



LFB Quarterly Performance report

Quarter 3 2020/21

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Key to abbreviations and symbols used

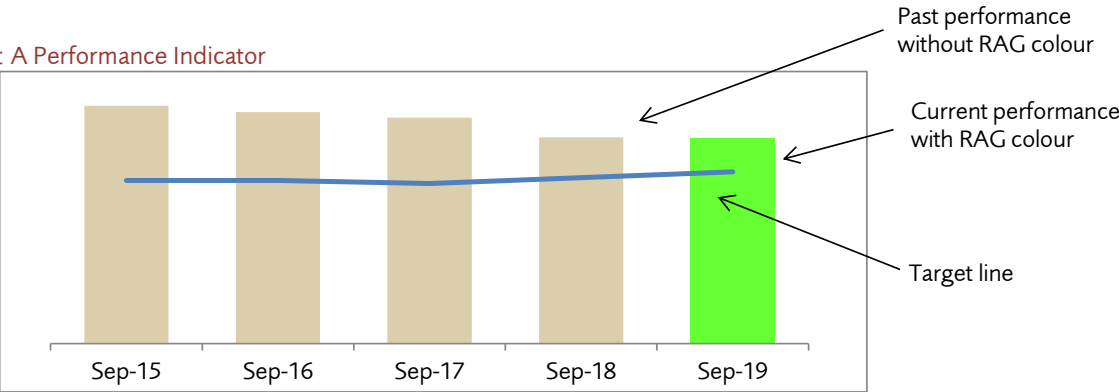
RAG Status

| 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.

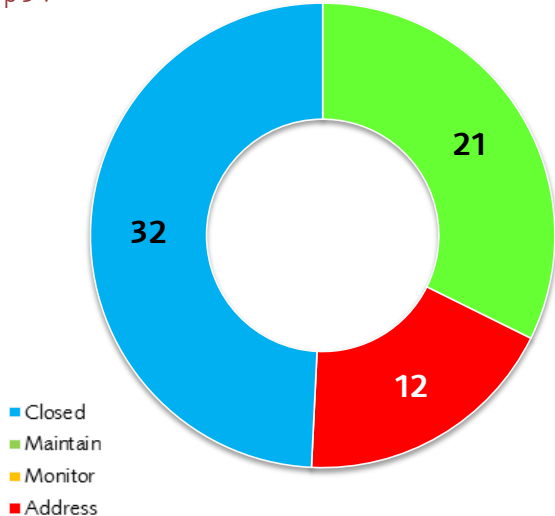
HX : A Performance Indicator



Performance at a glance

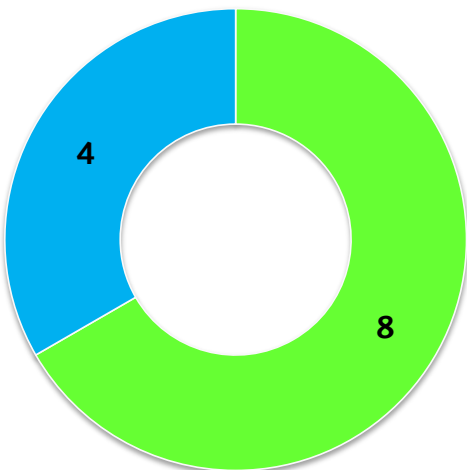
Transformation Delivery Plan

p 5-7



London Safety Plan

p 48



Corporate Performance Indicators

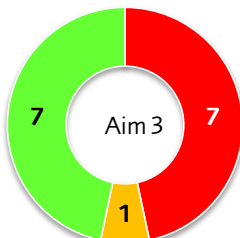
p 25 - 30



p 34 - 35

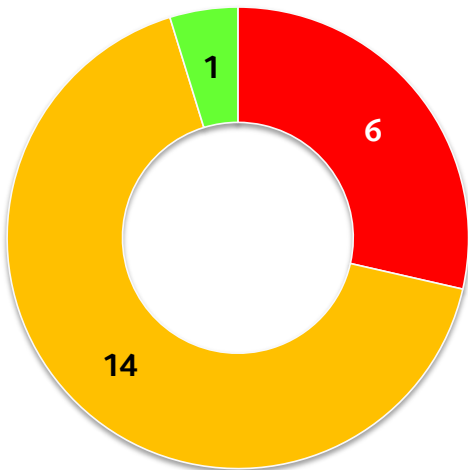


p 40 - 46



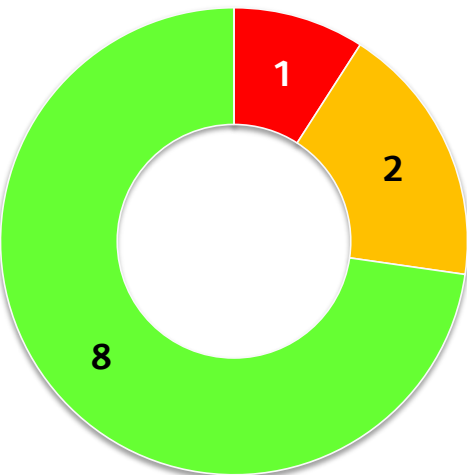
Strategic Risk Register

p 49



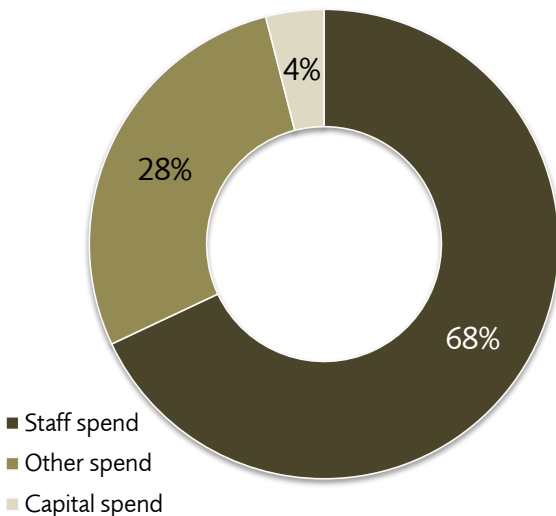
Corporate Projects

p 51



Finance

p 17 - 20



Introduction

Welcome to the London Fire Brigade's performance report for quarter three 2020/21 (the information contained in this report covers the 12 months up to the end of December 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:

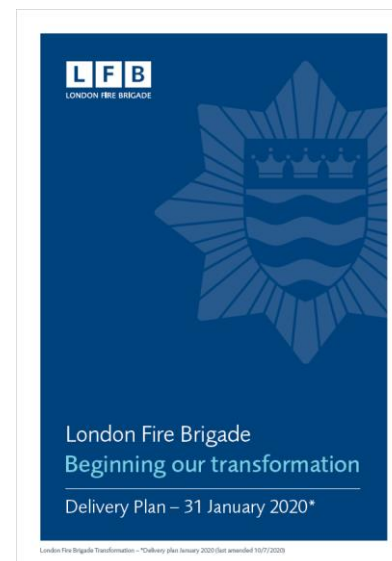
<https://data.london.gov.uk/dataset/lfb-financial-and-performance-reporting-2020-21>

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.

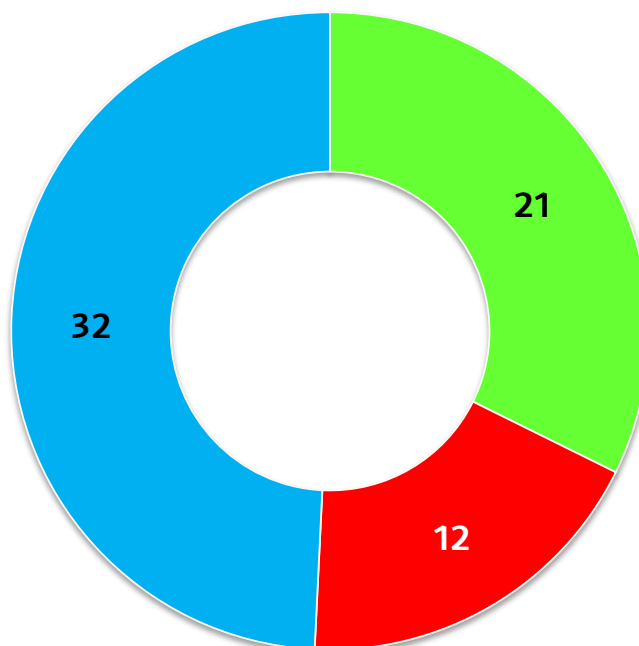
Delivering excellence

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

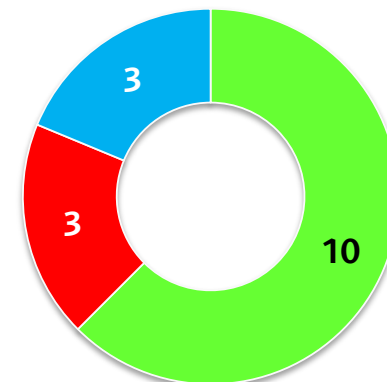
Outward facing

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.

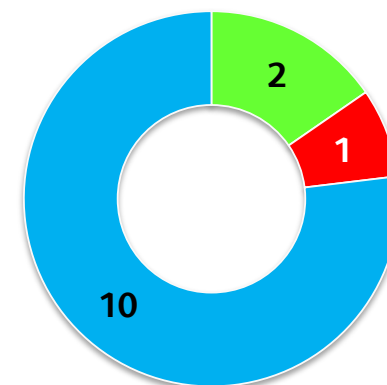
Overall performance against the TDP



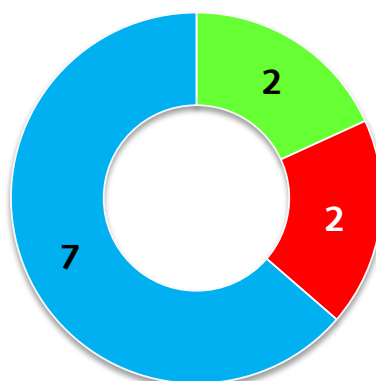
The best people and the best place to work



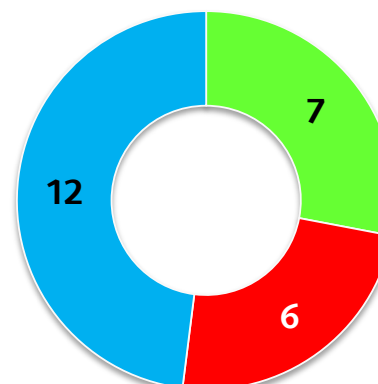
Seizing the future



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, 32 have now been completed, with four having completed during quarter three, these being:

- *Work with City Hall to establish an independent Audit Committee for LFB.*
- *Implement Operational Risk Information Project*
- *Implement the Improving Stakeholder and Community Relations Plan*
- *Establish new relationships with Grenfell Tower Community Groups and individuals*

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. However, 12 other actions that have been delayed and are off-track include:

- *Update High Rise response:*

The face to face training continued as planned until London was designated a Tier 4 area, when it was paused with all other training. At this stage 1,000 delegates had received training from a max potential of 1,440 (station based officers). Following further risk assessment, the training is due to re-commence on 5 January, but with reduced attendance (max 16 per day). It is still anticipated that the required level of 80per cent will be met by the end of January and all available delegates trained by go-live on 31 March. The key risks still remain as COVID-19 and Industrial Relations. Following entry into Tier 4 the COVID Risk Assessment has introduced a number of additional control measures. Principally these are limiting the number of delegates and a changed room layout to ensure all delegates are 2m distanced with their own table and resources. Senior officer training is due to commence on 8 January following a pilot course. This will be based around a guided learning exercise and will additionally train SCs and BCs in the delivery of the guided learning exercise to all station watches.

- *Revalidate driver training:*

As of 18 December 2020, 99per cent (1,688 out of 1,711) of drivers have been trained for Emergency Response Driving Revalidation (Appliance). We continue to forecast that this deliverable will be met by April 2021, or earlier if the schedule permits.

- *Assure Quality of training:*

This area is currently subject to review by Alasdair Hay, the independent Operational Assurance Advisor who is engaging with the appropriate persons within Training and Professional Development to assess the effectiveness of current training assurance arrangements. His findings will be considered in the wider context of the new organisational assurance framework and where various elements of assurance including training are best located.

Our Transformation Delivery Plan

- *Following appointment of Director for Transformation, create a group of "Innovation Champions" to work with each department:*

Directors have been presented with an overview of internal communications improvements, including how virtual meetings are recognised and produced in 2021.

- *Introduction of online home fire safety visit tools, including; interactive home fire safety check list, virtual 360 hazard house 'tour', online home fire safety visit-Tranche 3 to be delivered at end of January 2021:*

Tranche 3 to be delivered at end of January 2021.

- *Engage with FBU to improve Mass Casualty Response capability:*

Extensive negotiations are ongoing and planned to continue to make progress with the expectation to reach agreement in early 2021.

- *Review and re-charter the Project Management support function:*

The PMO has now taken responsibility for the monitoring of the TDP, GT and HMI action plans and reporting to external stakeholders. Initial work has included consolidating the three elements into a single plan and aligning actions to address the GTI and HMI-CFRS recommendations to one of the four strategic pillars. Internal reporting has now been improved through the development of a Transformation Progress report. Further work to review and re-charter the PMO are dependent on the portfolio development work by Red Quadrant.

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

Existing work plans had been consolidated into a 'single plan' but this proved difficult to manage owing to the number of work streams involved (over 700 activities). As a result, the Director of Transformation has asked for an organisational portfolio approach to be developed to help departments to identify and manage key priorities. Red Quadrant have been appointed as consultants and will work with departments throughout Q4 to shape the Brigade's activities into a portfolio.

- *Review, consolidate and simplify performance reporting on the delivery of improvement actions contained in TDP and GT / HMI action plans:*

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 the transformation of the Brigade. A number of initiatives continue to be explored to capture this information, including performance dashboards.

- *Implement new email and conduct of meeting protocols:*

The email production / targeting and measurement tool (Bananatag) is now fully procured and will now go live in January 2021, two months later than forecast. This is due to team members integral to the delivery of Bananatag not having appropriate hardware, this was identified when the migration to Office 365 took place.

- *Opening Up Fire Stations:*

Progress within the property workstream of workplace hubs and Opening Up Fire Stations (OUFS) is continuing with the approval of the budget. Detailed design is now underway with the expectation of the works being delivered in Spring 2021 across two sites in East and West London. A number of boroughs continue work to support their local borough partnerships to vulnerable people in their communities through the pandemic- including packaging/ delivery of food supplies as well as essential items which incorporate pharmacy deliveries.

- *Review attendance on national bodies:*

As a result of restructure and departmental re-organisation, the responsibility for interaction with the NFCC has changed. The Director of Transformation is now responsible for this remit. The Stakeholder and Community Engagement team within the Communications Department retain the responsibility for response to external consultations, including those generated by NFCC, and for recording and sharing information about engagement with NFCC groups. Key team members of the transformation directorate and communications department have started to design new processes and develop a way forward, to enable the aims, outcomes and TDP action to be achieved in collaboration by these teams with an estimated completion date of February 2021.

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, in total 7 out of 15 indicators are reporting as green. The Brigade's strategic risk register currently has six risks which are rated as red. Eight key projects are progressing to schedule, however two 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 three 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)** is reporting as on target (47). There were 31 fire deaths in the 12 months ending December, a reduction of six compared with the same period last year (37).
- The number of **injuries from fires (five year average)** (854) continues to reduce over the longer term, having fallen by 15.4 per cent over the last five years.
- The number of **fires in the home** (5,037) continues to fall, having fallen by 4.9 per cent over the last year, and by 9.9 per cent over the last five years.
- The number of fires in **care homes/specialist housing for older people** (286) continues to fall, having fallen by 13.7 per cent over the last year, and by 15.7 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 three 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 1 second, and second appliance average arrival times at 6 minutes and 14 seconds. This represents an improvement of 6.8 per cent and 7.7 per cent respectively over the last five years.
- The **trainee firefighter intake - % BAME** (31.5 per cent), and **trainee firefighter intake - % women** (23.5 per cent) continues to report as on target.
- The number **RIDDORS** (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) continue to report as on target (44) and have fallen by over 38.9 per cent over the last five years.
- The number of **RTCs involving Brigade vehicles** is now reporting as on target (397).

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)** (31,411) has fallen over the last three quarters due to the Coronavirus pandemic and is off target for the first time since November 2009.
- The number of **young people educated on fire & other emergencies** (57,454) has fallen over the last three quarters due to the coronavirus pandemic and is off target.
- The **time spent by station staff on community safety** (7.39 per cent) has fallen over the last three quarters due to the coronavirus pandemic and is off target for the first time since the indicator was introduced in 2017.
- The Brigade is exceeding its **sickness** targets for all staff groups, with sickness above target levels for Operational staff (5.25 per cent), Fire and Rescue staff (3.18 per cent), and Control staff (7.20 per cent). However, performance for FRS staff has improved over the last quarter even in light of coronavirus.

Summary of LSP performance

- The percentage of **BAME FRS staff top earners** remains off target (11.9 per cent).

Publicity and campaign news

Coronavirus and the Brigade's response to COVID-19

Coronavirus continued to dominate the news agenda throughout the third quarter of the year with a second lockdown implemented and tighter restrictions communicated. The Brigade developed strategic communications to support and amplify priority public safety messaging about the pandemic with partners. We advanced our communications strategy to reassure all Londoners and stakeholders that the fire and rescue service would continue to provide a full emergency response during the pandemic. We balanced this activity with communications to explain role of London Fire Brigade in the joint emergency service response to the pandemic through various partnerships.

