



LONDON FIRE BRIGADE



# LSP

**LONDON SAFETY PLAN**



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# LONDON SAFETY PLAN

Welcome to the London Safety Plan.

The London Fire Brigade (LFB) is one of the largest fire, rescue and community safety organisations in the world. The Brigade provides services across the whole of the Greater London area, serving London's 8.6 million residents as well as those who work in or visit the city.

This document sets out our priorities – in the immediate, medium and longer term – and how the Brigade plans to deliver and shape services to provide London with a world class fire and rescue service. The Brigade considers itself to be a learning organisation, and is in regular contact with other fire and rescue colleagues in the UK and around the world to share good practice and compare performance. The Brigade wants London to be the safest global city, and this plan sets out how the Brigade will contribute to that ambition over the next four years.



"Londoners can be proud of what the Fire Brigade has done and the role both firefighters and fire and rescue staff have played in keeping London safe throughout its history."

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## INTRODUCTION

### **Dr Fiona Twycross, Chair of the Authority**

This London Safety Plan has been published following the 150<sup>th</sup> anniversary year for London's Fire Brigade. Londoners can be proud of what the Fire Brigade has done and the role both firefighters and fire and rescue staff have played in keeping London safe throughout its history.

In developing this plan, the London Fire Authority has been mindful of the range of tasks the Fire Brigade might have to undertake on any given day beyond firefighting. These might include fitting a smoke alarm in the home of a vulnerable older person, rescuing someone involved in a road traffic collision or dealing with flash-flooding.

London Fire Brigade also needs to prepare for the worst day imaginable, even though everyone hopes it never happens; firefighters need to be prepared to be part of the response to a terrorist incident.

Firefighting and fire prevention in London is changing. This plan outlines how London Fire Brigade will meet the challenges ahead while delivering on making London a safer city over coming years.

London Fire Brigade has also identified a number of ways in which the work of the Brigade can contribute to the wider mayoral priorities including on sustainability, inclusion and housing.

London Fire Brigade doesn't operate in isolation and this plan details how the Brigade would like to work more closely with other emergency services, to serve London and to save lives.



"My priorities are to maintain our strong performance in keeping people safe and to make London Fire Brigade the most inclusive fire and rescue service in the UK."

## FOREWORD

**Dany Cotton,  
London Fire Commissioner**

As the new London Fire Commissioner my priorities are to maintain our strong performance in keeping people safe and to make London Fire Brigade the most inclusive fire and rescue service in the UK.

London Fire Brigade staff are the London Fire Brigade. They are responsible for the organisation's successes and reducing the number of fires and other emergencies in the capital. I want them to receive the best training, and to be as motivated as possible. The London Fire Brigade Inclusion Strategy will firmly establish the way in which all staff can come to work, feel able to be themselves at work and achieve the best results for Londoners.

A key aim in this plan is to make fire stations an even greater part of our communities, including opening up the big red doors and letting people use community meeting rooms and other facilities. As part of that ongoing drive to take a place alongside the communities London Fire Brigade serves, I want to build on the work the Brigade has been doing to collaborate with other emergency service responders, and further improve relations with health partners and local authorities.

In 2016 London Fire Brigade was subject to the Anthony Mayer independent review of resourcing and during the lifetime of this London Safety Plan, London Fire Brigade will fully explore how it can meet the recommendations from that review, and Lord Toby

Harris's review of London's preparedness to respond to a major terrorist incident.

Having served London Fire Brigade for 29 years I have every intention of continuing our long standing commitment to keep Londoners safe. To achieve this London Fire Brigade will work closely with the Mayor of London over the next four years to ensure we remain a world class fire and rescue service for London, Londoners and visitors.



## WHAT'S IMPORTANT TO LONDON FIRE BRIGADE

The London Fire Brigade is here to help make London the safest global city. Our vision is to be a world class fire and rescue service for London, Londoners and visitors. A number of factors are important to us and they influence how the Brigade will meet the challenges of making London a safer place to live, work and visit.



London Fire Brigade has an important role to play in making London the safest global city.

### LONDON – THE SAFEST GLOBAL CITY

The London Fire Brigade's main role as a fire and rescue service is to make London the safest global city. This means working to make sure London has the lowest number of fires, and fewer injuries and deaths caused by fire. The Brigade can do this by influencing safety in the 'built environment' – buildings, roads, transport systems and so on – and through education and regulation.

London Fire Brigade is a trusted partner, helping to create a safer, healthier London by working with local communities to promote healthier lifestyles. The Brigade raises awareness of safety and wellbeing considerations in a whole range of activities, from water safety and road safety, through to caring for the most vulnerable residents and educating and informing tomorrow's young Londoners.

London Fire Brigade will maximise what it can do by working with individuals and businesses to help them identify what they can do for themselves to ensure their own safety and the safety of others. And the Brigade will continue to provide services to meet the needs of all communities.

In addition to the aims of reducing the risk of fire and the risk from fire, the London Fire Brigade will also deliver a wide range of services, information and advice together with emergency partners to contribute to:

- The lowest numbers of deaths and injuries from road traffic collisions
- The highest survival rates in cardiac arrests in the world
- The lowest levels of crime and disorder

### MAYORAL PRIORITIES

The Mayor has a [manifesto](#) that sets out his priorities for London. This London Safety Plan sets out what the London Fire Brigade is doing to support the Mayor's vision. These activities are clearly marked as **Mayoral Priorities** throughout this plan.





