



LONDON FIRE BRIGADE



# London Fire Brigade Beginning our transformation

---

Delivery Plan – 31 January 2020\*

An introduction from  
the Commissioner

# **Transforming LFB for the future: Our delivery plan**





## Introduction

London Fire Brigade (LFB) is one of the largest fire and rescue organisations in the world, servicing one of its most complex, dynamic, global cities. The environment in which we operate is ever changing, and LFB needs to change with it in order to be fit for purpose. This transformation plan is a response to:

- The Phase 1 Grenfell Report recommendations; and
- HMICFRS inspection report on London Fire Brigade.

## Transforming LFB for the future

The imperative for change is clear: we accept the recommendations in both reports. LFB needs to learn to adapt in a more agile and rapid way. Only by doing this will we continue to achieve our purpose and our vision as an organisation. The transformation we are now beginning needs to be both wide and deep. Our people will need to adapt what we do and change how we do it. This change must start now.

As the new London Fire Commissioner, I have worked with my senior leadership team to produce this delivery plan for the transformation of LFB. It lays out our short, medium and long-term priorities for change.

- For example, it sets out work which we are getting underway with urgency on the most risk-critical issues such as incident command, leadership training and reconnecting with London's communities.
- In addition, it also sets out work which we need to tackle in the longer-term such as that around culture change, becoming a more agile, learning organisation and driving innovation in the fire and rescue service. These actions are also set out in the plan and support the transformation required from both reports.



## Our transformation is based on our purpose and vision

As a leadership team, we have been working over the past couple of months on creating a new purpose, vision and strategy for LFB. I strongly believe that our transformation plan needs to be closely aligned with our long-term strategy. This will ensure all our priorities, short-term and long-term are well coordinated.

Our purpose as an organisation is to be:

## trusted to serve and protect London

This is why we exist. It is why our people come to work every day.

To be able to achieve that purpose, we also need to have a strong vision for LFB – where do we want to get to as an organisation? Our vision is as follows:

**“We will be a dynamic, forward-looking organisation of fully engaged people at the centre of the communities we serve, adapting to the changing needs of London”**

Implicit in this vision, I believe, is the need for change within the organisation. We need to be more agile and flexible in how we operate. We must anticipate future trends more actively and not stay the same through fear of change. We need our people to feel fully connected with what we are trying to achieve and how we want to achieve it. We must be more integrated into the communities we serve and protect and learn how to evolve how we work with and for them.

This Transformation Plan is the beginning of the process and we will be engaging with our workforce to further develop this plan on an ongoing basis.



## Connecting change to our long-term strategy

To help deliver our vision, our senior team has worked on a simple strategy – our roadmap to get us there. Our transformation plan is based around our four strategic 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 within 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.

Our transformation plan means serious and continuous change. The actions described in the detailed document that follows are our core priorities and will inform our next corporate plan. This is how we will measure our progress and our success. I look forward to driving the transformation of LFB for the future through our delivery plan. By achieving this, LFB will be fully trusted to serve and protect London.

**Andy Roe**

London Fire Commissioner  
January 2020

# London Fire Brigade Strategic Framework

|   |   |   |   |                              |
|---|---|---|---|------------------------------|
| <p>Why do we exist?</p>                     | <p><b>Trusted to serve and protect London</b></p>   |   |   |                              |
| <p>Where do we want to get to?</p>          | <p>"We will be a dynamic, forward-looking organisation of fully engaged people at the centre of the communities we serve, adapting to the needs of London"</p>                                    |   |   |                              |
| <p>How do we get there?</p>                 | <p><b>Strategy</b></p>  |   |   |                              |
|   | <p><b>The best people and the best place to work</b></p>  | <p><b>Seizing the future</b></p>        | <p><b>Delivering excellence</b></p>       | <p><b>Outward facing</b></p> |
| <p>What helps us get there?</p>             | <p><b>Enablers:</b> 1. Diversity and Inclusion – is at the centre of what we do to enable us to deliver an effective service 2. Our readiness and ability to make change happen successfully.</p> |   |   |                              |
|   | <p><b>Behaviour 1: Compassion</b></p>   | <p><b>Behaviour 2: Togetherness</b></p> | <p><b>Behaviour 3: Accountability</b></p> |                              |
| <p>How do we know we are getting there?</p> | <p><b>Performance Metrics</b><br/>(in development)</p>  |   |   |                              |