Pandemic related safety messages were developed and adapted in response to changing public behaviours in light of new restrictions. This integrated communications work included safety messaging around the dangers of outdoor heaters – related to outdoor gatherings, and of portable indoor heaters as people worked from home during the winter. COVID-specific digital content for the Brigade website and social channels was reviewed and amended to reflect changes in government guidance and to keep it relevant to LFB's audiences. Business safety content was redesigned and targeted at relevant audiences using LinkedIn and Twitter.

We celebrated and promoted Deputy Assistant Commissioner David O'Neill's MBE (Member of the Most Excellent Order of the British Empire), and Station Commander Wayne Horlock's BEM (British Empire Medal) that we awarded for their work on our COVID-19 response.

Safety campaigns

The third quarter remained busy for safety campaigns, all redeveloped and redesigned to reflect the new way of life due the pandemic. Media, digital and

marketing activity was planned and executed covering a huge range of safety topics.

Stoptober, the annual campaign to encourage people to stop smoking, was supported with tailored messaging in the media and on digital platforms.

Data from previous Halloweens, where fly-tipping arson was the biggest cause of fire, led to renewed proactive communications activity highlighting the dangers of fly-tipping. Throughout October a suite of Halloween themed safety content was developed for social media channels.

Black Friday and Cyber Monday electrical deals were used as platforms to talk about the dangers of counterfeit chargers and electrical safety.

In response to concerns that there would be an increase in fires associated with Bonfire Night due to public firework displays being cancelled, a social media and traditional media push was coordinated to encourage people not to hold fireworks displays at home. This featured video messages from LFB staff asking people to 'think twice' before celebrating bonfire night at home.

During Carbon Monoxide Awareness Week, we told the powerful story of the parents of a young woman who passed away from CO poisoning. Video content was produced by recording the interview on MS Teams then edited. The video and the story we're promoted on social and traditional media.

A host of Christmas activity was developed to address seasonal dangers including electric Christmas decorations, using candles during nativities and carol services, advice for people cooking Christmas dinner for the first time due to the Coronavirus restrictions and the risks of burning Christmas trees rather recycling them. Video content showing the work of crews in the community at Christmas was also developed and promoted across all channels. The activity generated media interest and strong engagement on social media.

To capitalise on our audiences' potential downtime between Christmas and New Year, a virtual station visit at Wimbledon Fire Station was produced and broadcast on Facebook, Instagram and YouTube. The visit provided an insight into the workings of the station and was punctuated with safety messages throughout. The content generated 14 x the average engagement on Facebook.

Summary of LSP performance

Calling for change in the built environment

We continued to push for change in the built environment by supporting publicly the government's social housing white paper and backing calls by Derbyshire Fire and Rescue Service to make sprinklers in new school build and major refurbishments mandatory.

In November, we welcomed a report from the Commons' Housing Select Committee which scrutinised the draft Building Safety Bill, agreeing with its calls for an urgent solution to address dangerous cladding on high-rise buildings. The Brigade fed into the consultation on the draft Bill, which sets out how the Government will bring forward recommendations from Dame Judith Hackitt's Independent Review of Building Regulations and Fire Safety, which was commissioned following the Grenfell Tower fire.

Transformation

In October, we highlighted the progress the Brigade has made in the year since the Grenfell Tower Inquiry published its recommendations. The Mayor of London visited Old Kent Road Fire Station and the Commissioner carried out several broadcast interviews to discuss the developments made. We received significant media coverage on a story to highlight that London's first black firefighter, Frank Bailey, had been featured as the Google Doodle for the day. This was picked up nationally and by media outlets across London. This enabled us to promote our togetherness strategy and our desire for further representation in our workforce.

The joint project between Community Safety and Communications to develop a 'Virtual Home Fire Safety Visit (VHFSV)', progressed well. Workshops and interviews with internal and external stakeholders took place to inform the VHFSV's development. Testing and development of the VHFSV will be completed in late January and made live in early February.

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/>

Our Transformation Delivery Plan sets out the Brigade's short, medium and long-term priorities for change.

<https://www.london-fire.gov.uk/about-us/transformation-delivery-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 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 and align our activities level with guidance issued by the NFCC. This approach has allowed us to maintain continuity of service through the various Government Tiers and national "Lock-downs".

With the spread of the new strain identified in the UK we undertook a review of our risk assessments and over the Christmas period when absence rates were higher, we were able to pull back non-risk critical activities to ensure we maintained front line capability. We continue to monitor and forecast staffing levels and use and adapt out business continuity and resourcing strategies.

We continue to contribute to the Pan-London response through provision of staff to the LAS and through local community support such as food and medicine delivery to the vulnerable, on-line community safety and safeguarding and wider support to the NHS through blood donation services. These activities are balanced against our own provision of service.

We continue to explore mass testing in relation to our own staff and we are currently reviewing our recovery plans to enable us to address any back log of Training and Community Safety activities when restrictions are relaxed following the 15 February.

Human Impact

The mental, physical and workplace wellbeing of our workforce has remained a high priority, particularly during the pandemic. Direct support interventions have been available at all times including 24/7 access to the Brigade's Counselling and Trauma Service, specific welfare support to staff working with blue light partners in the community, regular provision of advice and guidance from Public Health England (PHE)/government underpinning safe and secure working arrangements, and access to best practice wellbeing advice and support about staying well during this difficult time. Articles and short videos on managing physical and mental health have been widely publicised on a range of LFB communication platforms and continues to evolve to meet the needs of our people. Written guidance has been published explaining to managers on how to manage self-isolation following a positive test at a station and a handbook has been distributed to relevant officers and is regularly updated as and when PHE guidance changes or when advice needs to be revised in response to developments.

Staff risk assessments

The Brigade has completed an equalities impact assessment of COVID-19 and the associated equality impacts on the Brigade. This assessment paid particular attention to the Public Health England report titled 'Disparities in the risk and

Coronavirus

outcomes from COVID-19', which discusses the differences observed in health outcomes from coronavirus infection for different groups of people. The Brigade's assessment identified a range of impacts and associated mitigating actions.

All staff have completed an individual COVID-19 risk assessment that identifies their individual risk from known factors such as their age, gender, ethnicity and health status, allowing for managers to identify specific additional risk controls required to keep staff at higher individual risk from poor health outcomes safe. Guidance for managers and staff was produced in relation to both individual COVID-19 risk assessment and for the broader impacts that might face staff during the pandemic.

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.

Grenfell Tower Fire

The Brigade 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 has been reviewed 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 them of progress one year on from the release of the Grenfell Tower Inquiry Phase 1 Report.

At the end of Quarter 3, five of the recommendations from the Grenfell Tower Inquiry Phase 1 Report impacting the Brigade had been fully implemented. Four of the completed recommendations are directed at the Brigade and other fire and rescue services. These relate to:

- The provision of fire escape hoods
- Updating the policy for the management of operational risk information (PN800), to include 7(2)d information (familiarisation visits)
- Training associated with the above policy
- Urgent work required to update Command Unit (CU) systems (ensuring that the Command Support System (CSS) is fully functioning and providing training for staff)

The fifth completed recommendation, while directed at the National Police Air Service (NPAS) and its datalink for emergency services, was applicable to the Brigade and required action on our part to be taken.

By the end of March 2021, a further 17 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.

The Grenfell Tower Investigation and Review Team (GTIRT) has now completed its 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 has determined the immediate, underlying and root causes of those events to inform future practices. The analysis identified operational, control and administration issues. The issues identified that had a direct impact on members of the public have been evaluated using the risk evaluation methodology called Bowtie.

The issues identified by the analysis were raised and communicated with the relevant departments across the Brigade so they could be cross checked against the work already underway as part of the Brigade's wider HMICFRS and Grenfell Tower Inquiry improvement action plans. A report is currently being drafted that will outline the findings of the operational response analysis work. This will include identifying both those policies which were effective at the time of the fire, and also whether those that were identified as being less effective have been addressed by changes and improvements introduced by the Brigade since the fire. The report is now due to be presented to internal and external stakeholders within the early part of 2021.

The Operational Response Report (ORR) Volume 2, which is a factual narrative of actions taken by the Brigade at the scene of the Grenfell Tower fire, covering the period from 08:11 on 14 June 2017 and focusing on recovery operations at the incident, has been completed in draft format. The disclosure to the Grenfell Tower Inquiry and Metropolitan Police Service (MPS) of ORR Volume 2 is planned for early 2021. A review into the Strategic Response Arrangements implemented during the Grenfell Tower fire has also been carried out by GTIRT. Simultaneously a review of Policy Number 699 (London Fire Brigade Strategic Response Arrangements) has been requested. GTIRT's report into its review of the Strategic Response Arrangements during the incident will be published at the same time as this policy review.

Grenfell Tower Fire

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.

Between October and December 2020 face to face interviews conducted by the MPS with current and former Brigade staff continued at Paddington fire station and Union Street headquarters, and additionally in local areas for operationally based staff. Since October GTIRT has overseen a further 32 initial and follow up interviews as part of the MPS Operation Northleigh investigation. Following the announcement of further coronavirus lockdown restrictions by the Government in January, discussions have taken place with the MPS to ensure interviews can continue in a covid-secure environment and in accordance with current Government guidelines. The team will also continue to utilise appropriate on-line meeting technology for virtual interviews where considered appropriate. A further eight interviews are due to take place in January, restrictions permitting.

Phase 2 of the Grenfell Tower Inquiry was due to reconvene limited attendance hearings at its Paddington venue following the Christmas break on Monday, 11 January. These were temporarily suspended before resuming due to the new coronavirus lockdown restrictions. The Inquiry has now announced its intention to resume hearings on a remote basis as soon as possible in February as a temporary measure. At the time of its suspension in December evidence was being heard in relation to Module 2 which focuses on the "Analysis of cladding products used in the refurbishment, including their testing and certification and any advice given by the manufacturers specific to 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 had been scheduled to begin in February 2021 but may now be subject to delay. Module 3 will be the first time that LFB witnesses are called to give evidence in Phase 2. Module 5, entitled 'Firefighting,' is due 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 is analysing information to support the work of Module 8 and has recently increased the level of resource committed to this work stream.

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 October and 31 December 2020.

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

LFB Quarterly Performance Report – Quarter 2 2020/21 – This paper presents the Brigade's performance against the London Safety Plan as at the end of quarter one 2020/21 (data to the end of 30 September 2020). This report covers performance against budgets, key indicators, risks and projects.

LFB Ladder Life Replacement Programme 2020-2022 – The London Fire Brigade's ladders have a 15 year life span and are due for replacement within the terms of the Babcock Vehicles and Equipment contract. There are four different ladders in service that are included in the required 2020-22 life replacement programme. In total 300 ladders are due for replacement. Ladders are an integral and critical part of the London Fire Brigade's operational response and are vital to the service the LFB provides London.

Internal Audit – Quarter 2 Progress Report, 2020/21 – 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 second quarter of 2020/21. It provides an assessment of the adequacy and effectiveness of the internal control framework within the Brigade.

Financial Position as at the end of September 2020 – This report presents the London Fire Commissioner's financial position as at the end of September 2020 and provides information on financial performance against revenue and capital budgets.

Legal Costs Related to the Grenfell Tower Fire – Under the Mayor's Direction of April 2018, prior authority was sought from the Deputy Mayor for Fire and Resilience to incur additional expenditure on legal costs relating to the Grenfell

Tower fire. Prior authority was granted by the Deputy Mayor on 15 October 2019 to incur expenditure for 2019/20 and 2020/21 within financial limits.

Budget Submission 2021/22 – The Mayor has written to the London Fire Commissioner to consult the LFC before preparing his draft Component Budget for the LFC for 2021/22. The Mayor is proposing to provide funding of £391.8m for the London Fire Commissioner in that year. This report provides a proposed Budget Submission to the Mayor that will meet that financial requirement and sets out a balanced budget position for the LFC in 2021/22.

Quarterly Monitoring of Commitments in the London Safety Plan and Key Projects for 2019/20 – Quarter 3 (end December 2019) – The current London Safety Plan (2017) was approved by the London Fire and Emergency Planning Authority on 30 March 2017 (FEP2723). The Plan details how the Brigade will help make London the safest global city and is supported by a set of commitments to realise that ambition. Progress against the commitments, as at the end of December 2019, is provided within the report

Provision of Estates Management Services – This report sets out the position with regard to the contractual provision of estate management services to the London Fire Commissioner (LFC) currently provided by Dron and Wright. The current 3.5 year contract is due to expire on 30 September 2020, however agreed options are in place to extend this term up to two years until September 2022, as well as flexibility to enact a break clause, at the LFC's sole discretion, at any time upon 3 months' notice.

Procurement of a Safety Event Reporting and Investigation Management Software Solution – This report seeks approval of expenditure to procure a management software solution for reporting and recording safety events and the associated investigation records and files.

The Provision of Layflat Hose (BS 6931 :2009) of Various Diameters and Lengths for Fire-fighting Purposes (6633) – This report seeks approval to award the contract for the Provision of Layflat Hose (BS 6931 :2009) of various diameters and lengths for fire-fighting purposes.

London Fire Commissioner's Decisions

2019-20 Sustainable Development Annual Report– presents the Sustainable Development Annual Report, covering the fiscal year 2019-20 for publication. The report: summarises the performance of the Brigade on sustainable development related indicators and key initiatives to drive improvement in that performance; outlines progress against year 4 of the Authority's Sustainable Development Strategy 2016-2021; and proposes an extension of the existing sustainable development strategy to align with LSP and mayoral terms.

Establishing an Audit Committee and appointment of Independent Members–The establishment of the London Fire Commissioner (LFC) from 1 April 2018, and the abolition of London Fire and Emergency Planning Authority (LFEPA) not only passed all the authority and responsibilities of LFEPA to the LFC, but it also removed all committees that advised LFEPA, including the Governance, Performance and Audit Committee (GPAC).

Operational Resilience/Special Operations Group Review– This report sets out the key findings and subsequent recommendations from the Review of the Operational Resilience and Special Operations Group (OR/SOG).

Contract Extension Request ORH Ltd – Modelling and Operational Research Services– This report seeks approval for a 24 month extension to the current operational research and modelling Services contract with ORH Limited to be implemented following the initial contract expiry date of 5 November 2020.

Replacement of Audio-visual Equipment at Fire Stations - In 2016 the Brigade introduced standardised audio visual (AV) equipment at all fire stations. AV equipment includes large wall mounted screens, associated sound infrastructure and blu ray equipment. This equipment, installed in station lecture rooms, has been used for a wide variety of purposes including briefings and various activities.

Extension of London Safety Plan 2017– The London Safety Plan 2017 is currently the London Fire Commissioner's Integrated Risk Management Plan as required by the national framework for the fire and rescue service. The plan expires at the end of March 2021 and work has begun to develop a new plan.

Internal Audit – Quarter 1 Progress Report, 2020/21– 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 first quarter of 2020/21. It provides an assessment of the adequacy and effectiveness of the internal control framework within the Brigade.

Lambeth River Pontoon – This report seeks approval to refurbish Lambeth River Station, in line with the recommendations of the recently commissioned feasibility report. The proposed refurbishment will resolve issues around the deteriorating condition, layout and operational needs of Lambeth River Station. Undertaking this work will improve the functionality of Lambeth River Station to support its emergency response and collaboration role ensuring safety on the river.

CAFM, Helpdesk and Management Information Services– This report seeks approval of expenditure to procure and award a new contract for a Property Helpdesk, Computer Aided Facilities Management (CAFM) and Management Information (MI) service. This service is required to support the new Target Operating Model for the delivery of Property and Facilities Management (FM) services to the LFB estate following the exit of the current FM Integrator contract with Kellogg, Brown and Root (KBR).

Financial Performance

| LFC Revenue (£000s) | Budget | Forecast Outturn | Forecast Variance |
|--------------------------------|----------------|------------------|-------------------|
| Operational staff | 278,751 | 285,066 | 6,315 |
| Other staff | 62,957 | 60,861 | (2,096) |
| Employee related | 24,486 | 24,761 | 275 |
| Pensions | 21,321 | 21,166 | (155) |
| Premises | 39,583 | 41,053 | 1,470 |
| Transport | 17,012 | 17,031 | 19 |
| Supplies | 28,295 | 33,725 | 5,430 |
| Third party | 1,336 | 1,470 | 134 |
| Capital financing | 8,050 | 8,553 | 503 |
| Contingency | (372) | (0) | 372 |
| Income | (39,662) | (47,171) | (7,509) |
| Net revenue expenditure | 441,757 | 446,515 | 4,758 |
| Use of reserves | (6,910) | (6,875) | 35 |
| Financing Requirement | 434,848 | 439,640 | 4,793 |
| Financed by: | | | |
| Specific grants | (33,348) | (35,079) | (1,731) |
| GLA funding | (401,500) | (401,500) | 0 |
| Net Financial Position | 0 | 3,061 | 3,061 |

| LFC Capital (£m) | Q2 Forecast | Q3 Forecast | Movement |
|----------------------------------|---------------|---------------|-----------------|
| ICT | 1,802 | 1,621 | (181) |
| Property | 10,423 | 7,206 | (3,217) |
| Communications | 119 | 119 | 0 |
| Fleet and Equipment | 19,531 | 12,025 | (7,506) |
| Operational Policy | 0 | 0 | 0 |
| Total capital expenditure | 31,875 | 20,971 | (10,904) |
| Financed by: | | | |
| Capital Receipts | 1,529 | 1,529 | 0 |
| Grants | 0 | 0 | 0 |
| Third party contributions | 625 | 1,865 | 1,240 |
| Borrowing | 29,721 | 17,577 | (12,144) |
| Total | 31,875 | 20,971 | (10,904) |

Revenue Position

The forecast outturn position at the end of December 2020 on the revenue budget is for an overspend of £3,061k, which is 0.7% of the net revenue budget. The forecast overspend at Quarter 2 of £5,577k has decreased by £2,516k since last reported at the end of September (LFC- 0426). The main reasons for this movement are explained below.