### **MAYOR'S REVIEW OF RESILIENCE AND RESOURCES**

The Mayor appointed Anthony Mayer CBE to carry out an independent review of the resources available to London Fire Brigade. The review was one of the Mayor's manifesto commitments, and aimed to ensure that the Brigade is fully equipped to fight and prevent fires, and to respond effectively to a terrorist attack or a major incident such as flooding. The outcome of the review was published on 2 November 2016. It concluded that London Fire Brigade has dealt well with recent budget cuts, but cautioned against any more cuts in the future. The review also emphasised:

- The importance of monitoring performance data
- Considering the options for relocating some second fire engines at different stations to help improve second fire engine response times
- Assessing what the Brigade needs to improve fire cover and second fire engine response times in higher risk areas
- Developing a proposal on target response times for aerial appliances and fire rescue units

The Brigade agrees with the outcomes from the report, and has taken the report's findings into account as part of developing the London Safety Plan.

The Mayor also appointed Lord Toby Harris to conduct a 'terror preparedness review' looking at the resilience of emergency services in London. The outcome of the review was published on 28 October 2016 and commended London's emergency services for their improved readiness for major incidents, with responses

now substantially faster and more effective than five years ago.

The London Fire Brigade has welcomed the review's recommendations about how the Brigade can develop its capacity to respond to terrorism further. The review also highlighted the need to improve casualty management skills at incidents, and increase the number of firefighters with specialist skills so that the Brigade can deal with a changing London. These are areas the Brigade wants to progress as part of this plan.



## RISK IN LONDON

The London Safety Plan is the London Fire Brigade's Integrated Risk Management Plan (IRMP), a plan that is required under the national framework. One of the most important things this plan must do is to set out how the Brigade will manage risks to communities in London along with making a contribution to national, cross-border, and multi-agency incidents.



Managing the risks in London is a balance between proactive, preventative work – through regulation and education – to stop fires and other emergencies happening, and the speed of response in an emergency. Thankfully, most people in London don't face emergencies that mean they need the services of the London Fire Brigade. However, the Brigade also knows that people are concerned about the risks and availability of emergency services in areas where they live, work and visit.

London Fire Brigade plans emergency cover for London using a 'risk-based' approach. People need the Brigade for all kinds of emergency, ranging from accidentally locking their child in a car to fires in their homes, major incidents and terrorist attacks. The Brigade plans its service to respond to every situation so that it can send the right number of trained firefighters with the right type of equipment to resolve the incident in the most effective way, and with the least risk to Londoners' lives and property.

Every emergency situation has its own unique set of factors. These make each incident more or less likely to happen, and also affect how likely it is that an incident will involve casualties. A child getting locked in a car is very different to someone having a fire in their home or there being a major rail crash or terrorist attack. The way people are distributed across London varies considerably, as does the number and type of buildings and other infrastructure, all of which carry their own risk.

Among all of these factors, the London Fire Brigade has found the most reliable way of planning emergency cover is to look at all the reasons why it has been called

before and to where it has been called. There is a very strong relationship between where the Brigade has attended incidents in the recent past and where it attends incidents now. In local areas this changes over time; for instance, as new buildings are constructed. But as the Brigade covers such a wide geographic area across London, these small local changes don't impact significantly on overall response demand.

The London Fire Brigade uses historical data that includes all types of incidents, including major transport incidents, terrorism and riot events and large scale fires. This data gives the Brigade a strong position from which to plan for each and every eventuality with the most appropriate response.

Using this data, alongside information from partner organisations, with what the London Fire Brigade knows about the communities that live in London, it is also possible to target prevention activities on those people and buildings it is most important to visit. This work ensures that buildings are being managed safely and are safe for people to use, especially where buildings provide accommodation for members of communities that are most at risk of injury from fire, where other factors affect their wellbeing.

## EQUAL ENTITLEMENT

London Fire Brigade's view is that **in the event of a serious incident, each person should be entitled to expect a broadly similar response in terms of the resources deployed and the time taken to arrive**. Just because a person lives in an area with a lower likelihood of fire occurring, this does not mean that they should have a slower response time when a fire actually does occur. The Brigade refers to this as the principle of 'equal entitlement'. This is a guiding, but not overriding, principle because it depends on a number of other objectives and considerations. This includes balancing equal entitlement with needing to make sure the Brigade has resources in the right place to carry out prevention work, including making interventions, to try to stop emergencies from happening in the first place.

London Fire Brigade's resources are planned and allocated on a London-wide basis. This means that the Brigade plans the location of fire engines (and other resources) so they can arrive at incidents as quickly as possible, wherever the incident occurs in London. Since the second London Safety Plan was published in 2005, the idea that Londoners should have equal entitlement to the same attendance targets for fire engines, irrespective of whether they live in an area in which there is a higher likelihood or a lower likelihood of fire occurring in the first place, has been a guiding principle. The Brigade's attendance targets are to get the first fire engine to an incident within a London wide average of six minutes, a second fire engine within a London wide average of eight minutes and to get a fire engine anywhere in London in 12 minutes on 95 per cent of occasions. As part of this plan, the Brigade will also aim to get a fire engine anywhere in London in 10 minutes on 90 per cent of occasions and this will become an additional target.

## WHAT DOES LONDON FIRE BRIGADE MEAN BY RISK?

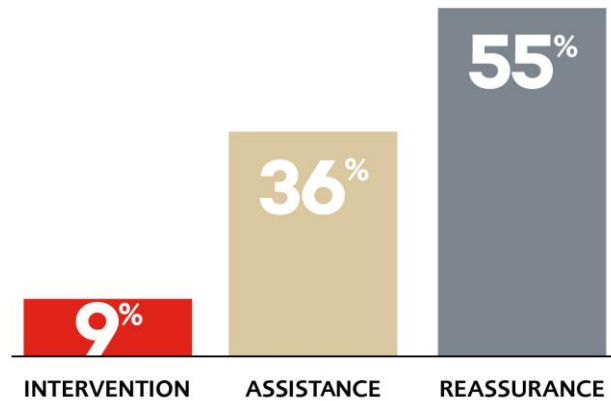
London Fire Brigade's understanding of risk is based on the likelihood of an incident occurring and its consequences. It is important to distinguish between **likelihood and consequence**, because, in general terms, different activities are carried out for each.