# The best people and the best place to work



# Leadership

|         | ACTION   | IMPACT  | COMPLETION   | OWNER                                   | HMICFRS | GTI |
|---------|--|---|--|---|---------|-----|
| CLOSE   | Define requirements of leadership at all levels in LFB   | Improved selection, promotion and performance management, which enables leadership and behaviours that support all aspects of transformation. | February 2020 – Completed ✓  | Assistant Director (AD) People Services | ●       |     |
| AMENDED | Design and deliver a new suite of <b>leadership</b> development programmes to increase leadership competence | Raising the profile and importance of leadership in LFB and increasing leadership competence to drive performance and lead change.            | First tranche completed by end of 2020. Arrangements to be reviewed periodically.                      | AD People Services                      | ●       |     |
| AMENDED | Embed and reinforce leadership behaviours at all levels through new <b>performance management</b> processes  | Embedded and reinforced leadership behaviours.  | April 2020 – Talent Management Group.<br><br>April 2022 – Leadership framework for whole organisation. | AD People Services                      | ●       | ●   |



# Culture and behaviours

|         | ACTION  | IMPACT   | COMPLETION  | OWNER              | HMICFRS | GTI |
|---------|---|--|---|--------------------|---------|-----|
| CLOSE   | Conduct a <b>culture audit</b> to assess and identify desired culture to deliver LFC's purpose, strategy and vision | Diagnosis of current culture and identification/definition of desired culture.   | March 2020<br>– Completed ✓                                       | AD People Services | ●       |     |
| AMENDED | Execution of <b>Culture Change</b> actions  | Production of detailed plan to achieve desired LFB culture which endorses vision and aims of TDP.  | Starting April 2020 and ongoing                                   | AD People Services | ●       | ●   |
| AMENDED | Implement <b>Diversity and Inclusion</b> plan   | Development of a new Diversity and Inclusion Strategy repositioned as the <b>Togetherness Strategy</b> has been agreed by CB in April which will enable delivery of the organisational purpose and vision and strategic pillars. <b>By enabling and embedding D&amp;I</b> through the services we deliver, we will be able to empower and support our workforce, ensure our workplace is a supportive and positive environment and protect and serve our diverse communities. As truly diverse and inclusive London Fire Brigade we will move away from mere legal compliance and transform into a bold organisation which fosters and encourages difference of all kinds. | Go live 1 July 2020.<br><br>Actions through 2020 and ongoing.     | AD People Services | ●       |     |
| AMENDED | Dramatically shift how we engage with our people through new <b>employee engagement</b> processes                   | Dramatically shift how we engage with our people with us as an employer, with serving our communities and with our strategic direction. Use of new survey approaches and communications techniques to achieve this.  | Plan created February 2020; new approach in place by Q3 2020/21.  | AD People Services | ●       |     |
| AMENDED | Refresh <b>reward and recognition</b> approaches to encourage staff contributions and commitment                    | Support organisational change initiatives; encourage required contribution/commitment.   | Employee recognition programmes to start Q3 2020 and will evolve. | AD People Services | ●       |     |