- A forecast movement of £1,119k on FRS staff budgets increasing the underspend to £2,070k. This reflects the forecast impact of enhanced recruitment controls until the end of the financial year. The FRS budgets also include the impact of a £1,900k vacancy margin in 2020/21 based on the expected FRS vacancy levels when the budget was set.
- Forecast over recovery of income is £1,124k mainly due to additional income for cost recovery on operational overtime and allowances for Ambulance Driver Assist from the London Ambulance Service as part of our Covid-19 response.
- Underspending of £501k on operational staff salaries and related costs following the allocation of pay award budgets to departments, reflecting actual staffing and experience profiles.
- Underspending on energy costs of £376k as the new supply contract let in 2020 includes a significant reduction in costs.
- Underspending of £207k on property rates due to savings at Union Street, a successful appeal for rates relief for empty property, and further successful appeal of rate valuation at the old Mitcham Fire Station.

The above overspends are offset by:

- Overspending of £853k on compensation budgets due to expected increased damages payments, and contribution towards costs, for current cases, and after the draw of £1,000k from the earmarked reserve in place to smooth the impact of compensation claims in any one year. The forecast

Financial Performance

includes a number of high value cases including two with damages payments in excess of £500k.

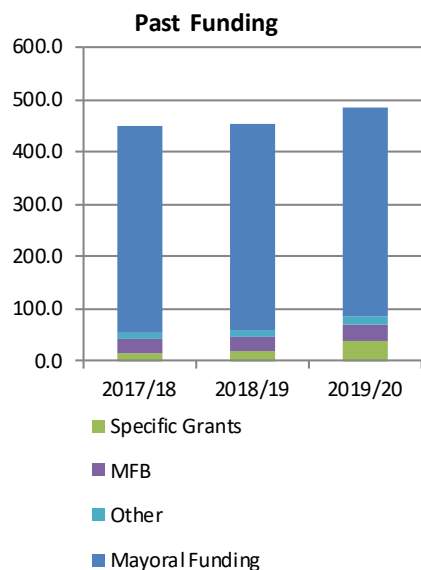
Capital Position

The forecast outturn capital position for 2020/21 is £20,971k which is £10,904k less than the revised budget of £31,875k reported as part of the Quarter 2 Financial Position (LFC-0426). This is due to a budget re-phased to future years of (£11,135k) offset by budget re-profiling from 2021/22 of £212k. There are also forecast overspends of £19k in the ICT capital programme.

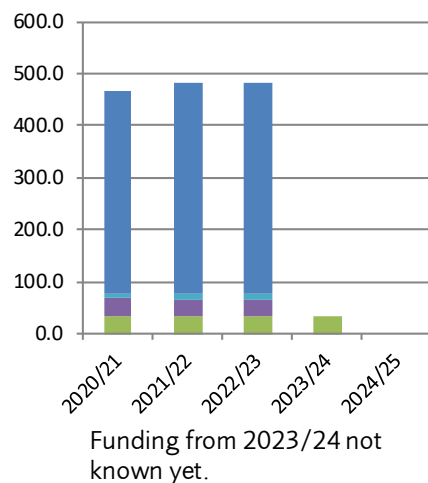
Financial Performance

Financial trends

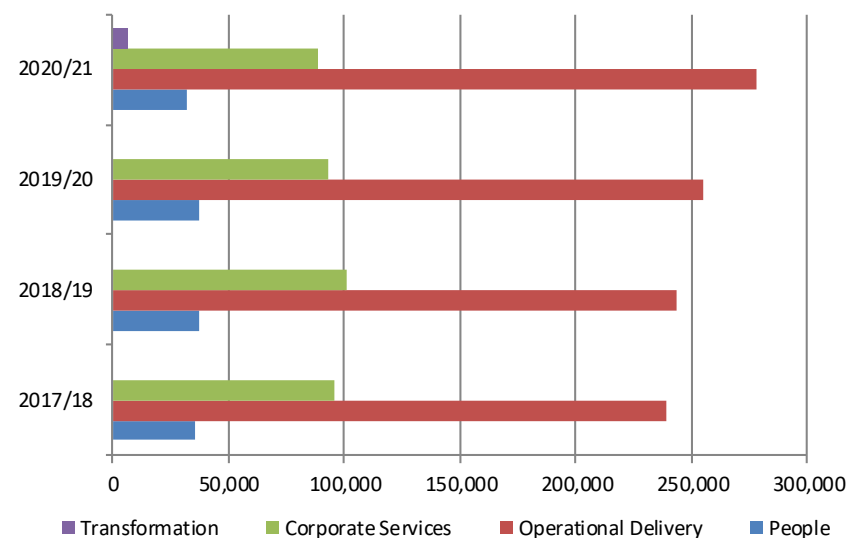
Total Funding for LFC (£m)



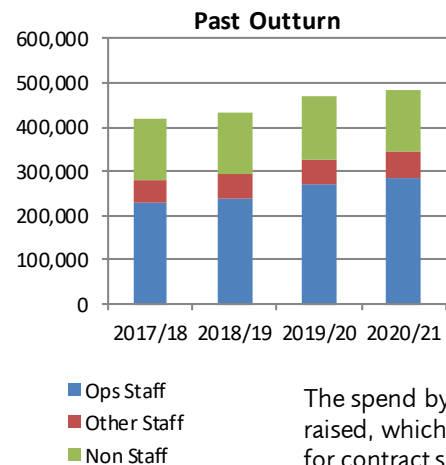
Indicative Future Funding



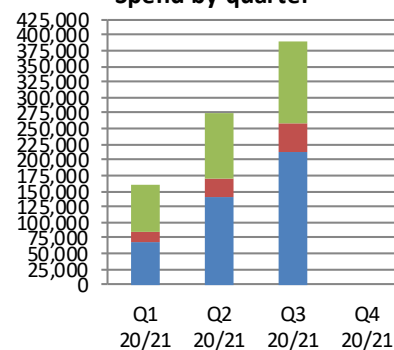
Directorate Spend by Year (£k)



Total Costs (£k)

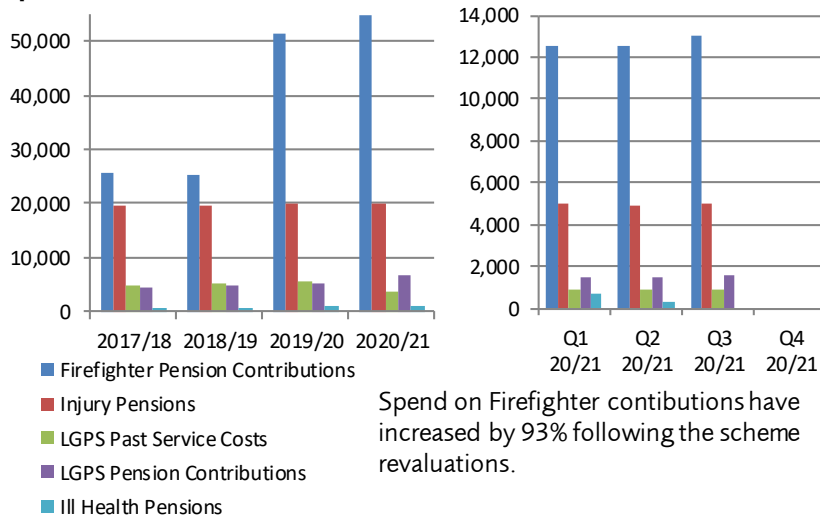


Spend by quarter



The spend by quarter figures include orders raised, which is usually done at the start of the year for contract spend.

Spend on Pensions (£k)

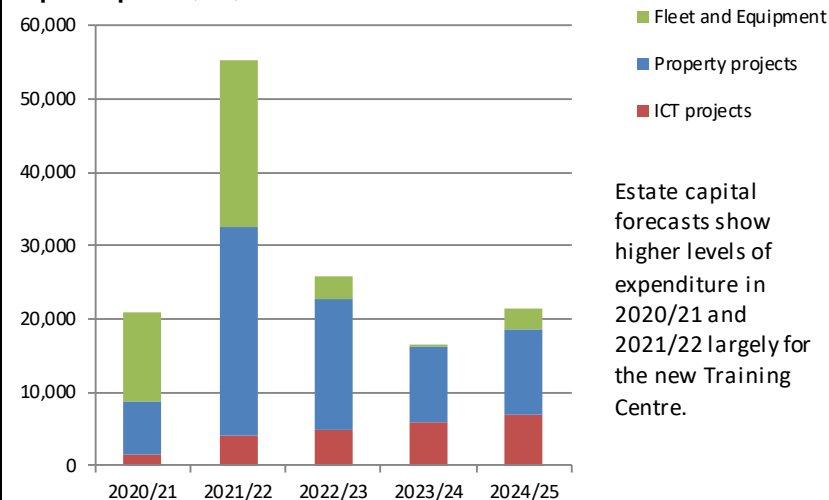


Spend on Firefighter contributions have increased by 93% following the scheme revaluations.

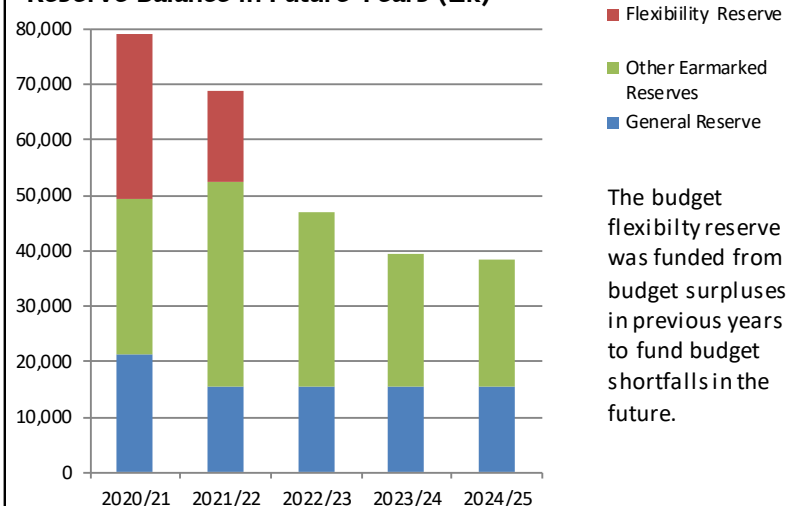
Financial Performance

Capital, borrowing and reserves

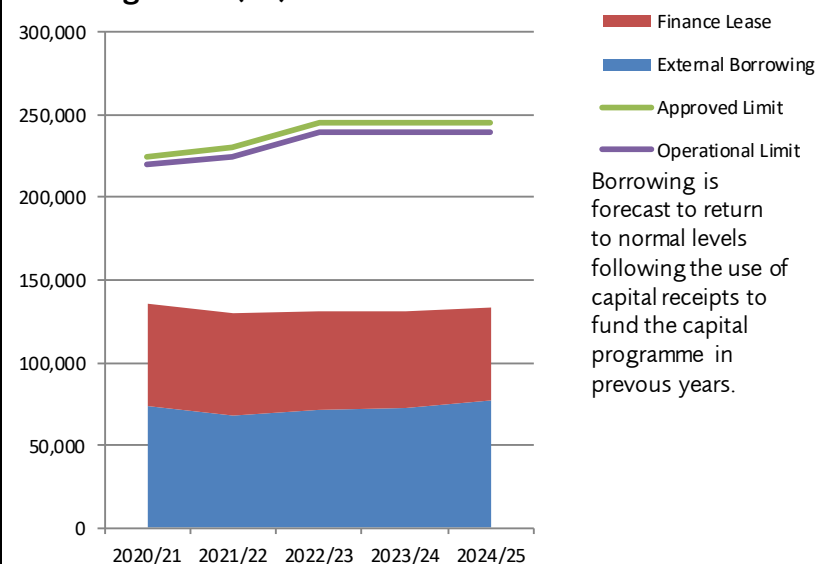
Capital Spend (£k)



Reserve Balance in Future Years (£k)



Borrowing Levels (£k)



Reserves

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

| Earmarked Reserves (£k) | 20/21 | 21/22 | 22/23 | 23/24 | 24/25 |
|--------------------------------|---------------|---------------|---------------|---------------|---------------|
| Additional Resilience Reserve | 568 | 524 | 474 | 474 | 474 |
| Capital Expenditure Reserve | 11,745 | 11,745 | 11,745 | 11,745 | 11,745 |
| Central Programme Office | 645 | 645 | 0 | 0 | 0 |
| Compensation | 677 | 0 | 0 | 0 | 0 |
| ESMCP | 2,172 | 1,955 | 1,370 | 62 | 62 |
| Fire Safety and Youth | 1,008 | 336 | 140 | 57 | 0 |
| Transformation Delivery Plan | 0 | 6,191 | 4,082 | 279 | 279 |
| In Year Savings Reserve | | 5,000 | | | |
| Hydrants | 462 | 462 | 342 | 215 | 215 |
| ICT Development Reserve | 1,953 | 2,034 | 1,494 | 944 | 944 |
| LFC Control Reserve | 729 | 729 | 729 | 729 | 0 |
| London Resilience | 771 | 771 | 771 | 771 | 771 |
| London Safety Plan Initiatives | 3,163 | 2,176 | 1,799 | 1,799 | 1,799 |
| Organisational Reviews | 327 | 239 | 150 | 150 | 150 |
| Vehicle & Equipment Reserve | 2,696 | 2,637 | 2,416 | 1,079 | 730 |
| Other Earmarked Reserves | 980 | 918 | 848 | 848 | 848 |
| Total | 27,896 | 36,362 | 26,360 | 19,152 | 18,017 |

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

Prevention

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-ordinates 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 three, JFIS received 14 referrals and currently have 49 open cases across London. 197 phone monitoring, virtual or face to face sessions were completed by caseworkers with the families and 33 cases were closed during this quarter. At the end of December 2020 all referrals to JFIS had been allocated to caseworkers for intervention to be delivered in line with government and NYA guidelines. Seven 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

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

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.

JFIS are currently offering their service users fire safety intervention through face to face sessions with the young person either in school or at a COVID secure location as well as the option of 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 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 continue 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 the March 2020 lockdown the team created video lessons and developed a virtual style of delivery in preparation for schools returning. From October 2020 to December 2020 a blend of virtual and face to face delivery of workshops to schools has commenced with 93 per cent of schools taking up virtual delivery when being offered the choice. The Education team have completed 147 sessions as a virtual workshop and 10 sessions as physical visits to schools in quarter three between October and December 2020. 140 unique schools have been visited between 1st October and 17th December, totalling approx. 13,230 pupils. In mid-January, the team will be delivering to 20,000 pupils via a video link at The Sutton Life Centre for a virtual Junior Citizens event.

Safety First

Safety First is a joint initiative delivered by the Blue light emergency services including London Fire Brigade, Metropolitan Police and London Ambulance Service. It involves one full day of workshops delivered to year 8 students at secondary schools. Throughout the day a number of prevention messages will be delivered on the following topics: Arson, Road Safety, Water Safety (LFB), Sexting, Child Exploitation, Serious Youth Violence (MPS), Choose Well, Consequences of Knife Crime, Drugs & Alcohol (LAS). The aim for these workshops is to help reduce crime and anti-social behaviour and to promote safety to help create a safer place to live in.

Safety First initially planned to deliver to at least two schools in each borough in London prioritising schools in priority boroughs that Metropolitan Police identified. Safety First are now planning to deliver virtually to schools and are in the process of arranging this. Virtual delivery to schools has been put on hold until schools re-open after the latest lockdown.

Fire Cadets

During quarter three Fire Cadets returned to face to face Volunteer Drill Ground Supervision Training, successfully training 120 volunteers. 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. There are currently 404 volunteers supporting Fire Cadets virtually and these volunteers will support face to face delivery once this recommences across London. The team have developed and implemented an in-depth Virtual Cadet interview process which is launching early January. Virtual delivery to all 33 Fire cadet units is planned to commence on the 18 February.

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

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

conjunction with partner agencies. These range from the likes of the MET Police to Rape Crisis and Drugs and Alcohol teams.

Since quarter one, all Crossfire delivery in schools has been suspended due to schools being closed. Displaced staff have been supporting other youth work, and one member of staff is supporting the BCC.

Protection

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, which aims to give assurance that we have a knowledge of all high-rise residential buildings within their area by the end of 2021, has been performing ahead of the trajectory submitted to NFCC and the Protection Board. With an initial projected figure of 8005 buildings in London that need assurance, as of 10 December 2020, the BRR team have provided returns of 1474 buildings, which is 474 ahead of the trajectory. The High Risk Premises Team (HRPT) is managed as part of the BRR and is responsible for data and enquiries relating to when the building design strategy moves from 'stay put' to simultaneous evacuation or returns to stay put following remediation. As of 8 January 2021, we have 607 buildings where a temporary change to simultaneous evacuation is in place as a result of combustible cladding and/or general fire precaution issues, such as compartmentation breaches.