For example, fire prevention activities mainly aim to minimise the likelihood of fires happening. Protection activities aim to both minimise the likelihood of fire through appropriate building design and also the consequences of a fire – so that buildings behave predictably and have features that support escape and firefighting operations when a fire does occur. And emergency response activities are primarily directed at minimising consequences across the whole of London.

No risk is irrelevant when it comes to determining how London Fire Brigade plans its activities and resources (for example the likelihood of an incident occurring is a very important factor when deciding how to organise emergency response resources). But the way emergency response resources are organised in a particular area is not something that has any real influence on the likelihood of an incident occurring in that area.



## Proportion of incidents under new categories:



### LONDON-WIDE RISK

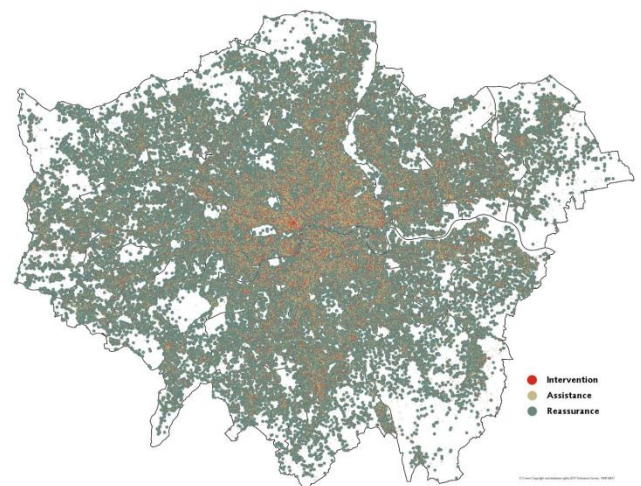
London Fire Brigade uses terms like 'primary fires' or 'special service'. However, they are not helpful in explaining to the public what the Brigade does. The categories do not show the different contribution to safety in London, the individual nature of incidents or their complexity. For example, a fire the Brigade attends in a home may require significant firefighting or no firefighting action at all, and some of these fires will present a risk to life but in others there will be no risk.

To help Londoners understand better the nature of incidents that the London Fire Brigade responds to, the Brigade has developed a new way of describing the incidents it attends. The new incident categories are:

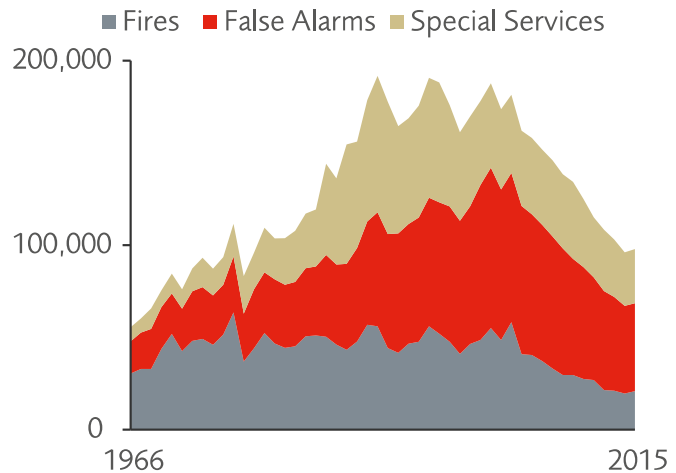
- **Intervention** – The more serious incidents with an impact on life or property and where work was necessary for a safer outcome
- **Assistance** – Incidents with no immediate harm, but where services were provided to support people and the community
- **Reassurance** – Incidents where advice was offered

The chart on this page shows the proportion of incidents falling under the new incident categories over the last three years (2013-15). The London Fire Brigade needs to intervene at less than 10 per cent of incidents.

### Mapping where incidents happen over last three years (2013-15)



## All incidents attended:



### CURRENT INCIDENT TRENDS

**1966:** 50% Emergencies = Fire Calls

**2015:** 21% Emergencies = Fire Calls

There is a strong, long-term, decreasing trend in nearly all types of incidents that demand a response from London Fire Brigade, including the number of fires in homes. There is also a downward trend in the number of deaths and injuries from fires. Taken together, the statistics illustrate that both the risk of a fire occurring and the risk of there being adverse consequences from a fire are diminishing.

Data about London Fire Brigade and the emergencies attended goes back to 1966. Then, the fire service was much more focused on fire, with over half of the emergencies attended being fire calls.

London Fire Brigade attends half as many fires as ten years ago, a third fewer house fires and almost a third fewer incidents overall. This reduction reflects the prevention and protection work undertaken, together with policies that reduce demand for London Fire Brigade to attend calls that are not real emergencies.

In 2015 the Brigade attended 97,832 incidents in London, of which 47,545 (49 per cent) were false alarms, some 29,365 (30 per cent) were 'special services' (non-fire incidents such as clearing flooded premises, incidents involving chemicals, people shut in lifts) and some 20,922 (21 per cent) were responses to fires. This can be compared to 2004 (when the first London Safety Plan was adopted), when the Brigade

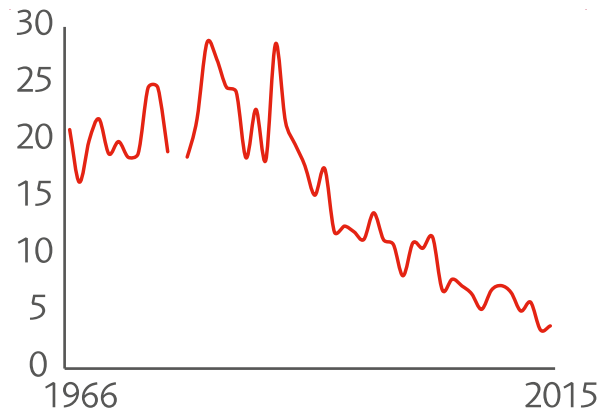
attended 162,086 incidents, of which 80,328 (50 per cent) were false alarms, 40,857 (25 per cent) were special services, and 40,883 were fires (25 per cent).

