with the same reporting period in the 2016/17 financial year (86).

People and Resources – delivering a positive and healthy culture

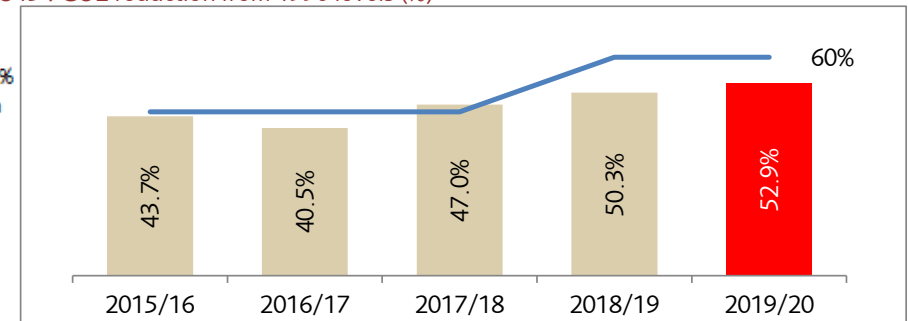
CO14 : Spend with SMEs (introduced in 2017/18)



CO14: Spend with SMEs

Tier 2 supplier SME spend has increased significantly by some £26m from the previous year, leading to a substantial increase in overall SME spend. This is primarily due to the inclusion of capital spend on fleet replacements, and to a minor extent the inclusion of data from two property facilities management suppliers, reporting for the first time.

CO15 : CO2 reduction from 1990 levels (%)

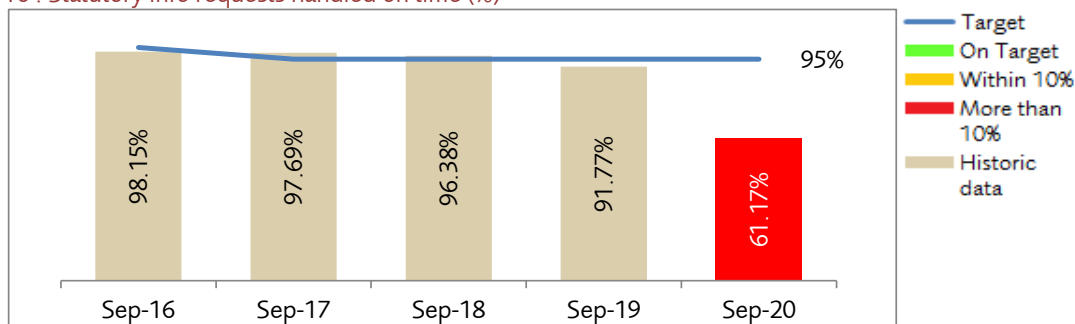


CO15: CO₂ reduction from 1990 levels

Performance is measured against the 60 per cent reduction target by 2025 as reinforced in the London Environment Strategy (LES). A further reduction of some 2.6 per cent was achieved on the previous year for CO₂ emissions, which are made up of the combined buildings, fleet and air travel emissions. The emissions remain below the annual carbon emissions budget set 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 LES.

People and Resources – delivering a positive and healthy culture

CO16 : Statutory info requests handled on time (%)