Fire station crews have been undertaking visits to high rise buildings as part of the Operation Risk Information (ORI) program which feeds into the Operational Risk Database (ORD). As of 4 January 2021, every address from the first tranche of 5779 Premises Risk Assessments (PRAs) have been triaged and completed. A further 1983 addresses have been identified as being in need of a PRA, of which 96 have already been completed.

Due to the synergy and overlap between the BRR and ORI work streams and the potential for greater efficiency and effectiveness, as of 06 January 2021, both work-streams have been brought together as part of a single project which will allow for combined reporting, shared data and a clear quality assurance process. This is being

supported by close working with the Information Management Team and our IT department.

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 front doors of flats. The Fire Safety Bill is currently in 'ping pong' between Lords and Commons in respect of potential amendments relating to the costs of remediation for leaseholders. Details of the secondary legislation will be brought forward under the new Act are currently awaited.

The Building Safety Bill (BSB) is currently expected to be brought before Parliament in March 2021, though this may be subject to change. Gateway 1 of the BSB regime (planning consent) may be brought forwards in advance of the Bill and we are discussing this with NFCC.

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 continues to be on modern methods of construction and raising concerns over an apparent lack of understanding of their performance in fire. In addition, they have been invited to participate and provide technical expertise to a number of working groups feeding into the review of Approved Document B. They also continue to try and influence positive change generally through their ongoing work relating to the Building Regulations consultation process between building control bodies and the fire service.

During quarter three officers have also responded in detail to consultations on a number of technical standards which were both national and international.

Fire Safety prosecutions

There have been no prosecution hearings during quarter three as cases stand adjourned by the court due to Coronavirus. We have a total of 37 current cases with our Enforcement Team, and there are a further 20 cases currently with the Legal Department.

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

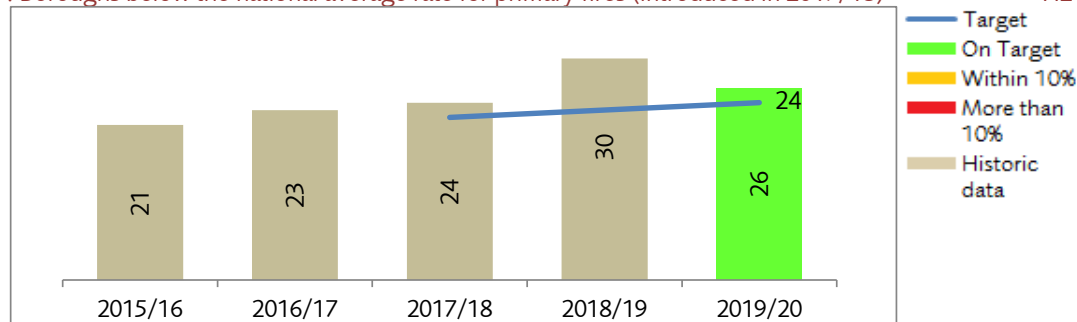
Notice of deficiencies and Enforcement activity

Despite the COVID-19 pandemic, Inspecting Officers have continued to undertake audits ensuring appropriate social distancing measures are in place. Although the number of Enforcements and Notification of Deficiencies had dropped, the number of audits completed remains steady. We will however continue to monitor Enforcement numbers 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 |
|----------|--------------|-------------|---------------|------------|--------------|
| Q3 20/21 | 2199 | 337 | 15.97% | 57 | 2.7% |
| 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 | 828 | 496 | 27% | 115 | 5.2% |

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)

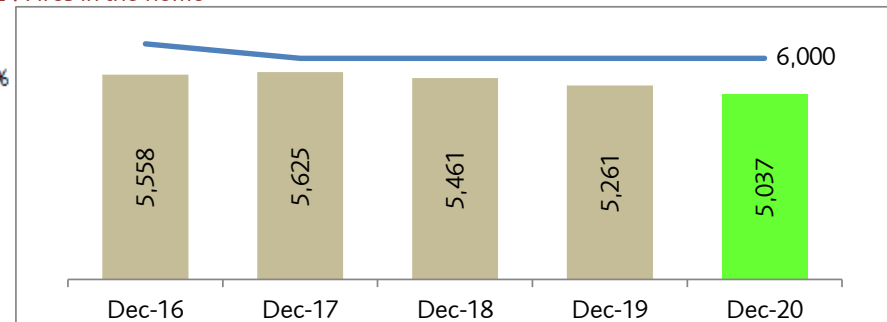


H1 Boroughs below the national average rate for primary fires

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 12 month rolling primary fire data for 2019/20 shows a reduction in the number of primary fires in 8 out of 12 months.

H2 : Fires in the home



H2– Fires in the home

Dwelling fires continue to show steady improvement. They have fallen by 10 per cent over the last five years and are nearly 1000 below target (6,000).

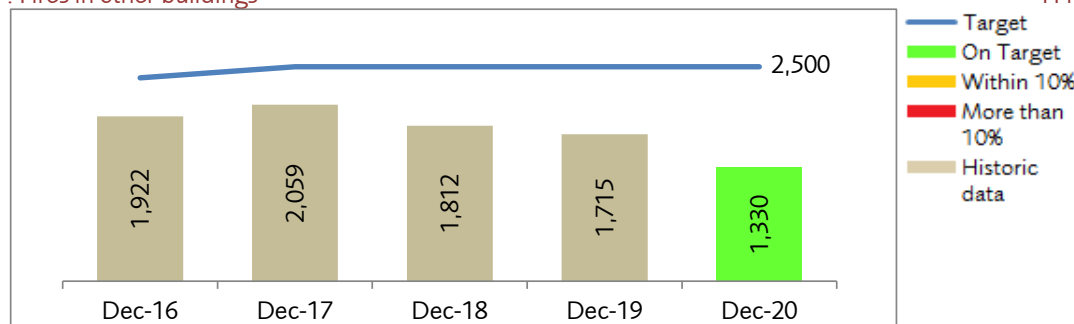
The Brigade continues to work with partners to reduce dwelling fires, an example of this can be seen in Westminster, where we are working with the local authority and private sector partners to minimise the number of dwelling fires in the borough. The benefit of this work has been seen in a reduction of 34 fire related incidents over the same period last year.

LFB Westminster management team works closely with adult social care to help social and care workers understand how to identify risk that could be a contributing factor to dwelling fires. As a Bi-Borough initiative with Kensington & Chelsea, virtual training sessions have been delivered highlighting the risks that need to be identified and referred where appropriate. Guidance for following the 'Person Centred Risk assessment'.

Westminster management team attend virtual Safeguarding Adults Group (SAG) and the Health & Safety Committee, meeting monthly to identify care plans for difficult to engage residents and help to tailor person centred multi-agency interventions.

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

H3 : Fires in other buildings



H3 – Fires in non-domestic buildings,

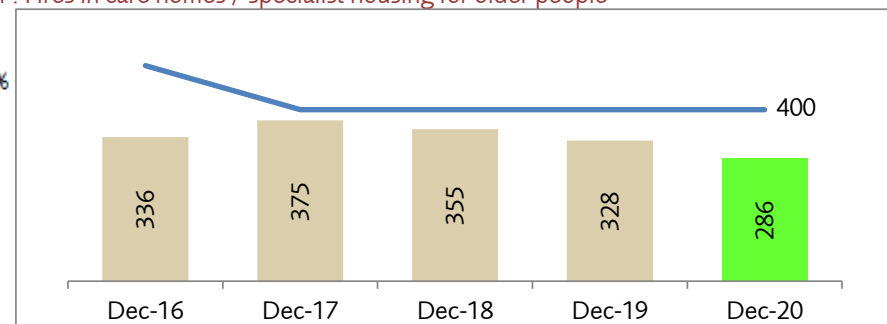
Fires in non-domestic buildings continues to decline and has fallen significantly over the last year compared to the gradual downward trend seen over the past three years. This could be as a result of staff working from home due to the Covid-19 lockdown arrangements this year.

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.

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

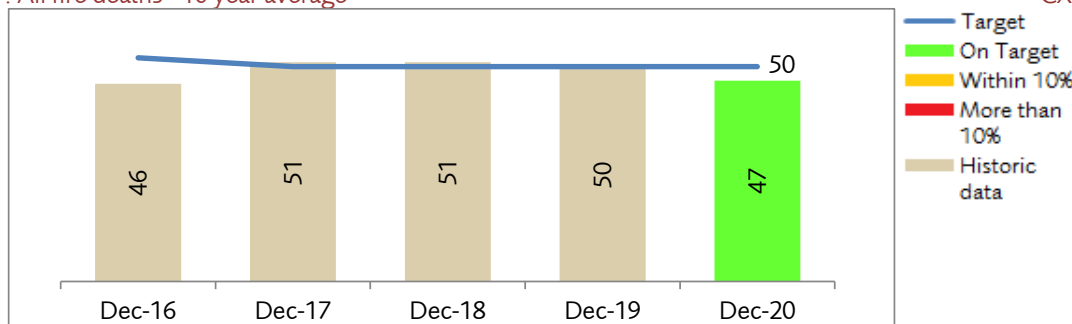


Community Safety have also been involved in training seminars to Domiciliary Care Provider companies that work closely with vulnerable clients in their own houses and flats. This will raise their understanding of fire hazards and encouraging their care staff to carry out person centred fire risk assessments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

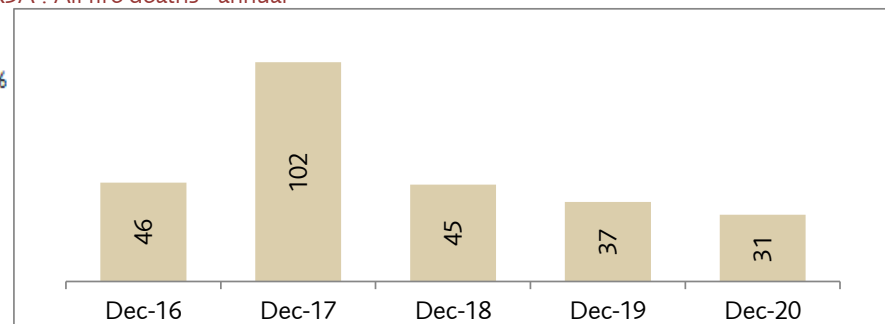
A schedule of virtual training sessions are being promoted and co-ordinated by London ADASS in an attempt to reach Care Home providers, Home Care providers and Specialised Housing providers. Sessions are planned to be rolled out in Q4. Proposals have also been agreed to combine and supplement resources 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

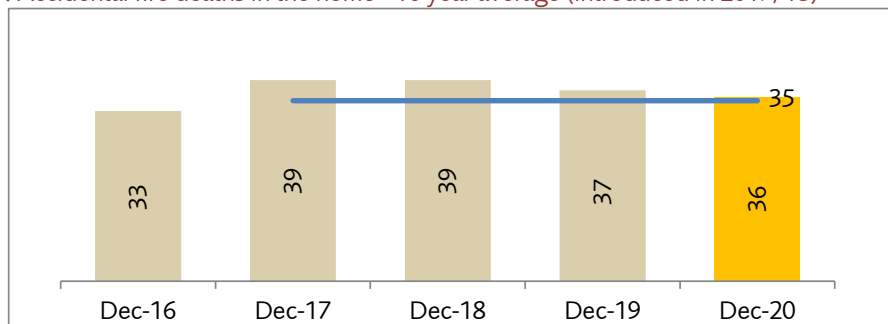
H5 : All fire deaths - 10 year average



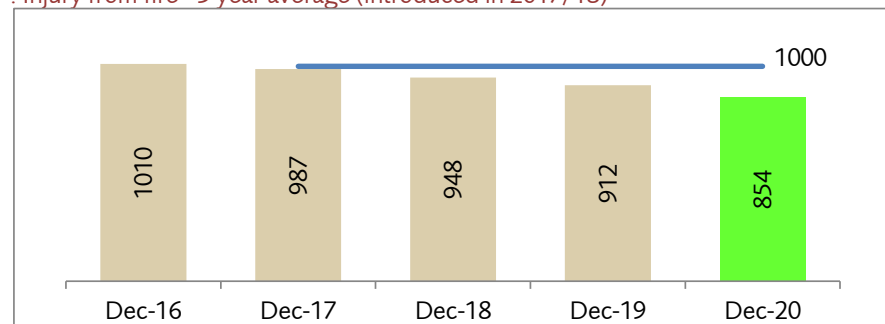
CX3A : All fire deaths - annual



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

Since January 2020 there have been 33 deaths at a fire. The Coroner has found that two of these were not as a result of fire related injuries, meaning that there were 31 fire fatalities in the rolling 12 months to the end of December. Out of these, 28 fire fatalities occurred during accidental dwelling fires.

Whilst the All fire deaths target (10 year average) is reporting as on target at an average of 47, accidental fire deaths in the home (10 year average) is reporting as above target at an average of 36. This is in comparison to 39 as of December 2018 and 37 as of December 2019. It is worth noting that the Grenfell tragedy is included in these figures.

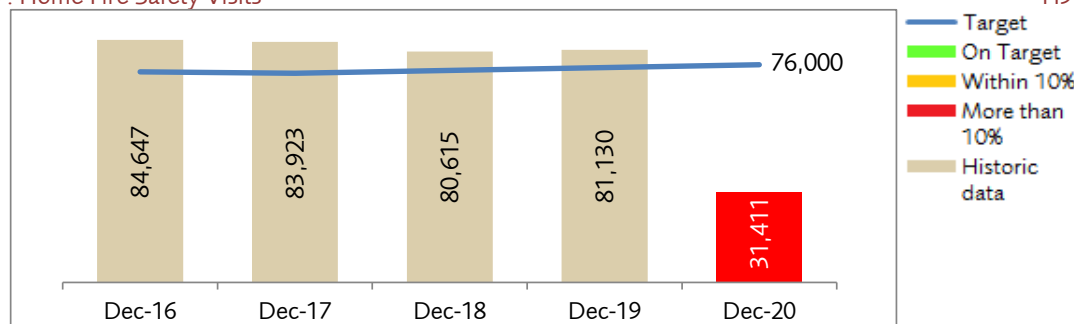
There were eleven deaths at a fire in quarter three. Two of the eleven deaths have yet to have the cause of death confirmed as toxicology reports are outstanding. Four

of the eleven incidents are still under police primacy and have not yet been confirmed as accidental or deliberate fires. Covid-19 has had an impact on timeframes for police investigations, post-mortem findings and Coroner's Courts and as a result for some incidents there are significant delays in confirming if a death is directly attributable to fire.

Injuries from fire (5 year average) continues to report as green and has shown good improvement over the last five years, having fallen by 21 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

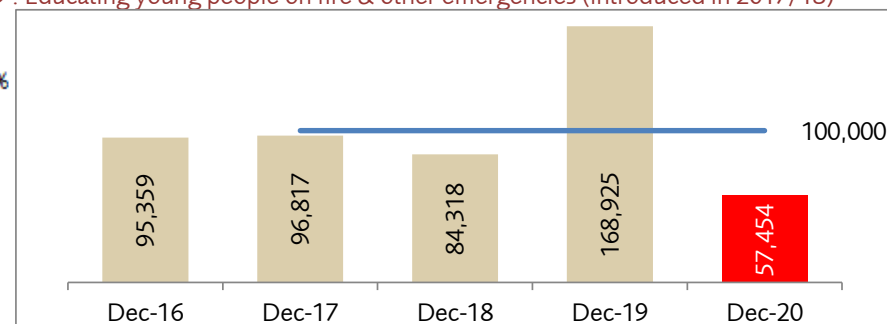
5,285 HFSVs were carried out over the last quarter with COVID-secure measures such as pre-screening questionnaire and appropriate PPE. At the announcement of Tier 4 and for London and, following government advice on minimising contact, there was a general suspension of HFSVs in order to protect both the community and members of staff from the new variants of the virus. However, whilst there has been a general suspension of HFSVs, London continues to visit those where a risk to life has been identified (such as in cases of Arson or where there is a suspected Safeguarding concern).

Of the 5,285 visits carried out last quarter; 91 per cent of residents disclosed a disability which could affect their ability to react to, or escape from fire; with 40 per cent disclosing a mobility issue that would affect their ability to escape from fire. 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 continues to work 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 at the end of the month.

Currently a guarantee cannot be made to complete 76,000 HFSV by the end of the financial year. As it is unlikely that we will be able to fulfil the target by the end of

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



the financial year. If and when restrictions are lifted every effort will be made to increase the rate of delivery to address the gap.