There has been a notable downward trend in primary and secondary<sup>1</sup> fires since the turn of the millennium. For example, the number of primary fires has reduced from 22,331 in 2000 to 10,804 in 2015. The number of secondary fires has reduced from 26,135 to 10,054 in the same period. The number of fires in 2015 (20,922) was the second lowest in the last 50 years, the lowest point being 2014 (19,621).

The number of fire deaths has been decreasing since 1987. The average number of fire fatalities per million population from 1991 to 2001 was 12.5 per year, compared to an average of 6.2 per year, for the ten years from 2005 to 2015.

<sup>1</sup> A primary fire is where there is a risk to life and/or property or vehicle. A secondary fire does not involve casualties and is a rubbish or open land fire or a fire in a derelict building or derelict vehicle.

## Fire fatalities (per million population):



Four main changes have contributed to the large fall in fire deaths and injuries:

- The introduction of the Furniture and Furnishing Regulations in 1988 (which reduced the toxicity of smoke)
- The sustained campaign around smoking (which reduced fire deaths by a quarter)
- Prevention work and the success of home fire safety visits
- The increase in smoke alarm ownership (from around 9 per cent in 1987 to over 80 per cent currently)

### ASSESSMENT OF LOCAL RISK

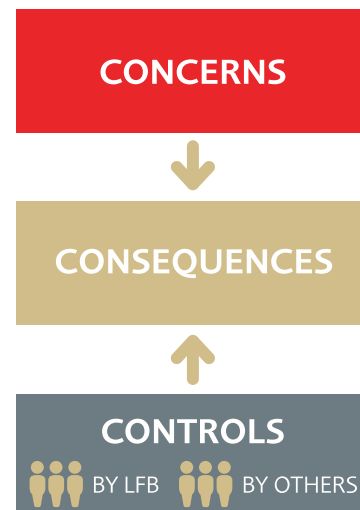
Although the London Fire Brigade publishes a comprehensive range of information about its services, many external stakeholders, including the general public, cannot see that London Fire Brigade recognises their particular local 'concerns' (sometimes articulated as 'risks'). In previous plans the people of London could not see what London Fire Brigade knew about them, or how they had been taken into account in resource planning (particularly in reducing fire stations and the numbers of fire engines that was a feature of the previous London Safety Plan).

London Fire Brigade has developed an 'assessment of risk' tool so that Londoners can see what the Brigade knows about their local area, just by using their postcode. This new approach demonstrates the Brigade's understanding of risk in London.

By entering their postcode into the tool, people can get a local snapshot of a range of concerns in their area, and the actual consequences in terms of the incidents

London Fire Brigade deals with, and the controls that are in place to mitigate impacts from these risks. The tool is available online via the website at [www.london-fire.gov.uk/in-my-postcode/](http://www.london-fire.gov.uk/in-my-postcode/).

The approach used to develop the assessment of risk 2016 is based on a standard risk model, which would traditionally review hazards, risks and controls, such as the models used to support health and safety. In the assessment of risk, hazards are best described as 'concerns', with a relationship between the three components:



**Concerns** are the things that potentially have some threat to life, property, or the environment. Most 'concerns' are dormant or potential, with only a theoretical risk of harm. Potential concerns include things like high-rise buildings, poverty, mobility, age and heritage buildings.

**Consequences** happen when concerns, and the *possibility* they will occur, interact together to create risk. A risk is the likelihood that a concern will cause harm or damage to life, property or the environment, such as a fire, injury or death. The London Fire Brigade knows that the past location of incidents (including fires) is a good predictor of where incidents are likely to happen in the future.

**Controls** are actions that can be taken to reduce the likelihood of the risk that the concern will be realised, or its impact on life, property or the environment. Controls will either reduce the likelihood or reduce the consequences. Controls are partly the responsibility of London Fire Brigade (i.e. prevention, protection and response activity) and also the responsibility of others (e.g. prevention and protection by individuals, landlords, organisations or local councils). The tool, at this stage, only takes London Fire Brigade controls into account.

### TARGETING PEOPLE AT RISK

London Fire Brigade uses many information data gathering and analysis tools to identify and target those most at risk from fire. For example, during 2015/16, the Brigade visited nearly 70,000 high-risk households in London to provide smoke alarms and information on how to prevent fires and to protect people from fires.

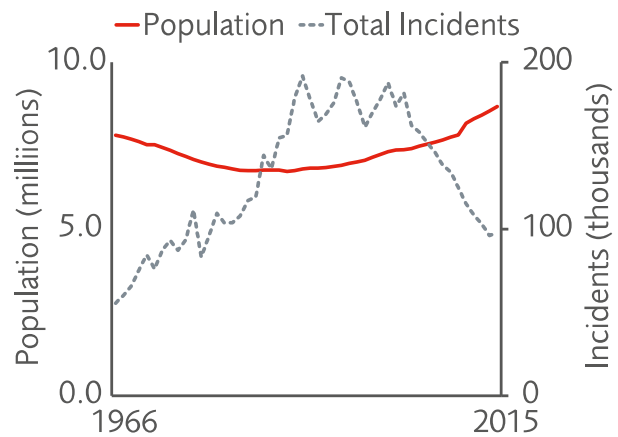
London Fire Brigade aims to protect the whole of London, and our community safety strategy addresses risk at a pan-London level, supplemented by local initiatives. However, from past consultations it is known that the people of London are naturally more interested in what is happening locally. The assessment of risk tool helps provide a powerful local picture of risk by postcode, as well as showing the controls the Brigade already has in place to manage those concerns. In areas where it is felt that controls need boosting, the Brigade will offer further control actions to the community.