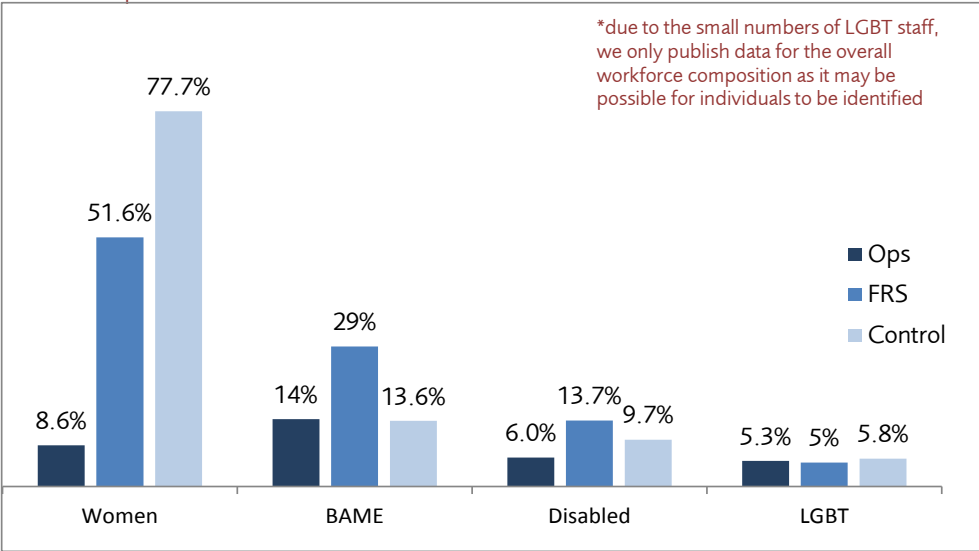


CO16: Statutory information requests handled on time

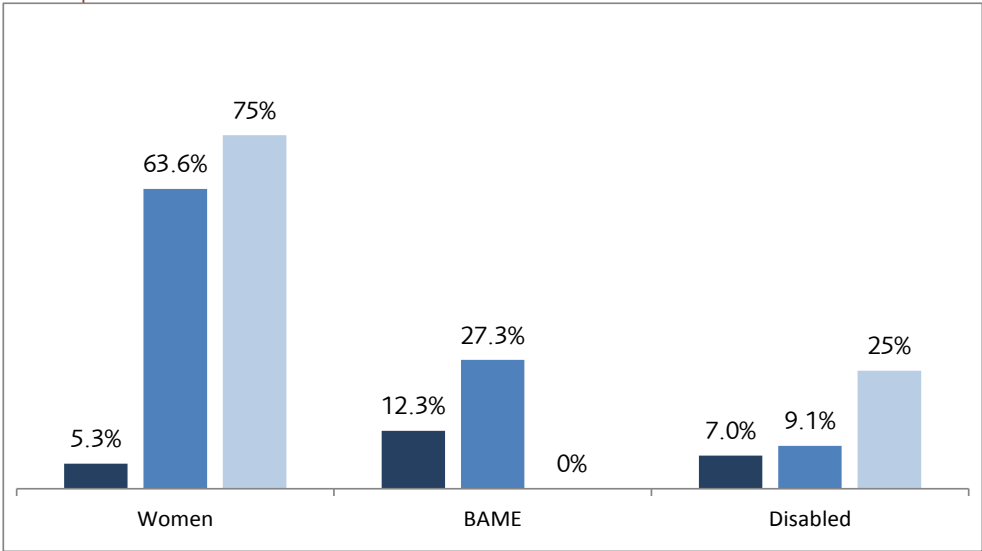
This indicator measures how well the Brigade is meeting the statutory deadlines for responding to information requests under the Freedom of Information Act (20 working days) and the GDPR/Data Protection Act (one calendar month). Requests under data protection law increased markedly in 2019/20 and were 66 per cent higher compared to the year before; freedom of information requests are broadly similar between the two years. Fortunately, the number of requests has reduced in the first two quarters of 2020/21 compared to the year before, but performance at the end of Q2 continues to be impacted by a number of extensive and time-consuming data protection cases involving large numbers of documents (linked to staff grievance, discipline, or employment tribunal cases). One request has resulted in 7,000 documents that need to be reviewed before being provided to the requestor. The ICO has said that whilst they cannot extend statutory timescales during the COVID-19 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. Additional impacts from GDPR related work (e.g. data protection impact assessments, producing contract schedules, and investigating/recording data breaches), is recognised as having an impact on the team, and an additional resource has been in place since mid-July to help deal with the workload.