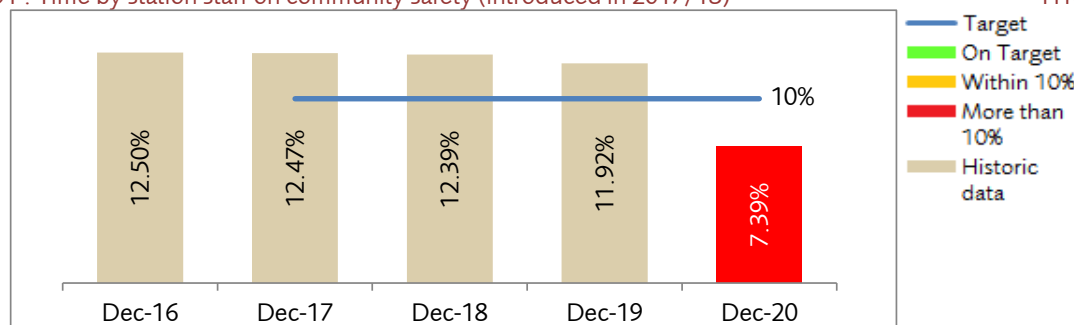
H9 – Educating young people on fire and other emergencies

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. The table below shows the breakdown of the different youth schemes, Crossfire, SDSA and Junior Citizens have all been unable to deliver since quarter one due to COVID-19

| | Dec 2018 | Dec 2019 | Dec 2020 |
|------------------------|---------------|----------------|---------------|
| LIFE | 657 | 525 | 101 |
| Fire Cadets | 252 | 320 | 349 |
| JFIS | 167 | 119 | 154 |
| Schools visits | 83,242 | 69,306 | 31,614 |
| Sub total | 84,318 | 70,270 | 32,218 |
| Crossfire | | 21,865 | 5,480 |
| Safe Drive, Stay Alive | | 21,028 | 7,635 |
| Junior Citizens | | 55,762 | 12,121 |
| Total | | 168,925 | 57,454 |

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

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



CO1 – Time spent by station staff on community safety

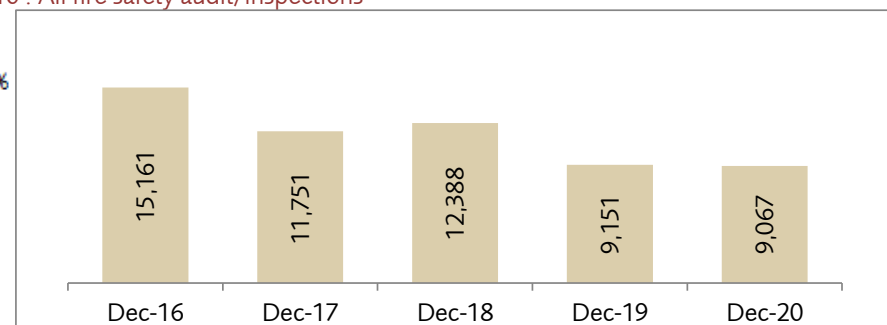
This indicator measures the percentage of available time utilised on community safety activity by fire station staff. Since the Government's launch of the COVID tier restriction system in October, London was placed in a new period of lockdown in November, this shift in government priorities to protect the safety and wellbeing of the community has an adverse effect on the ability of station staff to further engage with communities. Although the London-wide figure has fallen below the 10 per cent target, Redbridge has managed to maintain their target through continued work to support their local borough partnerships to vulnerable people in their communities through the pandemic: including packing and delivering food supplies, as well as essential services like pharmacy deliveries. Whilst acknowledging the offers from the Brigade, some boroughs prefer to use their own resources during the pandemic and keep the Brigade free to assist other more needy areas which is why their CFS figures are lower.

As an example of how we are adapting to this new way of working, Community safety plans are being amended to reflect the move to utilising a digital platform, several boroughs including Merton have held virtual station open days, where the viewer is taken on a tour of the fire station and its appliances.

H10 - All fire safety audits / inspections

In quarter three there have been increasing challenges due to the COVID-19 pandemic. However, supported by control measures to support safer working, our staff have continued to conduct audits with a focus on higher risk premises, while 'desktop' audits continue to be used have been used for venues such as care homes

H10 : All fire safety audit/inspections



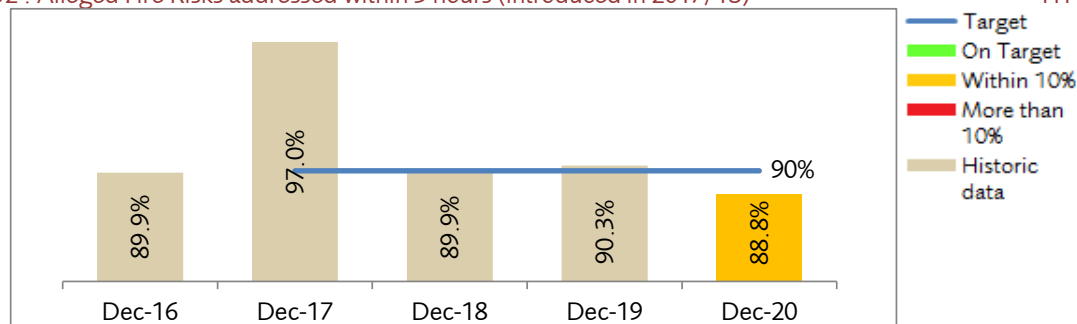
where access has not been possible. This proactive activity contributes to the risk reduction to the people of London and our operational fire crews. Audits for this quarter have increased by over 15% with a total of 2199 being completed, with nearly 70% of those directly relating to high risk premises. The pandemic has impacted on the logistics of paper based Building Regulations Consultations, but the introduction of a pilot e-working system in 2020 has helped to mitigate some of the issues and we continue to develop this new way of working.

LFB employs both Inspecting Officers and Fire Safety Advisors (who conduct 'simple' audits and should develop into Inspecting Officers) to undertake these fire safety audits/inspections. The current establishment is at approximately 75% against a peak in 2017 of 93%. With circa 40% of our Fire Safety Advisors (FSAs) and Inspecting Officers being on development, along with continued public and private sector market pressures for competent technical fire safety staff, we continue to explore ways to ensure that we bring in new talent and support our staff to competency. In the short term, this includes bringing back recently retired staff with appropriate qualification and experience, on fixed term part-time contracts to not only undertake audit work, but also to help develop and mentor our newer staff.

As noted, we continue to actively recruit new staff. A new cohort of FSAs started at the Centre of Learning & Excellence (CLE) on 4 January 2021, after again ensuring that the training can be conducted in a fully risk assessed COVID secure manner. Further recruitment of FSAs and Inspecting Officers is scheduled for the coming months. Work with the Fire Brigades Union (FBU) is ongoing, to ensure that operational staff can be attracted and brought into the inspecting roles.

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

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

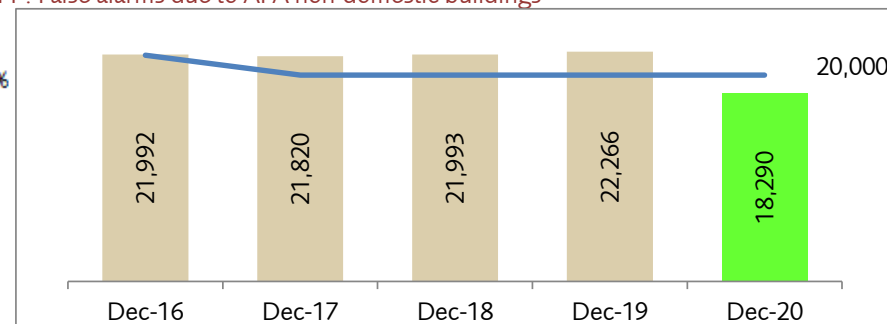


CO2 – Alleged Fire Risks

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.

Whilst we attended 91.3% of incidents within 3 hours during quarter three, performance is showing just below target for rolling 12 month figure due response times in quarter four of 2019/20.

H11 : False alarms due to AFA non-domestic buildings



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

Attendance at AFAs fell by over 10% during quarter one compared with the same period last year. This is difficult to measure against reduction initiatives due to the likely effect of temporary business closures arising from COVID-19 on the data.

The pandemic has had a continued impact on the delivery of this work stream due to closure and access restrictions of commercial premises. The focus of the team has moved from site visits to remote engagement with the highest producers of Unwanted Fire Signals (UwFS) and working with strategic level managers to encourage the implementation of reduction initiatives organisation wide. Work has begun on the production of training packages on UwFS for Fire Safety Advisors, Inspecting Officers, Control staff and Operational managers with the aim to increase and share knowledge across the organisation.

Response and Resilience – providing a high quality, effective response

Key points

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

We'll deliver this aim by:

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

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

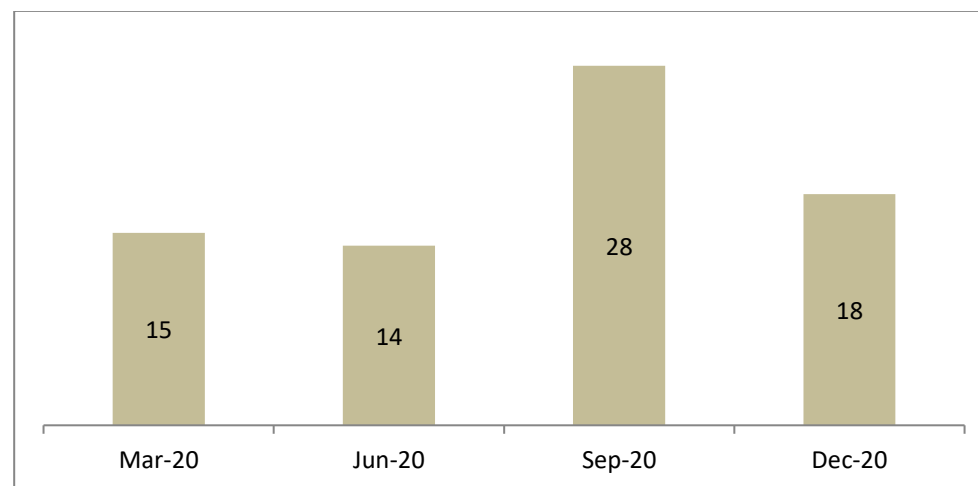
London Resilience

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

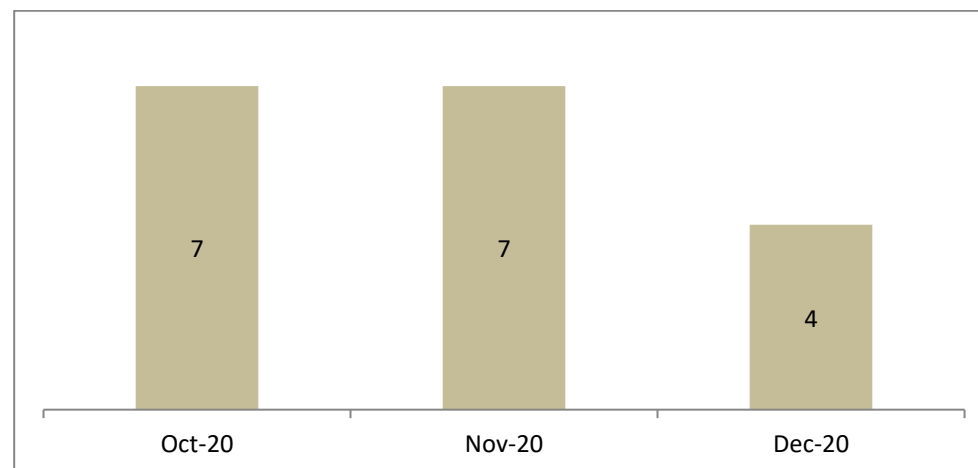
Typically, a response will be to an incidents that are:

- 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 Q3, by month



On average LRG responds to over 1 incident each week (6.2 incidents per month over the previous 12 months). The graph above shows that in 20/21 Q3 LRG responded to 18 incidents, average of 6 per month. Incident responses can vary from a weeklong response supporting partnership teleconferences and providing

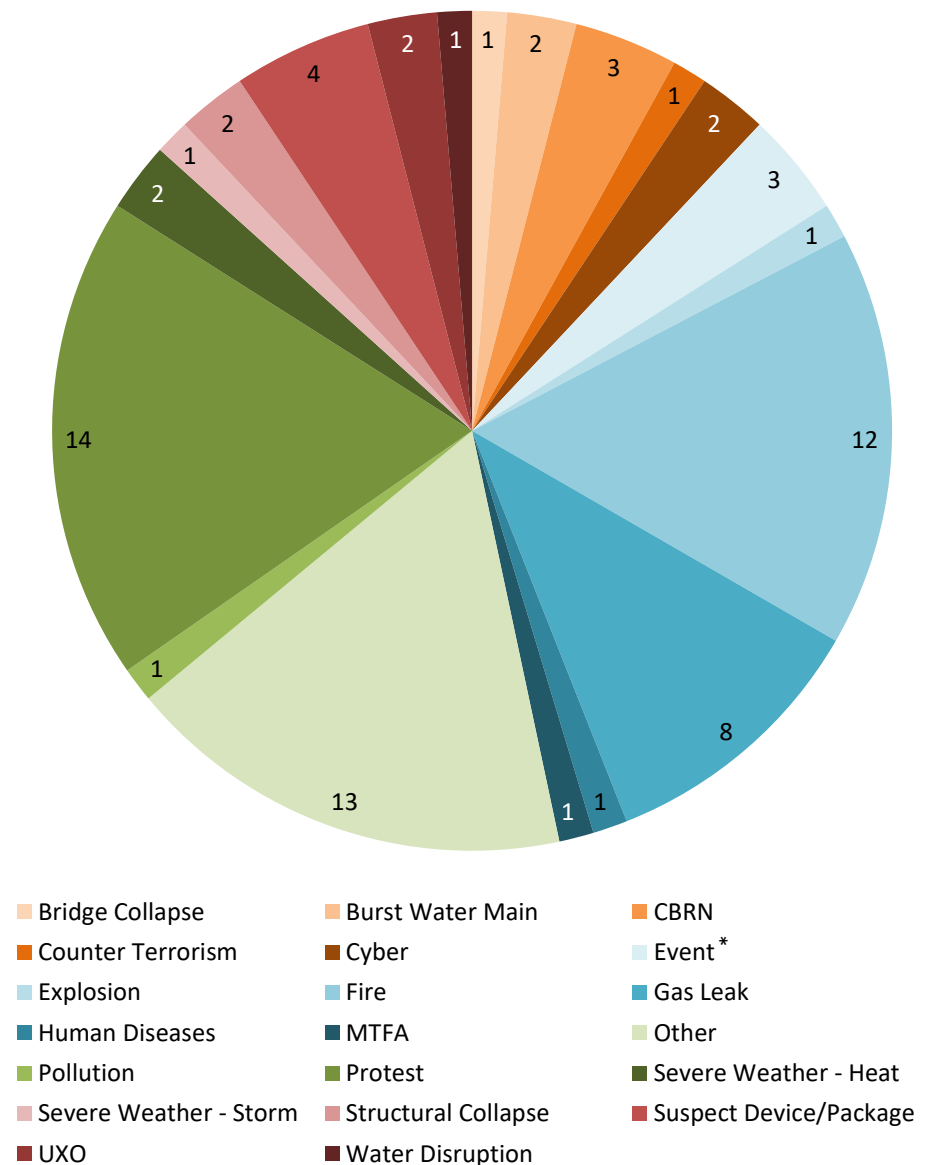
Response and Resilience – providing a high quality, effective response

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 January 2020 the average response duration per month is 17 hours.

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 over the summer although there has been less protest activity in recent months. A variety of incidents are included in the 'other' category ranging from email and Airwave outages, a car into a police station and a suspected earth tremor.

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.