# Talent and learning

|         | ACTION  | IMPACT  | COMPLETION   | OWNER                                    | HMICFRS | GTI |
|---------|---|---|--|--|---------|-----|
| AMENDED | Introduce new <b>performance management</b> processes for all employees across the whole organisation | Improved performance, through regular, structured manager/employee conversations; understanding of individual development requirements and career aspirations.  | Design work is complete. April 2020 – start of deployment through TMG.<br><br>Whole organisation by Quarter 4 2020/21.   | AD People Services                       |         |     |
| AMENDED | Deliver prioritised actions from <b>Independent Training Review</b>                                   | <ul style="list-style-type: none"> <li>Restructured, repositioned training function.</li> <li>Organisation Learning Needs Analysis.</li> <li>Review of all existing training programmes, materials and facilities.</li> <li>Improvement of external training provider services.</li> <li>Establishment systematic learning evaluation methodology to demonstrate return on investment.</li> </ul> | Work underway on structure, completion by end of 2020; Learning Needs Analysis, review of existing programmes, materials and facilities to be completed by end of 2020; appointment of Major Change Manager to drive improvements in the Babcock relationship by end of June 2020 – project likely to run through to 2023. | AD Training and Professional Development |         |     |
| AMENDED | Implementation of five year improvement plan for <b>Control</b>                                       | Increased focus on <b>Control to improve leadership, training, performance management</b> and create culture of excellence and outstanding performance.   | New call handling policy launched by March 2020. Roll out new FSG training package from January 2020, New competency framework for Control launched by February 2020.  | AC Control and Mobilising                |         |     |

# Talent and learning contd

|         | ACTION   | IMPACT   | COMPLETION  | OWNER                               | HMICFRS | GTI |
|---------|--|--|---|-------------------------------------|---------|-----|
| AMENDED | As a priority action from <b>Independent Training Review</b> , provide more realistic and continuous training for incident command | Increased focus on <b>Incident Command to improve leadership, training, performance management</b> and create culture of excellence and outstanding performance. | <p>There are three levels for incident command training; acquisition (when someone is promoted to a new rank), refresher and revalidation (assessment).</p> <p>The current priority deadlines relate to the 'catch up' of acquisition training so:</p> <p>Level 1 complete by December 2021<br/>                     Level 2 by August 2021<br/>                     Levels 3/4 by December 2021</p> <p>All levels will receive annual refresher training from January 2020.</p> <p>Revalidation for all levels will occur on a bi-annual basis from January 2020.</p> <p>Both the refresher and revalidation courses are to be evaluated on an annual basis.</p> | AC Operational Policy and Assurance | ●       | ●   |
| AMENDED | Update High Rise response  | Increased focus on <b>high rise response</b> and associated policies.  | Delayed due to CoVID-19 – Expected to be implemented from December 2020 after in-person training is possible again.   | AC Operational Policy and Assurance | ●       | ●   |

# Talent and learning contd

|         | ACTION   | IMPACT   | COMPLETION  | OWNER                               | HMICFRS | GTI |
|---------|--|--|---|-------------------------------------|---------|-----|
| AMENDED | Revalidate driver training   | Prioritisation of driver training.   | Completion of 100% driver revalidation in 2020/21 by January 2021.  | AD Training and Professional Devt   | ●       |     |
| AMENDED | Develop, improve and maintain core skills for all operational staff. | Strengthen ability of <b>supervisory managers</b> to deliver training to own crews on station to drive up operational service delivery and firefighter safety. | All station-based officers trained as trainers by March 2020; Phase 2 delivered by July 2020; ongoing development and maintenance of training packages. | AD People Services                  | ●       | ●   |
| AMENDED | Assure quality of training   | Demonstrate that training delivers learning outcomes sought.<br><br>Ensure value for money.  | Quality Assurance (QA) review completion April 2020 and ongoing thereafter.<br><br>Delivery and finance by July 2020.                                   | AC Operational Policy and Assurance | ●       |     |

# Seizing the future



# Learning organisation

|       | ACTION   | IMPACT  | COMPLETION  | OWNER                               | HMICFRS | GTI |
|-------|--|---|---|-------------------------------------|---------|-----|
|       | Integrate and adopt <b>National Operational Guidance</b> as the foundation of LFB policy and Procedure   | Enabling consistency of standards, guidance and principles.                                     | Testing of National IT system February 2020. Full integration and adoption of NOG December 2020 | AC Operational Policy and Assurance |         |     |
| CLOSE | Re-set the monthly Heads of Service meetings as a crucial element of organisational learning and change  | Improved output from Heads of Service meetings aligned to the Strategy; greater change urgency. | January 2020, then ongoing. Completed ✓   | London Fire Commissioner (LFC)      |         |     |
| CLOSE | Task Strategy and Risk function to gather internal and external learning points as a standing agenda item for discussion and action at monthly Heads of Service Meetings | Encourage greater awareness of issues and learning requiring reflection, discussion and action. | In place by April 2020. Completed ✓   | AD Strategy and Risk                |         |     |
| CLOSE | Put in place a formal Senior Team 6-monthly review of strategy, progress and priorities  | Enable improved focus on delivery and more agility where necessary.                             | From October 2020. Completed ✓  | LFC                                 |         |     |