Responding to fires and the location of resources is one way of improving safety, but preventing fires in the first

place is the most effective risk control. London Fire Brigade will look at the local results of the assessment of risk and where there are opportunities to improve the level of local controls, the Brigade will develop proposals for consultation on a local level.



## Fire and emergency incidents compared with population:



### LONDON'S DEMOGRAPHY

# 8.6 million

### LONDONERS

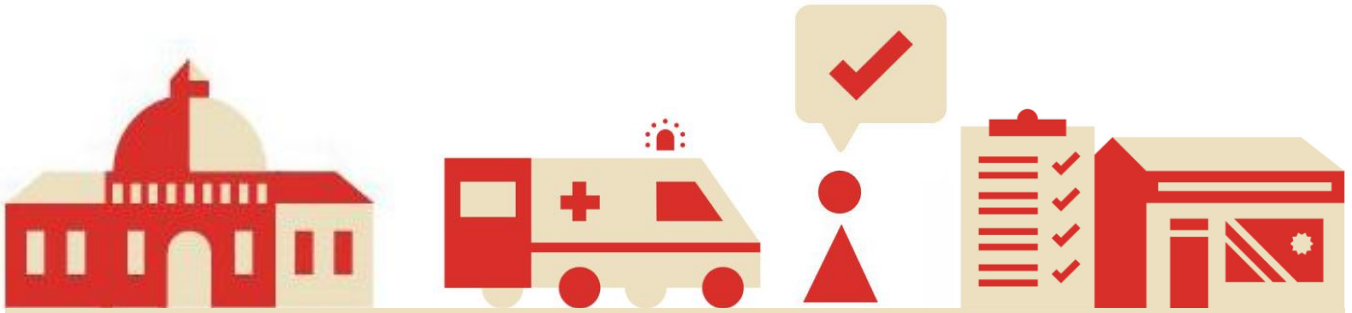
The 2011 Census recorded the resident population of London at nearly 8.2 million people. This represents a growth of around one million people in the 10-year period since the 2001 Census. The population in London is now at 8.6 million and this matches the peak population recorded in 1941 (also 8.6 million when adjusted for the Greater London area).

The population in 1965 was around 8 million and contracted over the next four decades when in 1991 the census recorded just 6.4 million people. Since then the population has increased and is projected to increase further, to over 10 million by 2031.

Many public bodies use a direct relationship to population change to plan their resources and provision of services. But fires and other emergency incidents don't behave in that way.

When fire and incident data is compared with population change, no direct correlation has been found. There is a relationship between the number of people and buildings in London and the number of emergency incidents, but at the moment prevention and protection work has a significantly greater impact on reducing these incidents than any increase due to the rise in population.

These statistics do not detract from or undermine the importance of the work done by London Fire Brigade or the contribution made by firefighters to the safety of London, but they do underline the point that Londoners are generally less vulnerable to fire than at any other time in recent history.



## EMERGENCY SERVICES COLLABORATION IN LONDON

London Fire Brigade has been working with other emergency partners for a long time. With the duty to collaborate with other emergency services now established by the Policing and Crime Act, this section of the plan sets out how the Brigade will collaborate even further to deliver the best possible emergency service for Londoners.

# BLUE LIGHT SERVICES WORK IN LONDON

## IN THIS TOGETHER.

### JOINT STATEMENT OF STRATEGIC INTENT

This statement sets out our combined vision in 'Making London the Safest Global City' through a commitment to partnership, collaboration, innovation and co-operation.

Building on existing collaboration in a number of critical areas, we will now go further to provide a world-class service that ensures a lasting legacy for the people of London. We will:

- Share a common vision of 'Making London the safest global city'
- Deliver a world class emergency service to the people of London
- Ensure collaboration is at the heart of everything we do

We will explore the opportunities for collaboration with the aim of improving our effectiveness and efficiency. Initially, this will focus on, but is not limited to:

#### 1 Emergency Service Control Rooms

Reviewing current arrangements with a vision for a shared 'One London' call handling, despatch and command and control function.

#### 2 Prevention Activities

Reducing demand by expanding prevention activities across all three services, building on the successful prevention work of the London Fire Brigade, it is envisaged that prevention teams will:

- Provide a full spectrum of community safety advice through joint interventions
- Provide a fully integrated referral service
- Provide a flexible model of delivery, including staff from all three services and the voluntary sector and combined prevention teams

#### 3 Response Activities

- A combined Emergency Service community team targeting high volume/low priority calls
- Co-responding arrangements for cardiac arrest patients, and other emergencies, using London Fire Brigade and Metropolitan Police Service resources
- A review of our respective roles at incidents that involve specialist rescue and search capabilities, including line operations, flood response, water rescue & body recovery

#### 4 Support Functions

Maximising opportunities to drive better value from existing arrangements and to explore commercial options, if appropriate. This will focus on:

- Collaborative procurement
- Recruitment and apprenticeships
- Opportunities for joint staff development
- Opportunities for integration or sharing services

### 5 Inclusion

Inclusion is about valuing all individuals, giving equal access and opportunity to all and removing discrimination and other barriers to involvement.