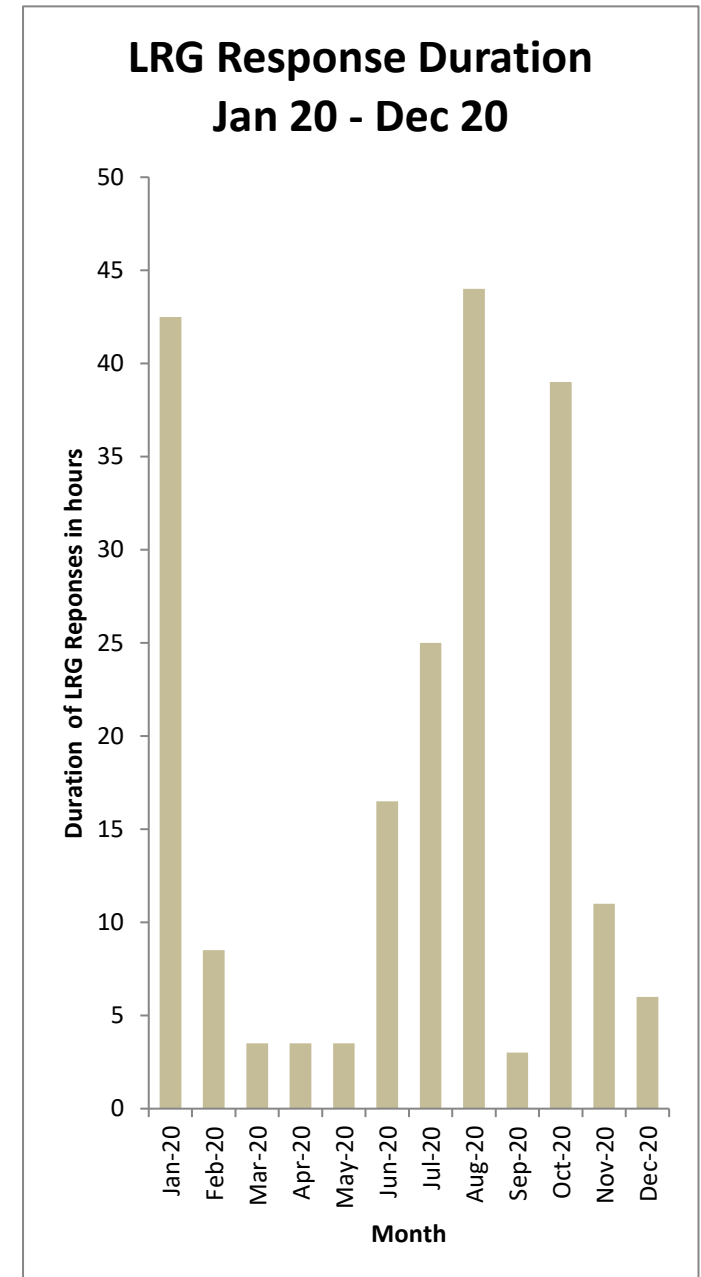
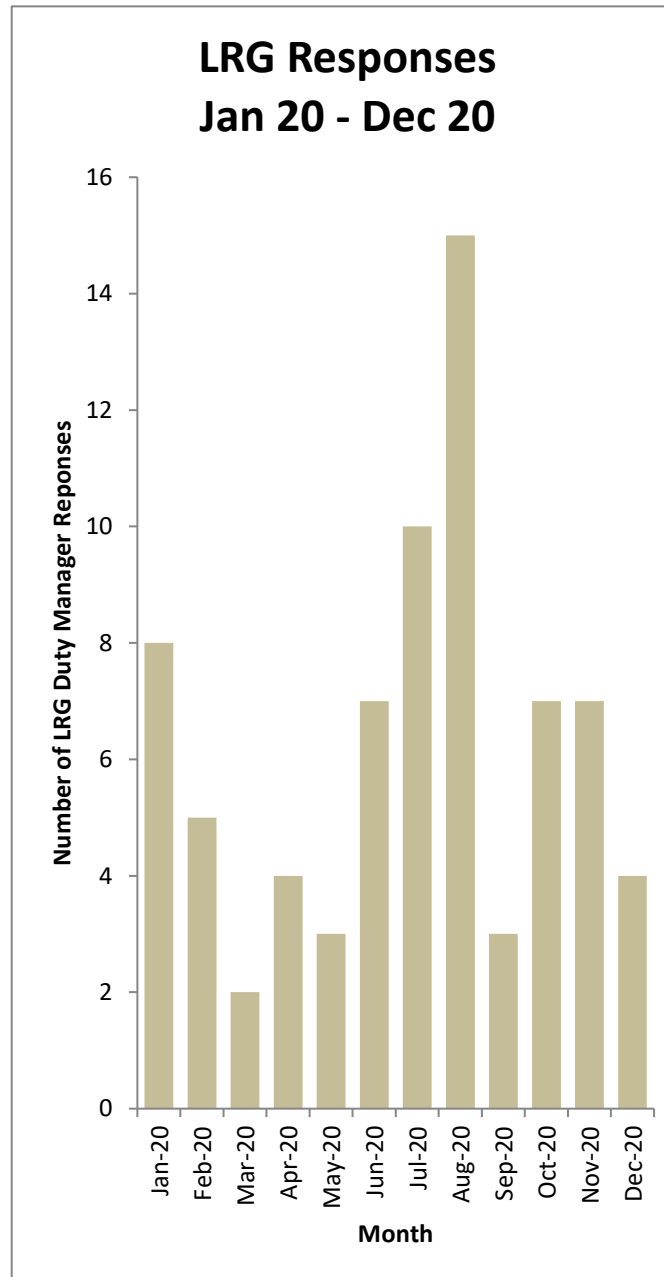
Incident by type 12 months ending December 2020



*High Profile Event (e.g. Conference)

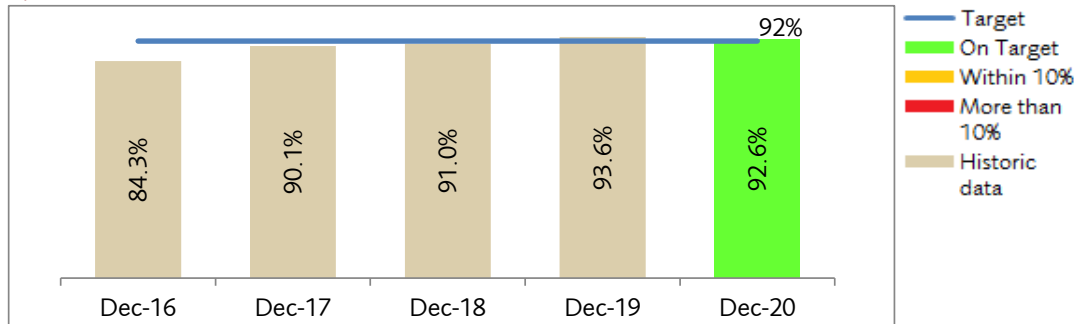
Response and Resilience – providing a high quality, effective response

| Incident Type | Total 12 months ending Dec 2020 |
|------------------------|---------------------------------|
| Bridge Collapse | 1 |
| Burst Water Main | 2 |
| CBRN | 3 |
| Counter Terrorism | 1 |
| Cyber | 2 |
| Event | 3 |
| Explosion | 1 |
| Fire | 12 |
| Gas Leak | 8 |
| Human Diseases | 1 |
| MTFA | 1 |
| Other | 13 |
| Pollution | 1 |
| Protest | 14 |
| Severe Weather - Heat | 2 |
| Severe Weather - Storm | 1 |
| Structural Collapse | 2 |
| Suspect Device/Package | 4 |
| UXO | 2 |
| Water Disruption | 1 |
| Total | 75 |

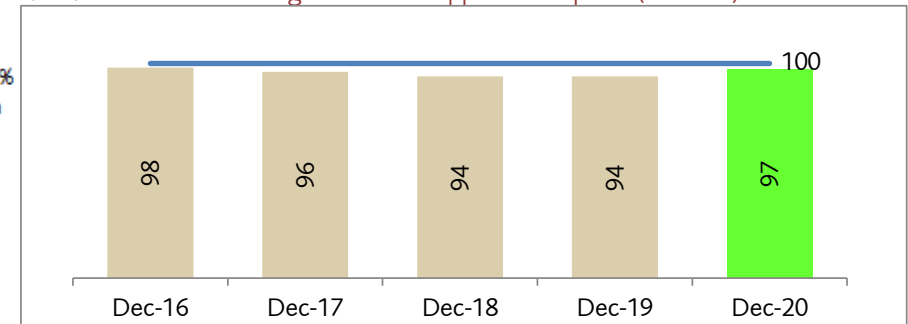


Response and Resilience – providing a high quality, effective response

CO3 : 999 calls answered within 7 seconds



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

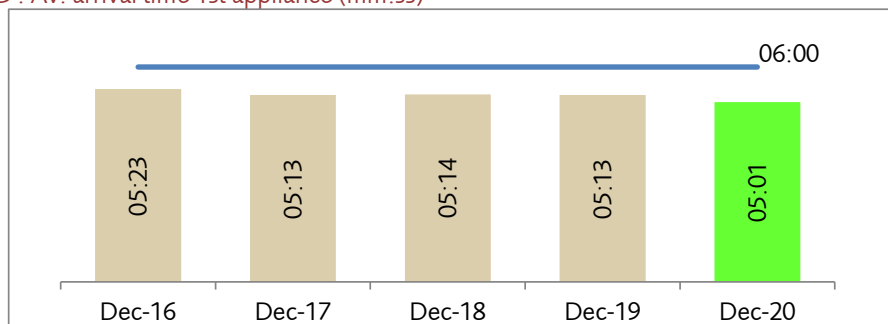


CO3 and H12 – Call handling

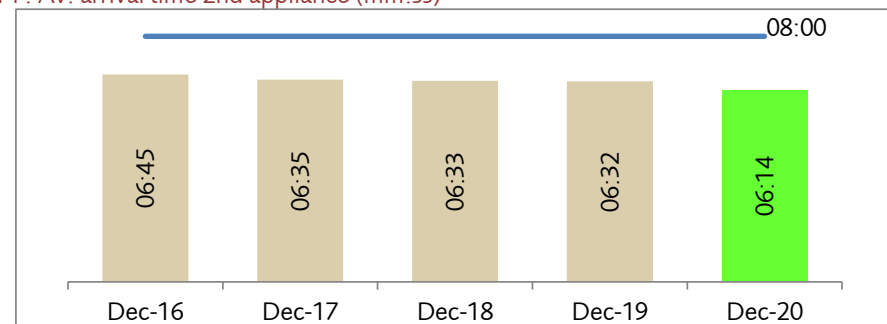
Control's call handling performance has remained both resilient and consistent throughout the year, which continues to be very encouraging given a number of external challenges such as the COVID 19 pandemic. The hard work and dedication of Control officers, supported by the Brigade's IT engineers and Capita is helping deliver a better and more robust 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

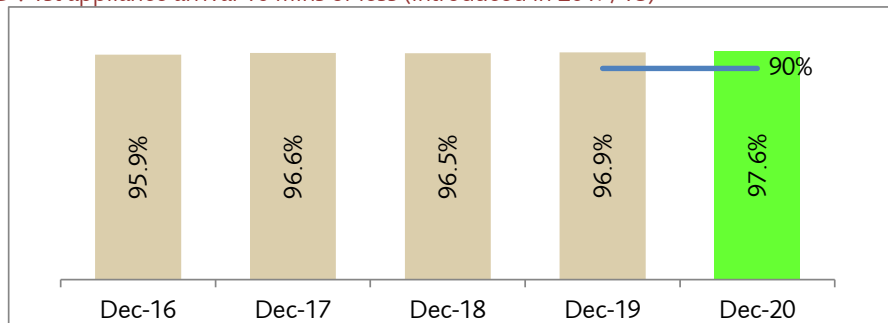
H13 : Av. arrival time 1st appliance (mm:ss)



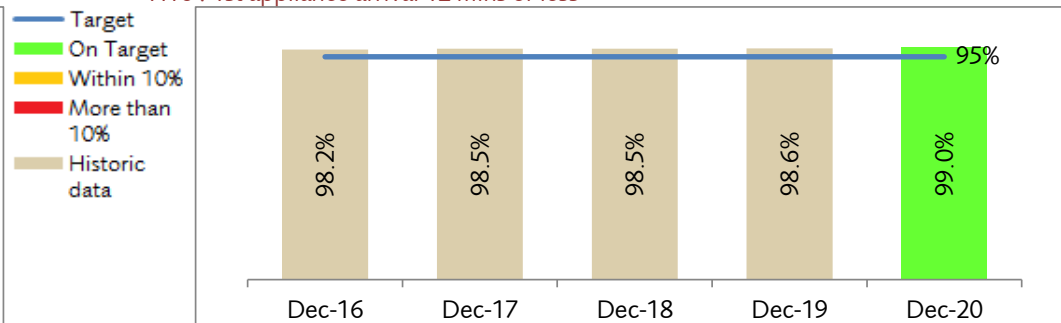
H14 : Av. arrival time 2nd appliance (mm:ss)



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



H16 : 1st appliance arrival 12 mins or less



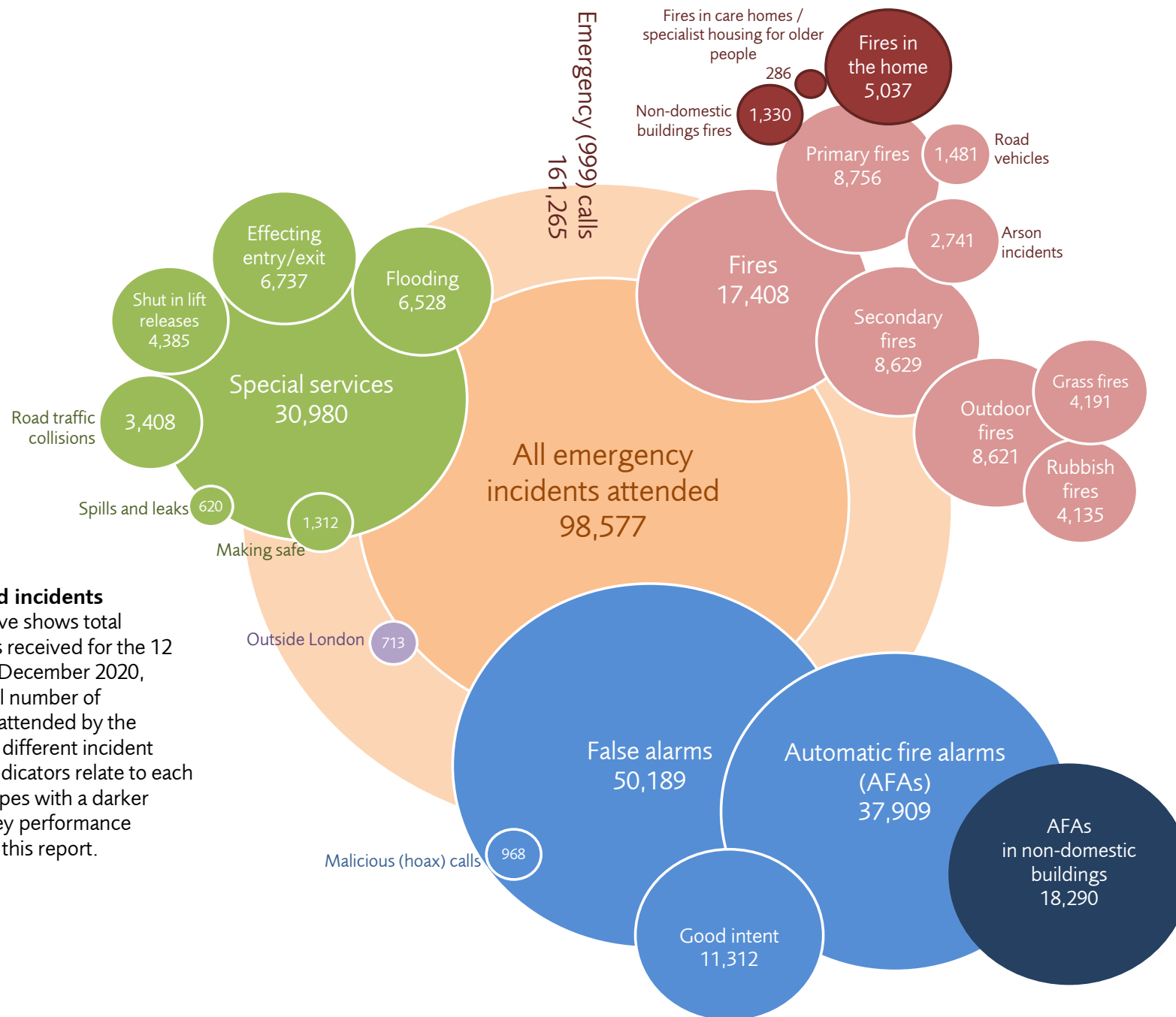
H13 and H14 – Attendance times 1st and 2nd appliance

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 December 2016 and second appliance average arrival times have improved by 31 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 December 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 1 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.

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.

As part of this new strategy, a new governance board, the Togetherness Board, was established to monitor implementation. The Board has since met twice, and at its November 2020 meeting welcomed three external community members who will work alongside senior leaders to hold LFB accountable for delivery of the Togetherness Strategy. The three members bring a huge amount of lived and professional experience of diversity and inclusion in London.

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.

People and Resources – delivering a positive and healthy culture

Mental Health Wellbeing

Interventions designed to support the mental health wellbeing of the workforce continue to evolve as a response to the increased incidence of Stress, Anxiety and Depression (SAD) and the commitment LFB has made to ensuring that wellbeing is a primary focus of its Transformation Plan. LFB specific 'recognising and managing SAD' training will be delivered to the workforce during 2021; the number of trained LFB Mental Health First Aiders will increase, and work to establish a peer trauma support initiative will be progressed. Engagement with external stakeholders, including the Royal Foundation, will be further reinforced alongside more collaborative work with blue light partners. Counselling and Trauma Service staff will also continue to deal with the increasing numbers of referrals as a direct result of the impact of the pandemic on the mental health of the workforce.

Employee Engagement and Recognition

Following a review of our approach to employee engagement and recognition, regular, shorter and quarterly staff surveys are planned to begin in February 2021. A provider has been appointed following a competitive tender exercise and is now working closely with the Engagement Team to begin implementation of a new approach to cross-organisational surveys and feedback.

In addition, the first LFB People Awards launched in December 2020, a new process which enables recognition and awards across the whole Brigade, working in partnership with Fire Stations and the Cultural Change Team. Submissions close in February 2021 and a comprehensive communications campaign is underway to generate engagement from all staff groups.

Listening and engagement events are continuing to take place (such as Town Halls) with a central focus on culture, the organisation's Transformation Delivery Plan, the new awards process and staff survey. These are led by the Communications Department and occur quarterly.

Sustainable Development Strategy

The Brigade's Sustainable Development Strategy covering 2016/22 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 such as the implementation of the Ultra-Low Emission Zone. Following approval of the extension of the Strategy to March 2022 it now incorporates actions set out under the Responsible Procurement Implementation Plan; the Ultra Low Emission Fleet Plan; the Carbon Reduction Strategy; and the Single Environment Plan.

The initial SD strategy had 47 actions, of which three remain outstanding. As of the end of quarter, the progress on these 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 921 staff have completed the training. The existing Health Safety and Environment induction package has been revised and the Environment Matters induction will be scheduled as pre-course learning in place of the environment module of the HSE training for new fire fighter recruits. A go live date is awaited.
- 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. Planning continues on the final initiative planned for this action to establish a green cadets unit in Kingston, which is expected to be up and running from April 2021 (COVID restrictions permitting).
- 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. Given the current challenges the target time frame to complete the databased project is October 2021.

People and Resources – delivering a positive and healthy culture

Progress against the actions from additional plans monitored under the Strategy includes:

- Participation in a workshop to support small and diverse businesses to understand how to bid for public sector works.
- Evaluation of tenders for the Zero Emission Pumping Appliance prototype, with two compliant bids taken forward to the second stage presentations and clarifications.
- Submitting an application under the Public Sector Decarbonisation Scheme to undertake additional carbon reduction works projects including an Air Source Heat Pump, LED lighting and solar photovoltaics projects.
- Review of the design for Plumstead Fire Station refurbishment works to incorporate an Air Source Heat Pump.