# Challenge and transform

|         | ACTION  | IMPACT  | COMPLETION   | OWNER                   | HMICFRS | GTI |
|---------|---|---|--|-------------------------|---------|-----|
| CLOSE   | Appoint Transformation Director   | Leading the long term, systemic transformation of the organisation.   | Permanent appointment by July 2020. Completed ✓  | LFC/AD People Services  | ●       | ●   |
| CLOSE   | Review structure of LFB organisation  | A designed for purpose organisation, fit for the challenges of future London.   | First stage review to be conducted by February 2020 to be taken forward by Transformation Director and completed by September 2020. Completed ✓  | Transformation Director | ●       |     |
| CLOSE   | Create a single plan of prioritised activity across LFB, all of which are clearly linked to the organisation strategy         | Greater alignment, focus and energy on what needs to be done; Less duplication of effort; more completion.  | By end of May 2020. Completed ✓  | AD Strategy and Risk    | ●       | ●   |
| CLOSE   | Review governance structures and processes at every level   | Greater focus on priorities and action for faster decision making.  | By end of March 2020. Completed ✓  | General Counsel         |         |     |
| AMENDED | Develop a new <b>internal communications approach</b>   | Generate understanding, involvement and ownership for transformation; explore and develop a plan for more constructive challenge in the organisation. | Delivery of additional digital communications tools to improve internal communications messages (e.g. apps, blog, newsletter) are being undertaken from April 2020 with a review on effectiveness by end of 2020/21. | AD Communications       | ●       |     |
| AMENDED | Engage the Trades Unions in the transformation; develop <b>Industrial Relations Strategy</b> in light of CoVID-19 experiences | Enable partnership to speed up and improve quality of transformation where possible.  | By end of September 2020   | AD People Services      | ●       | ●   |

# Innovate and improve

|       | ACTION   | IMPACT  | COMPLETION  | OWNER  | HMICFRS | GTI |
|-------|--|---|---|--|---------|-----|
| CLOSE | Embed continuous improvement processes at Heads of Service level   | Each HoS required to demonstrate measurable improvements to processes and outcomes each month.  | Starting in January 2020 and ongoing. Completed ✓ | LFC/Deputy Commissioner/<br>Director Corporate Services/<br>Director People Services/<br>Transformation Director | ●       | ●   |
| CLOSE | Review decision making protocols   | Streamline decision making and associated processes at all levels to empower, encourage innovation and improvement at the lowest appropriate level. | By the end of March 2020. Completed ✓             | General Counsel  | ●       | ●   |
|       | Following appointment of Transformation Director, create a group of <b>'Innovation Champions'</b> to work with each department | Provide innovation 'know-how' and encourage a culture of innovation across LFB.   | By the end of October 2020.                       | Transformation Director  | ●       | ●   |



# Delivering excellence



# Constantly improving effectiveness of our service

|         | ACTION  | IMPACT  | COMPLETION   | OWNER  | HMICFRS | GTI |
|---------|---|---|--|--|---------|-----|
| AMENDED | Fully implement the <b>Control and Mobilising Improvement Plan</b>  | Range of short, medium and long-term actions addressing: leadership, training and competency, governance/performance management and establish a culture of excellence.<br><br>Full Control and Mobilising Improvement Plan in appendices. | Short-term actions January 2020.<br><br>Medium-term actions December 2020.<br><br>Long-term actions December 2023.   | AC Control and Mobilising  |         |     |
| CLOSE   | Consolidate delivery of Grenfell Improvement Plan and HMICFRS Action Plan into one function, under the Director of Safety and Assurance   | Improved coherence, efficiency and visibility of response.  | February 2020.<br>Completed ✓  | Deputy Commissioner/<br>AC Grenfell Tower Investigation and Review |         |     |
|         | Fully implement the consolidated <b>Grenfell Improvement Plan</b> and <b>HMICFRS Action Plan</b>  | To improve the service of our organisation and provision to the people of London in response to the wider recommendations of the HMICRS and Grenfell Tower Inquiry findings, to best prepare us to respond efficiently and effectively.   | Current known completion dates within both extant plans (prior to consolidation and any prioritisation) indicate that identified deliverables will be completed by end of 2021, with the exception of the 1Risk project which is now scheduled to be completed by end of 2022. | AC Grenfell Tower Investigation and Review                         |         |     |
| AMENDED | Appoint an <b>independent Operational Assurance Advisor</b> reporting directly to the Commissioner to ensure that the operational elements of transformation are being effectively progressed and delivered | To ensure that the operational elements of transformation are being effectively progressed and delivered. Provide robust assurance directly to the Commissioner.  | June 2020  | AD People Services   |         |     |