Key People and Resources Information – workforce composition

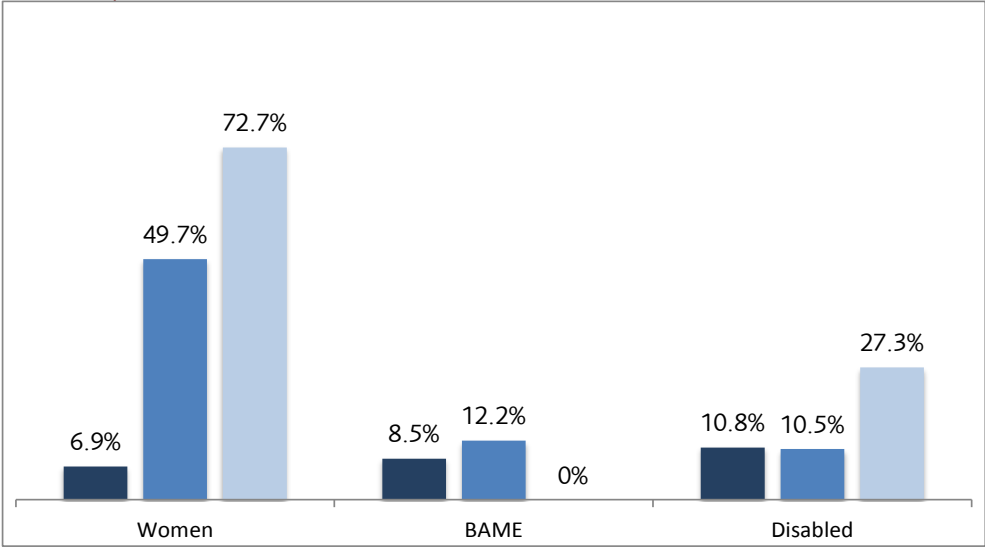
Workforce composition*



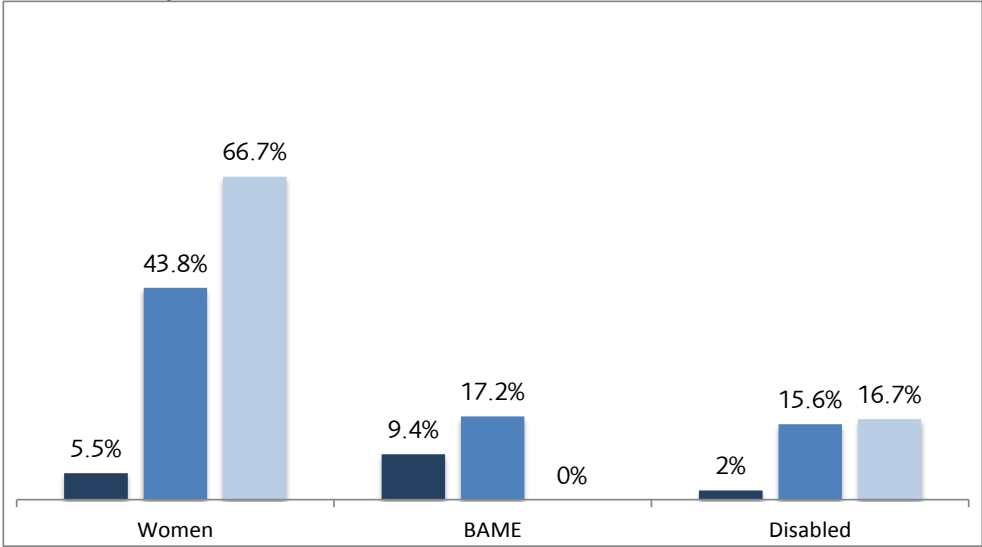
Workforce promotions



Workforce top earners



Workforce voluntary leavers



Delivering on the London Safety Plan Commitments

Background

Current LSP performance reporting against the commitment has been revised to align with the TDP. Many of the commitments are aligned with actions in the TDP and we now report against them in the regular TDP action updates. Other commitments have progressed to a stage where they have become business as usual. The remainder will remain open and progress will now be monitored and reported through the Directorate Plans.