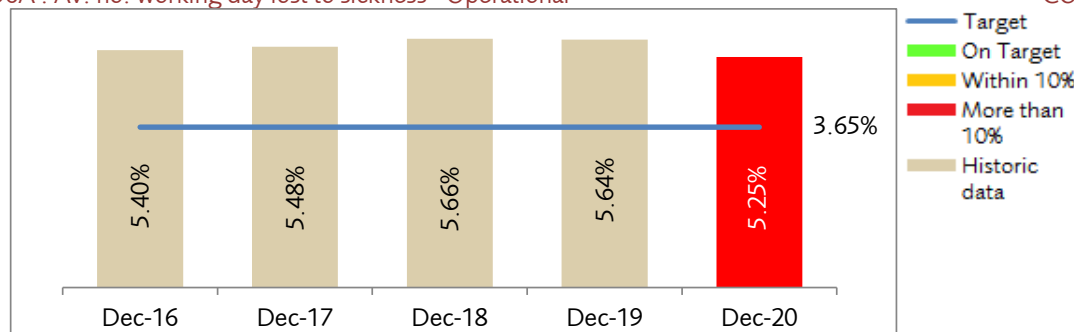
Internal audit plan

All reports against the 2019/20 annual audit plan have now been issued as final. Work against the 2020/21 annual audit plan continues:

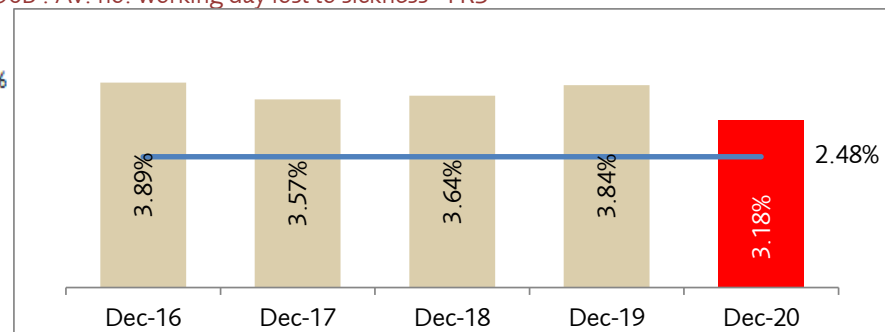
- 13 final reports have been issued; two risk and assurance, two advisory and nine follow ups.
- Three risk and assurance draft reports are currently with the client for agreement of actions.
- Three risk and assurance reviews have concluded the fieldwork stage and the reports are in the process of being drafted.
- Four reviews are at fieldwork stage; three risk and assurance and one follow up.

People and Resources – delivering a positive and healthy culture

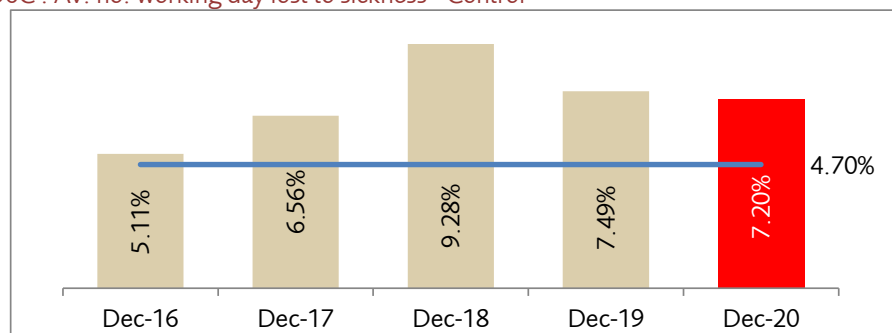
CO6A : Av. no. working day lost to sickness - Operational



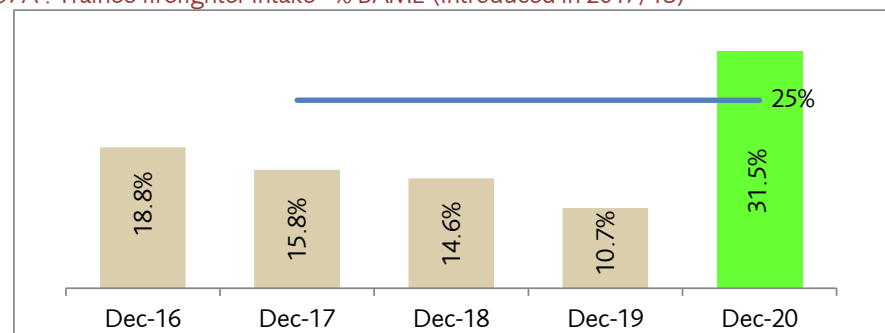
CO6B : Av. no. working day lost to sickness - FRS



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

Operational and FRS employee sickness absence for the last twelve months compares favourably to the previous four years. Control employee sickness absence is also lower compared to the previous two years, but all staff groups remain above target.

Operational employee sickness absence has decreased from 5.64 per cent to 5.26 per cent during the past twelve months, continuing the trend that commenced earlier this year. Control staff sickness also decreased, from 7.49 per cent to 7.20 per cent while FRS sickness experienced a significant decrease from 3.84 per cent to 3.17 per cent.

The number of sickness cases of more than six months duration has increased from 22 as at end December 2019 to 28 at the end of December 2020. The decision to

suspend formal sickness capability meetings until they could be held in a COVID-safe environment has likely contributed to this increase, but these meetings have now resumed.

Stress, anxiety and depression (SAD) remains the main reason for sickness amongst operational employees in the 12 months ending December 2020, representing 25 per cent, 39 per cent and 38 per cent of all sickness for operational, control and FRS employees respectively.

The proposal to reintroduce fitness testing for operational employees has been deferred following the Government's latest lockdown announcement. No specific date has been agreed as to when they will resume but will be reviewed regularly and recommenced when it is safe to do so and does not impact the Commissioner's ability to maintain fire cover across Greater London.

People and Resources – delivering a positive and healthy culture

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

CO7A&B – Improve the diversity of firefighters

There has been an increase in the percentage of Black, Asian, Minority Ethnic (BAME) trainee firefighters in quarter three. The percentage of trainee firefighter in this intake who are BAME increased to 31.5 per cent (up from 29.3 per cent in quarter two). There was a slight decrease in the percentage of women trainee firefighters in quarter three with 23.5 per cent of the trainee firefighter intake being female candidates compared to 26.9 per cent in quarter two.

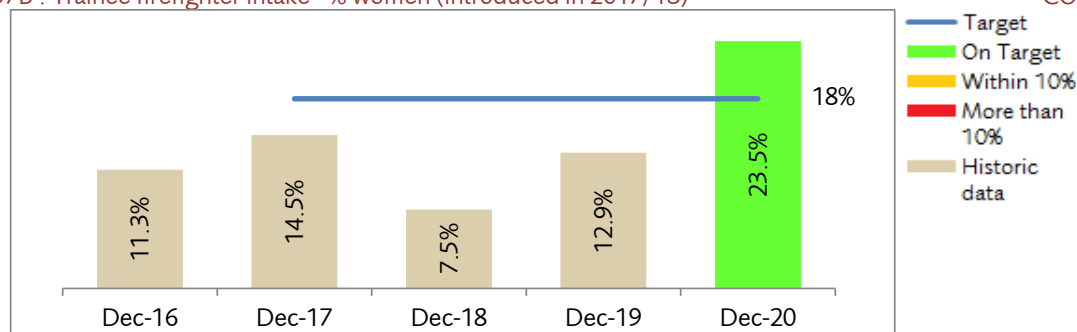
Overall, from the April 2019 campaign, 204 successful candidates have now commenced training, 62 of which are female (30 per cent) and 71 are BAME (35 per cent). Additionally, from the 2019 campaign, a further 2 people have received provisional offers to start training from February 2021 onwards, of which, one is female.

The 2020 campaign continues and to date, 90 successful candidates have now commenced training, 14 of which are female (16 per cent) and 33 are BAME (37 per cent). From the 2020 campaign, a further 24 people have received provisional offers to start training February 2021 onwards, of which, six are female and 10 are BAME.

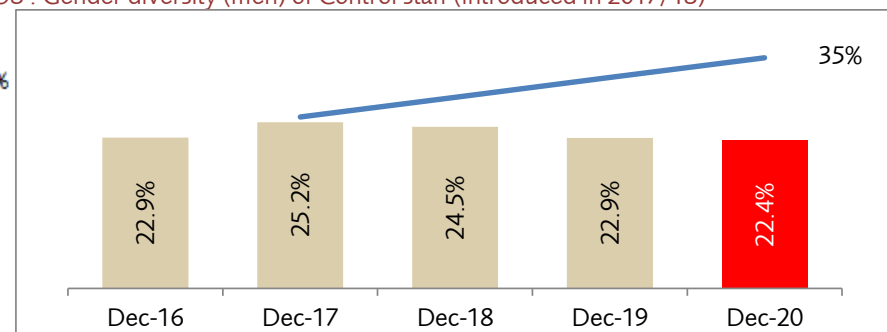
54 candidates are still in process from the 2020 campaign of which, 24 are female (44 per cent) and 25 are BAME (46 per cent). It is anticipated that some of these individuals will be allocated provisional offers in the near future to fulfil existing training school places if they are successful at all assessment stages.

People and Resources – delivering a positive and healthy culture

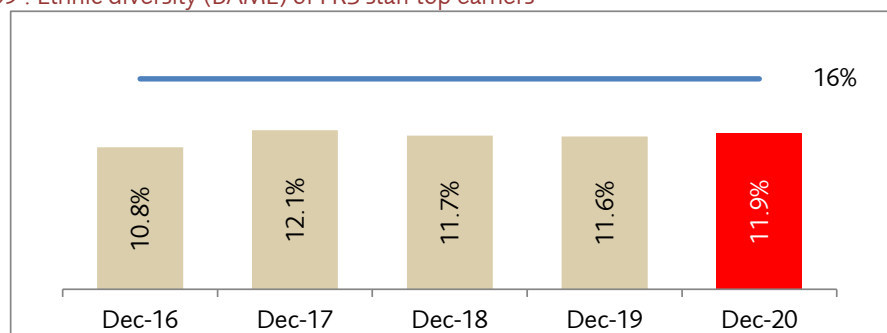
CO7B : Trainee firefighter intake - % women (introduced in 2017/18)



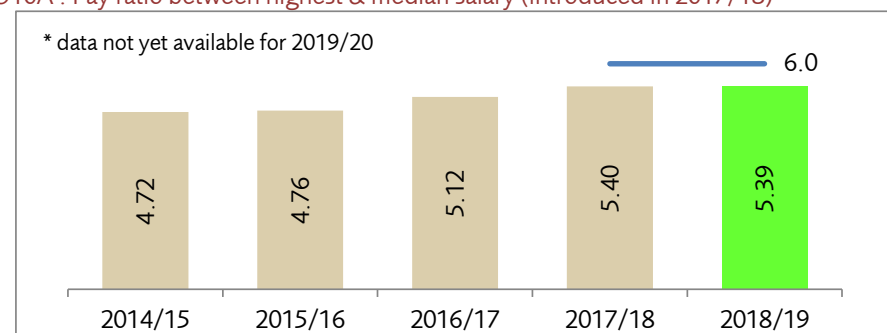
CO8 : Gender diversity (men) of Control staff (introduced in 2017/18)



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 22.9 per cent in December 2019 to 22.4 per cent in September 2020), and an increase from 11.6 per cent BAME FRS top earners in December 2019 to 11.9 per cent in September 2020.

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

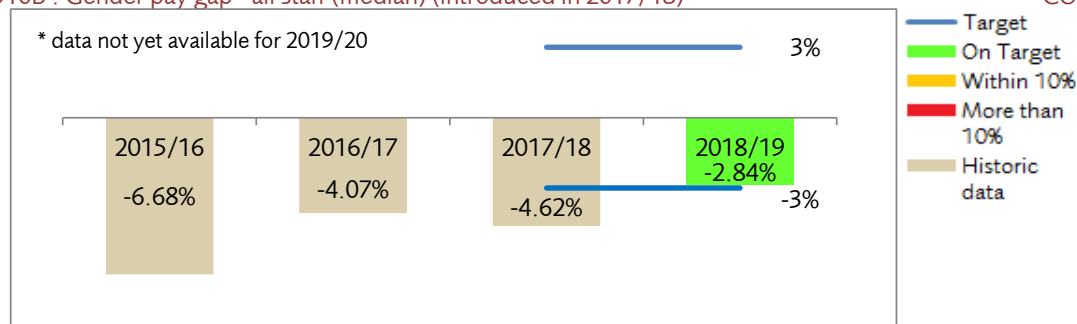
CO10A – Pay ratio

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)

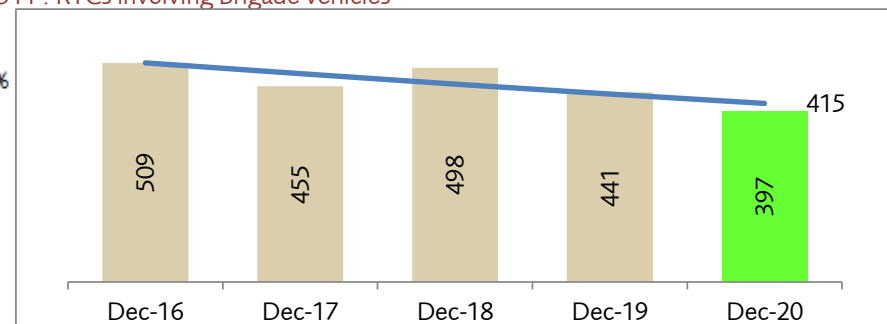


CO10B – Gender pay gap

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 still awaits sign off from the GLA in order to publish externally. This is now expected during quarter four.

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

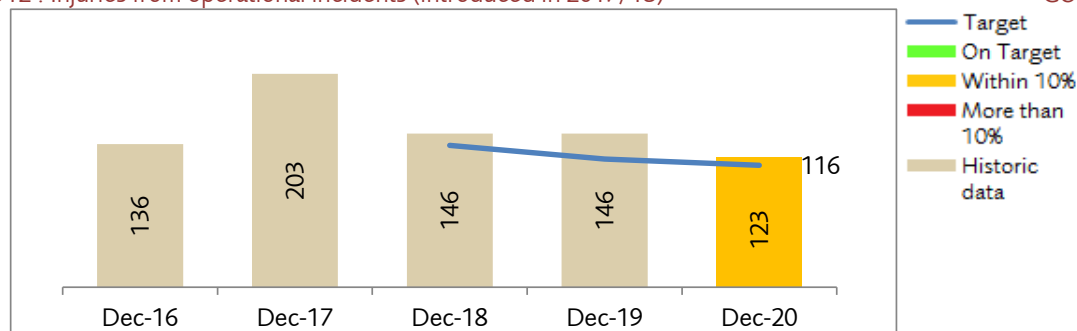


CO11 – RTCs involving Brigade vehicles

The target for Road Traffic Collisions (RTCs) involving Brigade vehicles is being met (397 versus a target of 415). Road traffic collisions have reduced by 10 per cent when compared with the outturn for the same reporting period last year (441). It is likely that some of this effect is due to reduced vehicle journeys during the coronavirus pandemic. The Emergency Response Driver refresher training programme has continued this year; approximately 90 per cent 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 quarter one 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

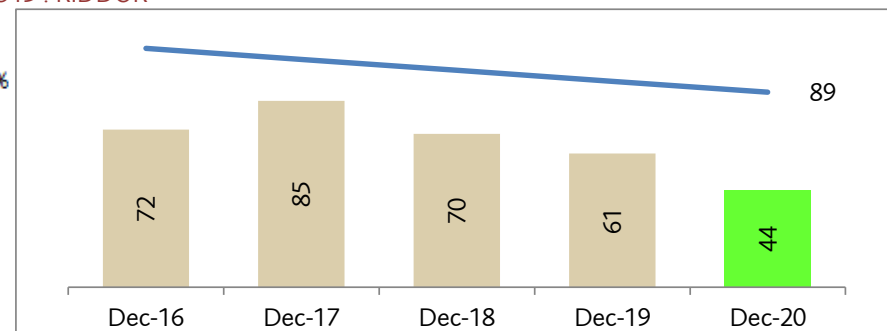
CO12 : Injuries from operational incidents (introduced in 2017/18)



CO12 – Injuries from operational incidents

The target for injuries from operational incidents is not being met (123 versus a target of 116). Injuries from operational incidents have reduced by 16 per cent when compared to the outturn for the same reporting period last year (146). Officers are currently working on operational policy, including the introduction of operational risk assessment, to make general improvements to incident ground safety, which is 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

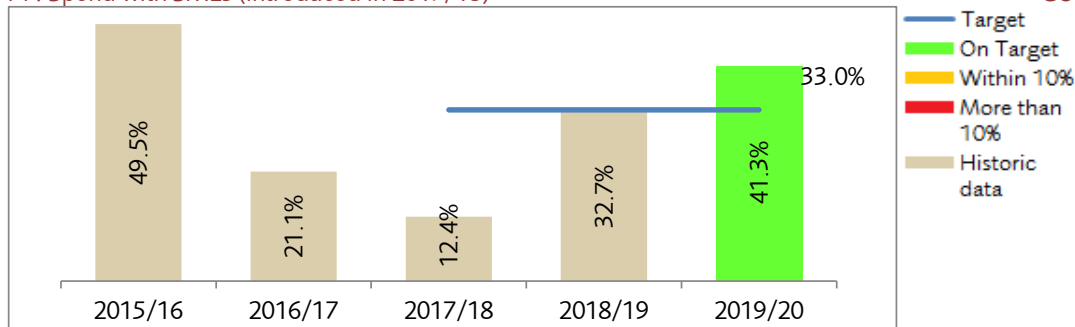


CO13 – RIDDOR

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 (44 versus a target of 89); long term performance has seen significant improvements with a 39 per cent reduction when compared with the same reporting period in the 2016/17 financial year (72).