# Constantly improving effectiveness of our service contd

|         | ACTION  | IMPACT  | COMPLETION   | OWNER                       | HMICFRS | GTI |
|---------|---|---|--|-----------------------------|---------|-----|
| AMENDED | Work with City Hall to establish an <b>independent Audit Committee</b> for LFB. | To provide more robust scrutiny and assurance of LFB's decision making and service delivery.  | September 2020   | General Counsel             |         |     |
| CLOSE   | Implement a Consolidated Wellbeing Strategy for LFB                             | An updated wellbeing strategy that supports the physical and psychological health of our workforce has been agreed by CB in April. This will create greater resilience within our workforce and strengthen engagement between our people and the Brigade. We will increase and maintain a minimum level of physical fitness for our operational workforce and increase the psychological wellbeing support through providing trained individuals at a peer group level.                                     | Commence delivery January 2020 with quarterly review period. Completed ✓<br><br>Strategy has been agreed. Implementation will be overseen by the People Directorate Board and performance reported to CB by exception. Completed ✓ | AD People Services          | ●       | ●   |
|         | Review medium term financial plan to ensure efficient use of resources          | Reduces reliance on reserves.   | November 2020  | AD Finance                  | ●       | ●   |
|         | Review <b>contract management</b> arrangements for all major suppliers          | Ensuring best value for money and efficiency of operation for all major contracts.  | June 2020  | AD Technical and Commercial | ●       |     |
| CLOSE   | Alignment of existing ICT Strategy with TDP                                     | Alignment of the Brigade's detailed, three-year Information and technology strategy with TDP including accompanying work plan – updated and rolled forward annually – supporting the organisational strategy, and enabling: <ul style="list-style-type: none"> <li>• better delivery of services.</li> <li>• improved collaboration with our partners.</li> <li>• investment in our staff by supporting agile and flexible working.</li> <li>• delivery of the benefits of cloud-based services.</li> </ul> | March 2020 Completed ✓   | Chief Information Officer   | ●       | ●   |

# Understand and communicate risk information to better deliver our services

|         | ACTION   | IMPACT   | COMPLETION   | OWNER                     | HMICFRS | GTI |
|---------|--|--|--|---------------------------|---------|-----|
| AMENDED | Implement <b>Operational Risk Information</b> Project                  | <ul style="list-style-type: none"> <li>Current Operational Risk data base to be reviewed and quality assured.</li> <li>5800 high rise visits to be completed and associated ePIPs completed.</li> <li>Station notifications to move from Central Operations to area teams.</li> <li>Review and rationalisation of current risk information systems to evaluate the current entries and carry out the necessary interventions, so increasing the underpinning knowledge and understanding of staff with these systems.</li> <li>First phase of fire station based statutory fire safety training</li> <li>Phase 2/Phase 3 – CBT and face to face training.</li> </ul> | <p>ORI database complete.<br/>December 2020.</p> <p>Station Notification complete.<br/>May 2021.</p> <p>Oct 2020</p> <p>Oct 2021</p> | AC Fire Stations          | ●       | ●   |
| AMENDED | Smarter mobile working for fire engine crews (to be reviewed annually) | <ul style="list-style-type: none"> <li>Mobile devices will provide frontline crews access to information on risk on scene or remotely.</li> <li>They will provide remote data capture by crews whilst on site and away from the station leading to efficiencies.</li> <li>It will provide a joined up understanding of the risk environment (when the 1Risk solution is deployed) that we operate in, with immediate access to information.</li> </ul>   | <p>Review of mobile devices for crews – March 2021.</p> <p>Addition of 1Risk solution – Deadline TBC.</p>                            | Chief Information Officer |         | ●   |