For the commitments that remain live, the majority now have a revised end date of 31/03/2021 and may be extended beyond this. Most of these commitments are long term actions that would be reviewed alongside development work on the next London Safety Plan. However, in light of the coronavirus, and the impact this has had, the Mayor has agreed to extend the current LSP by a further year.

LSP (2017) Commitments update (as at end of September 2020)

All ten ongoing commitments are reporting as green.

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.

The following (strategic) risks are those which officers have identified could have a serious impact on how the Brigade operates. There are six 'red' risks, the highest of which relates to the long term impact of the COVID-19 pandemic on the Brigade.

LIKELIHOOD	Very likely 4		2	1	
	Likely 3	1	10	5	
	Unlikely 2			2	
	Very unlikely 1				
		Minor 1	Significant 2	Major 3	Catastrophic 4
IMPACT					

There have been three changes to risks for quarter two. The industrial relations risk (CRR10) has been raised to amber in light of challenges arising from coronavirus which increases the potential likelihood of this risk. The pandemic risk description (CRR25) has been revised to clarify that it relates to the long term impact of the virus on the Brigade rather than the delivery of current services. The Grenfell risk (CRR29) has had its rating changed from 12 to 9, to reflect the progress against the Grenfell Tower action plan.

Code	Risk Description	Score
CRR1	Death or serious injury occurs as a result of our staff not operating a safe system of work	6
CRR7	Failure of a significant contractual relationship impacts on the delivery of services	6
CRR8	The actions arising from the inclusion strategy fail to deliver a more diverse workplace	6
CRR10	The current environment doesn't support effective planning to meet the budget gap forecast in 2022/23	6
CRR13	A breakdown in industrial relations affects our ability to deliver the service	6
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
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	The long term impact of the coronavirus pandemic affects the Brigade's capability and capacity	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.	9
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

Our Risk Perspective

Code	Risk Description	Score
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

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 page 11.

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) outlines 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 as a result of the coronavirus; this will provide a framework to update the policy and incorporate the learning gained from exercising the arrangements and live activation of the policy.

Business as usual

As a Category 1 responder the Brigade continues to ensure wider risk / resilience and business continuity issues are addressed.

Heatwave

During June, July and August London experienced one of the hottest summers on record. Due to the restrictions on social activity because of the on-going COVID-19 situation we consistently experienced lower fire numbers than usual, most notably secondary fires such as those caused by anti-social behaviour or accidentally started by barbeques, etc. However the temperature created a challenges for firefighters and the risk of dehydration, and communication targeted at operational staff was sent out and the relevant procedures enacted.

Bonfire Night

Community Safety work is taking place in preparation for Bonfire night that is traditionally one of the busiest night of the year for fire and rescue services. The virtual engagement methods developed in the first wave of the COVID response are being exploited to reach as wider audience as possible.

Delivering on Change – Corporate Portfolio

Project Management is one of the key methods of delivering complex change in the Brigade in a planned and organised manner. At the end of September 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		Q1	Q2	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	£1.3m	Plan	30/03/2019	31/12/2022
A	1	Command Unit Replacement (CURP)	A	A	£5.3m	£94k	Plan	31/03/2019	31/10/2021
A	2	Integration of National Operational Guidance into LFB	G	R	£850k	£58k	Plan	31/12/2018	31/12/2020
A	2	Respiratory Protective Equipment (RPE)	G	G	£10.1m	Nil	Define	31/12/2021	31/07/2022
A	3	Zero Emission Pumping Appliance 1 (ZEPA1)	G	G	£1.8m	£0.1m	Plan	31/12/2023	31/12/2023
A	2	Fire Survival Guidance Technology Solution	A	G	£220k	£226k	Deliver	31/12/2020	01/03/2021
A	3	Firefighter Apprenticeships	A	B	Nil	Nil	Close	29/11/2019	30/11/2020
A	3	Operations Support Centre (OSC)	A	A	£4.5m	£4.1m	Deliver	31/01/2020	31/10/2020
A	3	Business Intelligence Solution	G	G	£1.8m	£1.4m	Deliver	31/03/2020	31/03/2022
A	3	DaMOP Review	G	B	Nil	Nil	Close	31/05/2020	19/07/2020
A	3	Finance and Procurement System Replacement	NA	G	£1.6m	Nil	Define	31/03/2022	30/09/2022