People and Resources – delivering a positive and healthy culture

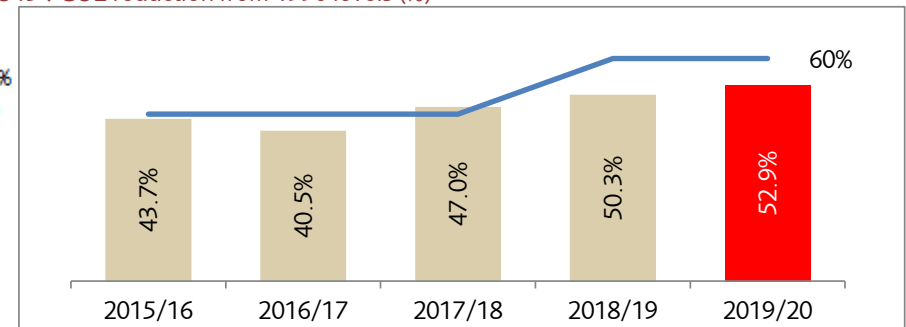
CO14 : Spend with SMEs (introduced in 2017/18)



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 (%)

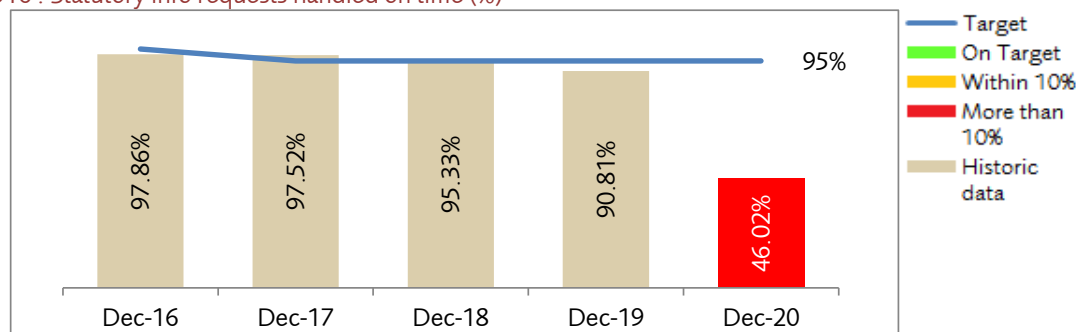


CO15: CO₂ reduction from 1990 levels

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 (%)

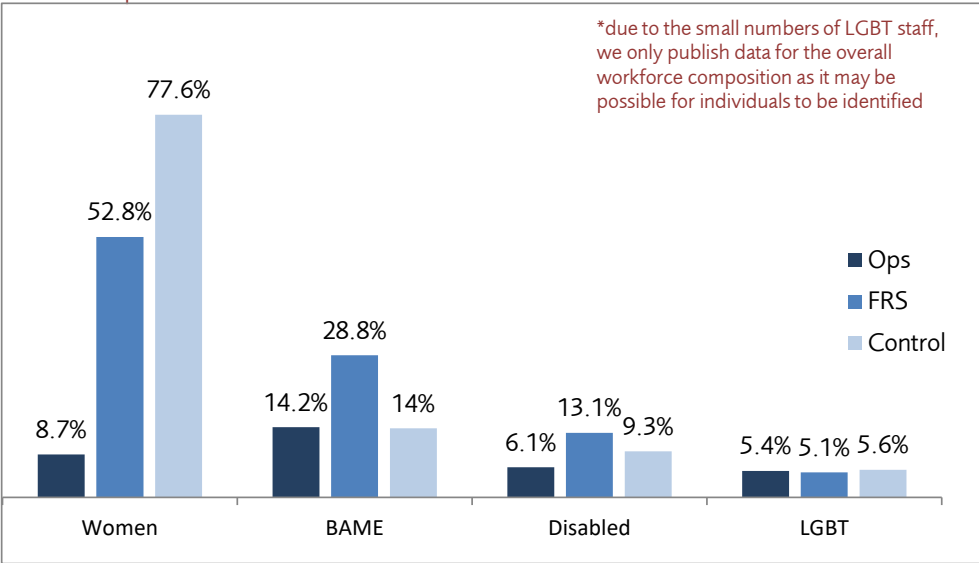


CO16: Statutory information requests handled on time

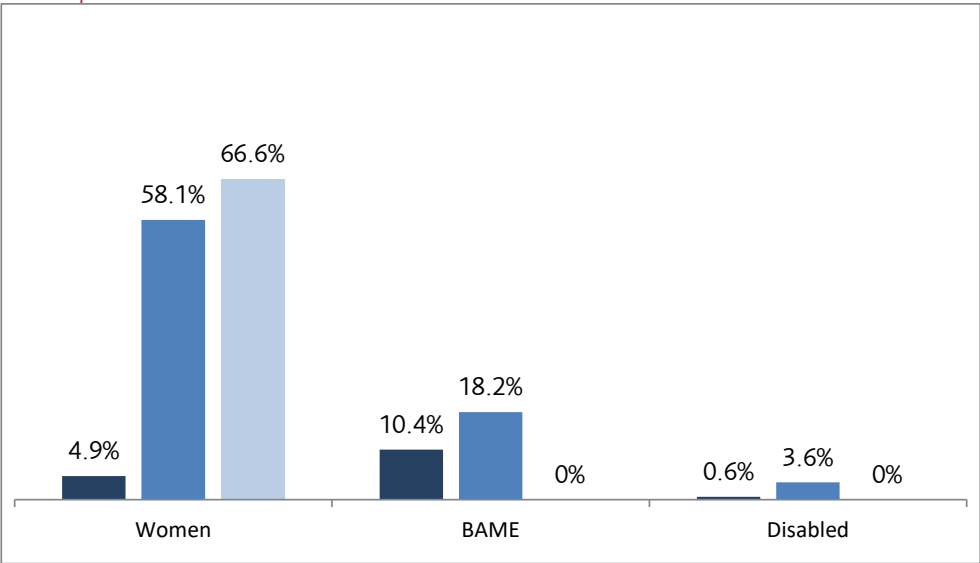
This indicator measures how well the Brigade is meeting the statutory deadlines for responding to information requests under the Freedom of Information Act (20 working days) and the GDPR/Data Protection Act (one calendar month). The number of requests has reduced slightly in the first three quarters of 2020/21 compared to the year before, but performance at the end of quarter three 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. In addition, the Director Corporate Services has authorised a further temporary change to the staffing of the Information Access Team to address the current workload and backlog. An agency staff member has been sourced and is progressing through placement allocation.

Key People and Resources Information – workforce composition

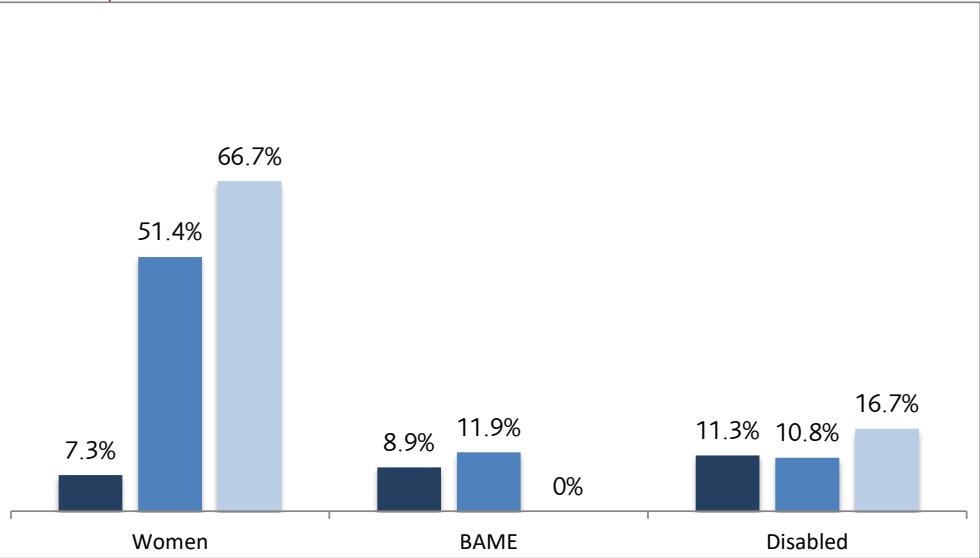
Workforce composition*



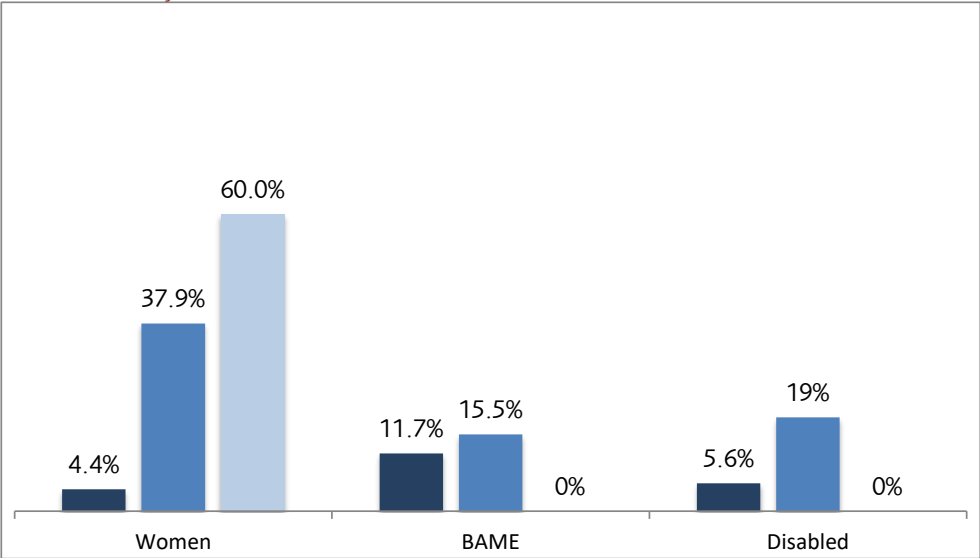
Workforce promotions



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 December 2020)

Eight commitments are reporting as green, four are complete with two of them completing during quarter three.

- *LSP18 - We will review how we use our FRU fleet and where they are located*

The FRU Review has been completed and a draft report circulated to Heads of Service for comment. Many of the local recommendations such as crew ridership, specialist training has been addressed.

- *LSP24 - As part of our collaboration work, we will look to work with the staff representative bodies to further improve the co-responding process for crews*

The re-introduction of co-responding continues to be subject to national pay negotiations. Operational Policy and Assurance have undertaken all the required preparatory work to introduce co-responding as and when an agreement has been reached nationally.

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.

| | | | | | |
|------------|--------------------|------------|------------------|------------|-------------------|
| 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 | | | | | |

As part of the Brigade's transformation journey, officers are currently conducting a series of workshops with Heads of Service to review the content of the risk management system. It is expected that this will lead to an updated portfolio of

strategic risks. For the time being, 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 ongoing pandemic and the potential long term impact of the COVID-19 on the Brigade.

There have been no material changes to the risk register for quarter three. During this period, the UK has exited the European Union. Accordingly, the Brexit risk (CRR35) has been kept under a watching brief. Following the agreement between the Government and the European Union prior to Christmas, the Brexit risk (CRR35) remains low. However, officers continue to monitor the situation for any potential changes and impacts on the Brigade.

| 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 |

Our Risk Perspective

| Code | Risk Description | Score |
|-------|--|-------|
| 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 |
| 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.

Brexit

The Brexit Coordination Group meets on a regular basis to review the previous planning and we review the impacts, risks documents produced by the Pan-London partnership and Mayors Office, NFCC and other FRS to ensure that along with our own contingency plans and supply change we are alerted as early as possible to any impact and are agile in our response.

Festive Period

Traditionally Christmas, New Year's Eve and the many other religious and cultural celebrations held in the Capital at this time of year represents a period of high leave and high resourcing through staffing for formal events. Due to the national lock down many of these events did not take place reducing the demand on our resourcing allowing us to focus on maintain the expected level of service and direct resourcing to areas impacted through COVID-19.

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 December 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 | Project/Programme Name | Q2 | Q3 | Budget (£m) | Estimated Spend (£m) | Stage | Original End Date | Forecast End Date |
|-----------------------------------|---|-----|----|-------------|----------------------|---------|-------------------|-------------------|
| Active Projects/Programmes | | | | | | | | |
| A | Command Unit Replacement (CURP) | A | A | £5.3m | £0.09m | Plan | 31/03/2019 | 31/10/2021 |
| A | Integration of National Operational Guidance into LFB | R | G | £850k | £48k | Plan | 31/12/2018 | 02/08/2021 |
| A | Respiratory Protective Equipment (RPE) | G | A | £11.7m | £1.5m | Plan | 31/12/2021 | 31/07/2022 |
| A | Zero Emission Pumping Appliance 1 (ZEPA1) | G | G | £1.8m | £0.05m | Plan | 31/12/2023 | 31/12/2023 |
| A | Fire Survival Guidance Technology Solution | G | R | £200k | £226k | Deliver | 31/12/2020 | 01/03/2021 |
| A | Operational Contingency Arrangements | N/A | G | £56k | £56k | Deliver | 31/12/2020 | 31/01/2021 |
| A | Business Intelligence Solution | G | G | £1.8m | £1.4m | Deliver | 31/03/2020 | 31/03/2022 |
| A | Finance and Procurement System Replacement | G | G | £1.65m | £1.65m | Deliver | 31/03/2022 | 30/09/2022 |
| A | LFB Museum | N/A | G | TBC | TBC | Plan | 30/11/2025 | 30/11/2025 |
| A | HR and Payroll System Replacement | N/A | G | TBC | TBC | Plan | 30/06/2022 | 30/06/2022 |
| A | Lambeth River Station - Pontoon Refurbishment | N/A | G | £3.5m | £0.3m | Plan | 31/12/2021 | 31/12/2021 |

Eight of the projects are currently reporting as green, these are, Integration of National Operational Guidance into LFB, Zero Emission Pumping Appliance 1 (ZEPA1), Operational Contingency Arrangements, Business Intelligence Solutions, Finance and Procurement System Replacement, LFB Museum, HR and Payroll System Replacement and Lambeth River station – Pontoon Refurbishment. Two projects are currently reporting as amber. One project is currently reporting as red.

Command Unit Replacement (CUR)

Due to delays from COVID-19 and the carrying out of due diligence for both the prospective vehicle solutions and the Incident Command Operating System (ICOS), the project is showing off target.

Babcock critical services have formulated the draft Product Description and Financials (PDF) for the LFB around the preferred vehicle solutions. The final version was due by the end of the first week of January following receipt of the financial reports of the preferred bidder but has been delayed.

Meetings have been held with LFB IT security around concerns over the cloud and ICOS solution security. Two bidders have been taken forward for demonstration and User Acceptance Testing (UAT). Demonstrations of the software were given prior to the Christmas break. Further scrutiny of the software security will continue throughout to ensure full compliance is met.

Respiratory Protective Equipment (RPE) and Radio Replacement Project

Full Breathing Apparatus trials are scheduled to take place at the Fire Service College between the 24 and 29 January 2021. Telemetry trials will also be conducted at various locations in London in the week commencing 18 January 2021.

Practical trials for the radio replacement took place between 28 and 31 October 2020 at the Fire Service College. Station based trials were originally scheduled for December 2020, but due to a delay in the supplier delivering the equipment required for the trials, this has slipped to January and February 2021 across the four commands.

Evaluation of the bids received from radio suppliers commenced in early December 2020 and will finish at the end of the Station based trials in mid-February 2021.

Incident Communications Team and Radio Group have completed testing a new dual mode repeater and reported good results. Approval is being sought to purchase the repeaters on a direct award basis and the supplier is being contacted to provide details of all costs including service management, prior to an order being placed through the Crown Commercial Service framework.

Babcock training have been instructed to carry out an impact assessment relating to the delivery of on-station RPE and radio training for all operational staff in 2021/22.

Delivering on Change – Corporate Portfolio

The RPE project team submitted a formal Training Request Form (TRF) in December 2020.

It has been agreed that a Computer Based Training (CBT) package is an appropriate training method and a TRF for radio training was submitted in November 2020. However, radio training being ready for release has slipped by two months as the training material can only be evaluated once the radio supplier is known.

This project is reporting amber due to the delays in receiving the equipment to commence trials, evaluate the RPE and radios and finalise the training material.

Fire Survival Guidance Technology Solution

Capita have delivered their interface which has been installed, but not yet been fully configured. This cannot take place until the internal infrastructure issues facing the application are resolved. Whilst progress has been made, the end to end communication is not yet working so the project is now showing reporting as red (off target) as it will be delayed past the delivery date of March 2021. Once the infrastructure is working, the project will be re-baselined and milestones updated.

In the meantime requirements gathering for the second phase of the training app have started and the board have reviewed the implementation and communication plan. The CBT continues to progress but cannot complete until the application is through User Acceptance Testing (UAT).