We will align our Inclusion Strategies and highlight the following core objectives:

- Develop an inclusive culture
- Provide political and professional leadership to the inclusion agenda
- Support our colleagues
- Recruit, retain, develop and promote a diverse workforce
- Deliver services to diverse communities
- Use positive purchasing power

Aligning our inclusion strategies will be supported by a range of positive actions to make sure we deliver a service that our staff want to be a part of. We will also support the Mayor's priorities to challenge gender inequality and to make London a fair and more tolerant city.

### 6 Infrastructure

The following areas are regarded as risk critical enablers and will assist us in collaborating:

- **Shared Estate** – Aligning estates strategies and using every opportunity to share buildings, through co-location or integrating services
- **Information and Communication Technology (ICT)** – Aligning ICT strategies and sharing ICT solutions where possible
- **Legal Services** – Assisting and advising on statutory duties and legal responsibilities

This broad programme of collaboration will be supported by a joint multi-agency programme team. This team is responsible for establishing and maintaining a long-term collaborative legacy for London, that improves our effectiveness and efficiency, **'Making London the Safest Global City'** through a commitment to partnership, collaboration, innovation and co-operation.

The emergency service collaboration work, especially in planned prevention and response activities, directly supports the **Mayoral Priority** to make London safer.

### BLUE LIGHT COLLABORATION PROGRAMME TEAM

There is a dedicated full time project team at London Fire Brigade working on blue light collaboration and they will co-ordinate and drive the initiative forward to make sure the programme fulfils its potential.

London Fire Brigade has made a joint statement of strategic intent on blue light collaboration with the London Ambulance Service and Metropolitan Police Service.



## HELPING TO MAKE LONDON SAFE

London Fire Brigade's aim is to stop fires and other emergencies happening and to make London the safest global city. When incidents do occur, the Brigade wants to make sure that people are equipped to deal with them.

One of the biggest factors in the number of fires the London Fire Brigade attends is how people behave. This includes people at home, people at work, the elderly and the young. The Brigade believes that by influencing and changing behaviours, the number of fires can be reduced along with the number of injuries and deaths that result from them. The Brigade does this through the work of specialist fire safety professionals and fire station crews. The Brigade works to educate and inform people so they can manage their own safety from fire, know how they can best protect themselves and reduce their own risk of being involved in a fire or other emergency.

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### WORKING WITH INDUSTRY

London Fire Brigade works with industry to support the development and building of safer homes, workplaces and places of entertainment, providing nearly 20,000 consultation responses to building and planning applications per year. The Brigade also regulates and enforces compliance with fire safety law to ensure buildings are managed and maintained as safely as possible. This section of the plan demonstrates how the Brigade will deliver fire safety priorities and how it will build on the safety work that it does to broaden the scope of its effectiveness. The Brigade will deliver this work through the prevention and protection aim.

### MAKING YOURSELF SAFE

London Fire Brigade works hard to make Londoners safe from fire and a range of hazards and risks. In this section, and throughout the plan as a whole, the Brigade outlines its approach for how it intends to help make the public even safer using resources, experience, expertise and knowledge. The Brigade also wants to build further relationships and work with partners to improve the safety of Londoners; the Brigade's collaboration work with others can be seen throughout this plan. But there's only so much the Brigade can do and there is a limit to the influence the Brigade has. Everyone has a responsibility to keep themselves safe and to contribute to the safety of others.

Part of the London Fire Brigade's prevention work will be to help the people of London understand how they can reduce the risk of incidents happening, and show them how they can play their part in making London the safest global city. When an incident does occur, the Brigade will respond quickly and effectively.

### AN INTEGRATED COMMUNITY SAFETY STRATEGY

London Fire Brigade plays a key role in delivering a broad range of safety education and interventions. It has shown itself to be a strong partner in delivering prevention and protection activities. Many of the activities are generated at a local level by fire station crews working in the communities they serve. The Brigade wants to capture the diversity of that engagement and work together with councils and blue light partners to ensure it can use best practice activities to address local priorities and be a leader for safety across London.

To do this, the Brigade wants to make sure all the safety activities supported and undertaken by its staff are driven by the integrated approach set out in a single Fire and Community Safety Strategy. This enables the Brigade to work with local councils, the third sector, GLA and blue light partners to identify priorities and determine the most appropriate body to lead on particular areas of prevention and protection across London.

London Fire Brigade's new strategy will support the **Mayoral Priority** to make people safer in the community.

## TARGETING COMMUNITY SAFETY WORK

London Fire Brigade has considered new ways of targeting its community safety work. The Brigade will continue with a hierarchical approach:

- Geographical targeting to reduce the overall number of fires and fire injuries
- Targeting individuals at higher risk to reduce the number of fire deaths and fire injuries

During the lifetime of the London Safety Plan, the London Fire Brigade will ensure that current criteria for identifying individuals at higher risk is revised to make it easier for officers and partner organisations to identify these households and individuals, taking into account the cumulative effect on risk from the presence of one or more risk factors.

The London Fire Brigade's online home fire safety visits intervention programme will also be improved as part of the redevelopment of the Brigade website, including ensuring these pages are accessible via mobile devices (e.g. tablets and smartphone) so that tailored advice is more readily available to all Londoners.

## WORKING SMARTER WITH PEOPLE AND BUSINESS

London Fire Brigade's speed of response when an emergency happens is very important. Londoners have told the Brigade in the past that this matters to them as well. The Brigade knows that whenever it is required to respond, someone somewhere has suffered some kind of loss: be that financial loss because a business has been interrupted by a fire alarm actuating falsely; loss of treasured possessions due to a fire, flood or other type of incident; or more tragically, someone has been injured or worse. It is because of this that the Brigade believes enabling people to be as safe as possible and preventing emergencies happening in the first place is just as important as responding to emergencies.

Making Londoners safe starts with each of us.