Five of the projects are currently reporting as green, these are, Respiratory Protective Equipment (RPE) and Radio Replacement, Zero Emission Pumping Appliance 1 (ZEPA1), Fire Survival Guidance Technology Solution, Business Intelligence Solutions and Finance and Procurement System Replacement. Three projects are currently reporting as amber. One project is currently reporting as red. Two projects are currently reporting as blue (closing).

Emergency Services Network (ESN)

The Home Office have re-started work on a revised Full Business Case (FBC) following a pause during the current COVID-19 pandemic to allow their resources to focus on the response to this. Final Government approval is expected in Q1 2021. A Fire Rescue Service (FRS) plan which includes LFB transition has been produced and is awaiting Sector and Programme approval. Based on information supplied by the programme LFB transition to ESN can commence no earlier than February 2022. The Airwave [Firelink] service has been extended to the end of 2022 with extensions possible beyond this.

LFB commenced testing ESN coverage in Q4 2020, continues to supply requested information to the programme and participates in national ESMCP events organised by the programme, NFCC Business Change Lead and suppliers.

Delays to this programme (including those caused by COVID-19) are outside the control of LFB and the RAG is Amber to reflect uncertainty and will be reviewed when the Home Office programme communicates its revised plan to deliver ESN.

Command Unit Replacement (CUR)

The Command Unit Replacement project (CURP) was established to manage the replacement of the existing command unit fleet.

The Incident command Operating System (ICOS) procurement has experienced a delay to the completion of the evaluation of tender responses. This should be complete on the 26 October 2020.

The project team and Babcock Critical Services continue working on producing a Procurement Strategy pertaining to the chassis and IT hardware for LFB approval. Meetings have been held with E1 and site visits have been made to both Bence and Spectra.

The project is currently awaiting the outcome of the study carried out by Property on charging infrastructure feasibility at Hammersmith fire station, which is part of the ZEPA project. This will inform the project of the projected costs at Command Unit locations as a baseline.

This project is reporting amber due to awaiting the build timeline, delays with the ICOS procurement and uncertainty regarding how the revised ICOS procurement

Delivering on Change – Corporate Portfolio

dates will impact the project delivery timeline. This project has previously been re-baselined from the original end date of April 2019 to October 2021 and may require a further re-baseline.

Integration of National Operational Guidance (NOG) into LFB

A revised project timeline is currently being developed for submission to project board for approval. The project end date will move to 2021. This accounts for the complexity of the Risk Assessment workstream and the need to continue discussions with the FBU regarding implementation. Consideration will be given to a phased approach to roll out, meaning that some of the content of the new NOG aligned framework could be rolled out earlier.

The project board will be asked for a decision on the adoption of the Service Integration tool, a number of options have been put together for consideration.

This project is reporting red due to the requirement for the project to be re-baselined to account for the complexity of the risk assessment workstream.

Operations Support Centre (OSC)

Partial practical completion of the building was agreed on 9 June 2020. The move of PEG to the new building has now been completed.

Practical completion is not yet complete and is waiting on a number of relatively minor items. In addition, outstanding snagging issues remain. Any snagging that remains will be managed as part of business as usual.

This project is reporting amber as partial practical completion means that there are outstanding issues to be resolved and some outstanding snagging issues have yet to be addressed.