# Understand and communicate risk information to better deliver our services contd

|         | ACTION  | IMPACT   | COMPLETION   | OWNER                                    | HMICFRS | GTI |
|---------|---|--|--|--|---------|-----|
| AMENDED | Deliver a solution for managing all buildings risk information (incorporating 1Risk)  | <p>A series of separate databases/ systems will be consolidated as part of 1Risk Solution.</p> <p>The 1Risk Solution will be a consolidated building risk information database that will give frontline crews and fire safety inspecting officers, access to an integrated view of building fire related risk. Access to joined up data will ensure that risk information maintains currency.</p> <p>1Risk Solution will support extending the reach of a regulatory fire safety work by utilising appliance crews leading to a safer city for London's communities.</p> <p>Improved efficiency of process through the consolidation of risk information through a single solution.</p> <p>1Risk solution will allow the Brigade to consider better ways of delivering our services to Londoners online.</p> | <p>Five year project approved by Commissioner's Board in October 2019. Now seeking accelerated three year implementation.</p> <p>Scoping for 1Risk Solution – Complete by December 2020</p> <p>Delivery of 1Risk – TBC</p> | Chief Information Officer                | ●       | ●   |
| AMENDED | <p>Introduction of online <b>home fire safety visit tools</b></p> <ul style="list-style-type: none"> <li>• Interactive home fire safety check list</li> <li>• Virtual 360 hazard house 'tour'</li> <li>• Online home fire safety visit</li> </ul> | Enabling an amount of self-assessment and management of risk in the home. Reducing risk and increasing operational efficiency.   | <p>April 2020</p> <p>June 2020</p> <p>December 2020</p>  | AC Fire Safety                           | ●       |     |
| CLOSE   | Define and incorporate a risk management responsibilities at all levels into the new LFB performance management process   | Will ensure the delivery of strategy is aligned with identified internal and external corporate risk.  | March 2020 Completed ✓   | AD People Services/ AD Strategy and Risk | ●       |     |
| CLOSE   | Review of Strategic Risk Register process to ensure it accurately supports and reflects the strategic planning process  | Will ensure the delivery of strategy is aligned with identified internal and external corporate risk.  | March 2020 Completed ✓   | AD Strategy and Risk                     | ●       |     |

# Improved execution

|         | ACTION  | IMPACT  | COMPLETION  | OWNER                     | HMICFRS | GTI |
|---------|---|---|---|---------------------------|---------|-----|
| AMENDED | Develop new LFB <b>property strategy</b>  | <ul style="list-style-type: none"> <li>Encourage a <b>modern and more flexible approach</b> to using our workspace.</li> <li>Support a more dynamic approach to meetings and communication.</li> <li>More <b>efficient use of our pan London estate</b>.</li> </ul>   | March 2022  | AD Property Services      | ●       |     |
| AMENDED | Engage with FBU to improve Mass Casualty Response capability  | Improved resilience of Mass Casualty Response.  | September 2020  | AC Operational Resilience | ●       |     |
| AMENDED | Integration of Command Units – the means by which we <b>support incident commanders</b> at incidents  | Increasing the reliability and consistency of support to incident commanders; enhancing capability and professional competency in incident command by spreading the learning across wider operational staff group.  | March 2021  | AC Fire Stations          | ●       | ●   |
| CLOSE   | Implement improvements to Fire Safety (Protection) delivery by producing a revised Enforcement Policy which outlines how we will deliver our regulatory role. | <p>We will meet the requirements against specific issues laid out in the HMIC report to:</p> <ul style="list-style-type: none"> <li>Improve reporting of building consultations completed within target.</li> <li>Improve file management processes to improve building consultations completed within target.</li> <li>Review reporting of Inspecting Officers' audit time in High Risk premises.</li> </ul> | <p>March 2020</p> <p>March 2020</p> <p>January 2020</p> <p>Completed ✓</p>  | AC Fire Safety            | ●       | ●   |
|         | <b>Reduce Unwanted Fire Signals (UWFS) and Automated Fire Alarms (AFA)</b>  | <ul style="list-style-type: none"> <li>A dedicated team to push forward call filtering, partnership working with high offenders and interventions by stations to promote better alarm management.</li> <li>Publication of revised UWFS/ AFA policy incorporating the re-introduction of cost recovery charging in certain circumstances.</li> </ul>   | <p>Team established Jan 2020.</p> <p>Mid-term evaluation of team's effectiveness due by September 2020, Full evaluation March 2021.</p> <p>June 2020.</p> | AC Fire Safety            | ●       |     |