### London Fire Brigade will:

- Work with partners and communities to ensure it delivers the right safety messages in the right way at the right times. This means responding to local safety priorities, using innovative solutions to make key

messages available and accessible to all and being able to respond flexibly to changing priorities and community needs

- Help residents, owners, managers and businesses to understand what they can do to keep themselves safe from fire and to understand their responsibilities regarding community safety, by finding innovative solutions, including using new technology to create self help online tools
- Continue the Brigade's strong record in working with others to identify and prevent fires in electrical appliances and devices. The 'connected home' is likely to present new and rapidly developing challenges and London Fire Brigade will seek to influence new or amended standards as part of our prevention work
- Improve the ways the public can contact the London Fire Brigade when they need further assistance from Brigade officers to support Londoners in making themselves safe
- Continue to work hard on the public's behalf to raise safety standards, making sources of information on important safety advice readily available, such as calling for a single point of reference for product recalls





### OPENING UP FIRE STATIONS

London Fire Brigade is seen by Londoners as one of the most trusted public services. The Brigade wants to strengthen the public's faith by opening up fire stations as community resources. There are a number of community organisations that need a safe space to meet and organise community initiatives. The Brigade wants to help with this by providing spaces for people to use, and, at the same time, sharing key safety messages with Londoners.

To do this, the London Fire Brigade will liaise with partners, community organisations and charities to understand the support the Brigade can offer and how the Brigade can best meet community needs. This could include using the available space at some fire stations (e.g. as polling stations or blood donation centres through to providing health and fitness classes for the community).

London Fire Brigade already runs a number of Fire Cadet courses and other work aimed at young people at fire stations, and firefighters regularly join in to support these activities and ensure young people attending these sessions have the best experience they can. The Fire Cadet courses have the support of a large group of volunteers, without whom London Fire Brigade would not be able to reach as many young people as it does. The Brigade uses opportunities to attract volunteers to support other activities at fire stations. By increasing the use of fire stations, the Brigade would like to be able to offer opportunities for community volunteers to support their local areas and become advocates for fire safety and community safety in general.

### WELLBEING IN THE COMMUNITY

In September 2016, London Fire Brigade published its first Community Health Strategy. The strategy recognises the Brigade's ambition to be a key asset for public health in London, and so that further opportunities can be explored, London Fire Brigade will request a place on the London Health Board chaired by the Mayor. The strategy sets out how the Brigade will support a range of health interventions and education to help improve health outcomes for some of London's most vulnerable people.

The link between deprivation, lifestyle and increased risk from fire is long established. So it makes sense that the London Fire Brigade should aim to support health partners in delivering their core health messages along with key fire safety information to reduce injuries and deaths amongst this group.

During the lifetime of the London Safety Plan and beyond, the London Fire Brigade will look at how it can support local health interventions in the different areas of London, using station-based personnel and other staff groups to deliver a wide range of health advice and support.





Building on the success of home fire safety visits, the London Fire Brigade will be looking at opportunities for staff to offer wellbeing advice in addition to the core fire safety messages and a referral pathways. This will ensure essential service providers can target those most at risk and in need when the Brigade finds vulnerable people in the course of its work.

London Fire Brigade will also consider building wider safety messages into youth schemes, to support the work of all its partners; blue light, local authorities and the health service.

### **MAKING BEST USE OF INNOVATIVE TECHNOLOGY**

In London Fire Brigade's last plan, the effectiveness of sprinklers in putting out fires quickly was highlighted, and the Brigade campaigned for councils and housing providers to install sprinklers as a cost-effective way of saving property and protecting lives. The Brigade will continue to promote sprinklers as part of prevention work, including supporting proposals put forward by the Association of British Insurers (ABI) to ensure sprinklers are installed in more high-risk buildings.

#### **Sprinklers in schools**

London Fire Brigade has long advocated the use of sprinklers and recommends that automatic water fire suppression systems are installed in all new school buildings or substantially refurbished schools. **Figures show that from 2009 until July 2016, there were 682 fires in London schools with sprinklers installed in only 13 of these cases.** The Brigade knows that the impact of these fires is significant, not just in financial terms, but also in terms of the devastating effect on the communities they serve and the disruption to students, teachers and families. The Brigade is concerned that proposals from the Department for Education that change the wording of Building Bulletin 100 (BB100) removes the expectation that all new schools will have sprinklers fitted. The proposed new wording, which was put out to consultation over the summer, also removes the acknowledgment of the important role of sprinklers in keeping schools safe. The Brigade will continue to lobby the Minister for Schools Standards on this critical matter.

#### **Sprinklers to automatic fire suppression**

Sprinklers are only part of this plan. The London Fire Brigade wants to increase its engagement with the development of innovative technology to influence partners to install appropriate automatic fire suppression system (AFSS)/detection (including sprinklers) and alarms to protect the most vulnerable and improve firefighter safety.

London Fire Brigade will build on existing relationships and develop new partnerships with housing providers, care providers, local authorities, regulators and trade associations to reduce risk and raise awareness of fire risk and the benefits of installing automatic fire detection/automatic fire suppression systems. The Brigade will also continue working with telecare procurement and specification engineers, installation engineers and customers to ensure that reducing fire risk is at the heart of telecare systems and that linked fire detection is installed in all areas of risk.

## A CENTRE OF EXCELLENCE FOR FIRE SAFETY

London Fire Brigade works with the building industry, looking at innovative design for new buildings, regeneration of older properties and the development of major transport infrastructure, balancing modern demands for high performance buildings with the need to maintain inherent safety provision for building users and emergency service personnel when needed.