# Improved execution contd

|         | ACTION  | IMPACT   | COMPLETION             | OWNER  | HMICFRS | GTI |
|---------|---|--|------------------------|--|---------|-----|
|         | Review and re-charter the <b>project management</b> support function  | Drive better prioritisation of and on time/in budget delivery of projects at all levels of the organisation.   | By end of 2020         | AD Strategy and Risk   |         |     |
| CLOSE   | Review and change Commissioner's and Directors' board structures to include prioritisation of activity and corporate portfolio management as agenda items alongside robust performance management | <ul style="list-style-type: none"> <li>Improved planning, prioritisation and quicker delivery of corporate projects.</li> <li>Rationalisation of delegated authorities to speed up decision making and empower employees at all levels.</li> <li>Streamlined decision making.</li> <li>Clear alignment of decision making and governance to the corporate plan to improve execution of key priorities.</li> <li>More productive and efficient organisation.</li> </ul> | April 2020 Completed ✓ | General Counsel/ AD Strategy and Risk  |         |     |
| AMENDED | Review existing work streams to ensure organisational support for Transformation Plan   | Reduce duplication, redundancy and non-essential activity to <b>increase efficiency, effectiveness and improve execution</b> . Will be part of a revised Commissioner's Board process.   | June 2020              | LFC/Deputy Commissioner/ Director Corporate Services/Director People Services/ Transformation Director |         |     |
| AMENDED | Review, consolidate and simplify performance metrics  | Simplify reporting and increase the focus on executing what matters so that all critical measures are contained on a one page dashboard.   | June 2020              | AD Strategy and Risk   |         |     |
| AMENDED | Implement new email and conduct of meeting protocols  | <ul style="list-style-type: none"> <li>Reduce the number of meetings and improve the effectiveness of meetings that do take place.</li> <li>Reduce the reliance on and unnecessary use of email communication.</li> <li>More productive and efficient organisation.</li> </ul>   | June 2020              | AD Communications  |         |     |

# Outward facing





# Become more central to our communities

|         | ACTION   | IMPACT  | COMPLETION  | OWNER             | HMICFRS | GTI |
|---------|--|---|---|-------------------|---------|-----|
| AMENDED | Implement the <b>Improving Stakeholder and Community Engagement Plan</b> | <p>A dedicated Stakeholder and Community Engagement relations team to:</p> <ul style="list-style-type: none"> <li>• Increase the provision of advice internally and liaison with central government, policy makers etc.</li> <li>• Raise awareness of and improve the use of the Brigade's stakeholder mapping database.</li> <li>• Coordinate and attend a programme of stakeholder meetings.</li> <li>• Plan and coordinate corporate events to bring stakeholders into the Brigade to learn more about its work.</li> <li>• Provide stakeholder management of and liaison with key community groups for specific projects or issues e.g. Grenfell Tower community liaison.</li> <li>• Coordinate an annual programme of events and speaking opportunities for officers with expertise, directors and the London Fire Commissioner.</li> <li>• Produce reports and materials which demonstrate the impact London Fire Brigade is making and how its professional voice is being heard and acted upon.</li> <li>• Develop a plan for greater recognition of Brigade achievements and actions e.g. facility/demonstration visits and applications for external awards.</li> </ul> | Proposal and reporting as agreed complete with some action underway but new resource not expected in place until June 2020. | AD Communications |         |     |
| AMENDED | Opening Up Fire Stations   | <p>Providing greater and <b>easier community access to local fire stations, its crews and their facilities.</b> Embedding firefighters firmly in the community culture of London Boroughs through both their emergency and non emergency activities.</p>  | Project started in January 2018 – in phased delivery, official launch September 2020 (subject to change owing to CoVID-19). | AC Fire Stations  | ●       |     |
| AMENDED | Deliver on <b>Community Outreach Activities</b>                          | <ul style="list-style-type: none"> <li>• The Blue Light Prevention Mobilisation Hub in partnership with the Met and LAS is currently being established with options due to be presented to the Blue Light Prevention Board.</li> <li>• London wide Cadet programme – All boroughs will have a Fire Cadet unit including the recruitment of cadets and volunteers and the training of the new volunteers. All staff have been recruited to run the new units.</li> </ul>   | <p>Currently suspended due to CoVID-19. March 2021.</p> <p>September 2020 (subject to change owing to CoVID-19).</p>        | AC Fire Safety    | ●       |     |

# Increasing trust and confidence with all stakeholder groups

|         | ACTION  | IMPACT  | COMPLETION   | OWNER             | HMICFRS | GTI |
|---------|---|---|--|-------------------|---------|-----|
| AMENDED | Establish new relationships with <b>Grenfell Tower Community Groups</b> and individuals                             | Meet and work with those communities most affected by the Grenfell Tower fire – and in doing so, ensure greater confidence in our ability to protect and serve all the communities of London.                               | Relationships established early in February and this work continues but recent face-to-face meetings have been impacted by CoVID-19. | AD Communications | ●       | ●   |
| AMENDED | Training for Borough Commanders and Area DACs (managers) on how to <b>engage better with local community groups</b> | Greater confidence, coherence and consistency of community interaction.   | October 2020   | AC Fire Stations  | ●       |     |
| AMENDED | Introduce research of stakeholder opinion and public understanding of how we are delivering our service             | By introducing formal ways of understanding stakeholder views, while openly reporting the findings, the Brigade can take action wherever possible to meet valued expectations of the service and adapt how it communicates. | June 2020  | AD Communications |         |     |
| CLOSE   | Appointment of a support office for the LFB Commissioner  | To professionalise and improve approach with public and stakeholder relations.  | January 2020 Completed ✓   | LFC               |         |     |

# Leading excellence in the national service

|         | ACTION  | IMPACT   | COMPLETION  | OWNER   | HMICFRS | GTI |
|---------|---|--|---|---|---------|-----|
| CLOSE   | Provide long-term commitment to provide expert advice and support to the Government's building safety programme, including informing standards of work, revisions of relevant regulations and development of the regulatory environment as part of the Hackitt recommendations. | Sharing of expertise built up over years of providing a service in a uniquely complex and fast changing environment.<br><br>To ensure that legislation best protects Londoners within London's complex changing built environment through review of regulation in response to that change. | The provision of support to the NFCC/ Government has been initiated and is therefore considered complete. This support is expected to be required to at least March 2021. Completed ✓ | AC Fire Safety  | ●       | ●   |
| CLOSE   | Establish a team to contribute LFB position to the proposed Building Safety Bill and Fire Safety Bill   | LFB will ensure that its expertise best informs and influences the development of national regulation in order to best serve the people of London, in the most complex built environment in the country.   | Team established January 2020 – work is ongoing. Completed ✓  | AC Fire Safety/AD Communications  | ●       | ●   |
| AMENDED | Review attendance on national bodies  | Establish attendance on all appropriate national bodies; ensure the right LFB people attend and contribute to the right national meetings.   | June 2020   | LFC/Deputy Commissioner/<br>Director<br>Corporate Services/Director<br>People Services/<br>Transformation<br>Director |         | ●   |
| AMENDED | Review and increase our support to the <b>spending review</b> particularly in relation to data and information management   | Ensure as far as possible appropriate funding for London and the national fire service.  | Autumn 2020   | AD Finance  | ●       |     |