This level of technical expertise places the London Fire Brigade at the centre of the future development of London. The Brigade wants to create opportunities for business to work with the Brigade during the earliest possible stages of design and planning to support smoother planning transition, because all applications will have safety considerations and innovative opportunities at their core. This will ensure the Brigade is able to influence and push the boundaries of technical fire safety and establish itself as a leading centre for technical fire safety expertise and advice. The Brigade will share its experience with other fire and rescue services and support them in delivering and discharging their duties in this area.

London Fire Brigade has a highly skilled and recognised level of expertise in fire investigation. There are opportunities for the Brigade to provide services to other fire and rescue services. The Brigade can also support the development and training of tomorrow's fire investigators through its work, and by working together with partners.

London Fire Brigade has proven success in delivering community safety advice and prevention messages that have seen a reduction in the demand for its services. The Brigade wants to build on this success and work with blue light partners and other agencies to support their goals and help deliver the broader safety agenda including road safety and water safety, through to fire and flood prevention.

## STRATEGIC PARTNERSHIPS TO REDUCE RISK

London Fire Brigade has entered into a number of mutually beneficial partnerships to support better standards and improve fire safety management across London. This includes primary authority schemes with registered social landlords through to memoranda of

understanding with industry bodies to support better regulation.

London Fire Brigade can influence and educate these organisations and subsequently raise the importance and delivery of good fire safety management across their portfolio of properties – homes, places of work or places of entertainment.

London Fire Brigade will continue to develop partnerships to support the wider ambitions of the Brigade set out in the plan, including those on health, housing and business.

London Fire Brigade acknowledges that the Mayor wants to be the most pro-business Mayor yet, working in partnership with industry to facilitate a dynamic and vibrant economy in London. By being the partner of choice, and working with businesses on fire safety, the Brigade will support the **Mayoral priority** to ensure that businesses are resilient and protected from the disruption of fire.

## UNDERSTANDING COMPLEX BUILDINGS

A key priority for London Fire Brigade is the safety of its firefighters when attending incidents and reducing the risk when working inside buildings. The Brigade needs to understand construction methods and possible failure mechanisms and to influence improvements in building design and associated fire safety measures. The design of a building and its layout can have a direct impact on firefighter safety and effectiveness and the Brigade will continue to work with industry bodies and sit on technical standards committees to gather data and promote firefighter safety as a key consideration in future developments.

## HIGH-RISE

From previous consultations, London Fire Brigade also knows that some people may still feel vulnerable from fires in high-rise buildings. The Brigade understands this concern and that is why it is one of the key concerns captured in the assessment of risk toolkit. The London Fire Brigade would like to reassure Londoners that it has effective measures in place for dealing with incidents in high-rise buildings and this includes a pre-determined attendance of four fire engines to any high-rise incident. The Brigade has also developed premises information plates for residential high-rise buildings, which provide vital information about layout, dimensions, dry riser outlets, hydrant locations and whether the building has any lifts. These are available electronically to crews, enabling firefighters to familiarise themselves with the building while on route and to get to work quickly on arrival.

## PROTECTING HERITAGE BUILDINGS IN LONDON

London has some of the most outstanding historic, archaeological and architectural sites of interest in the world, reflecting the rich history of our city. However, London Fire Brigade knows that because of their construction and layout, fires in these buildings can spread more quickly. The Brigade will continue to engage with Historic England and other relevant heritage stakeholders to identify risk and to provide fire prevention advice, support and guidance in relation to salvage plans.

## FIREFIGHTERS' ROLE IN THE COMMUNITY



The role of the service and that of the firefighter is changing. London Fire Brigade values its staff and knows that firefighters are respected and trusted in the community. The Brigade supports the work of its partners and enables firefighters to take a wider role in the community. The Brigade will explore how firefighters can take an even greater community leadership role, contributing to health initiatives and crime prevention to make London and local communities even better places to live, work and visit.

Over time, London Fire Brigade's fire safety and operational roles have become more distinct from each other. While there have been valid service reasons for this, the Brigade now believes there is more advantage to the community in equipping our fire crews at stations with essential technical fire safety knowledge. The Brigade will train its station-based staff so they can use this technical knowledge to offer better fire safety advice to the public and so that they can protect themselves better from the risks they face at incidents. The Brigade will get operational crews to carry out sample checks to assess fire safety compliance within the community. The Brigade would also like operational crews to provide fire safety education and advice as part of this London Safety Plan.





## COMMUNITY SAFETY INVESTMENT FUND

In 2016/17, the London Fire Brigade established a community safety investment fund. London Fire Brigade Borough Commanders have bid for Community Safety Investment Fund grants for a variety of initiatives including fire safety equipment such as personal protection systems, sprinklers and telecare systems linked to smoke alarms. The Brigade will review the outcomes of the funding initiative to inform its approach to community safety work in the future.

## ENFORCING FIRE SAFETY LAWS

There are approximately 800,000 premises in London covered by the Regulatory Reform (Fire Safety) Order 2005 (RRO) which is the main piece of legislation that the London Fire Brigade enforces. The RRO puts the emphasis on the responsible person to comply with the law. **The Brigade cannot visit every premises, so it operates a risk-based inspection programme based on protecting the most vulnerable and those that are more likely to have a fire.** For example, care homes are occupied by some of London's most vulnerable people, so some of these will be inspected each year. The Brigade also uses its extensive database of where fires happen to ensure these types of premises are getting the scrutiny they deserve.

Although the primary legislation is enforced by local authorities, London Fire Brigade will work with borough partners to ensure the Brigade protects the most vulnerable people against rogue landlords. Where the risk is so serious, the Brigade can use prohibition powers to make people safe. During the last five years, the Brigade has issued over 200 prohibition notices – the majority of these were to protect people in unsuitable accommodation.

## UNDERSTANDING OUR APPROACH

Where London Fire Brigade identifies non-compliance through its inspection programme, post-fire inspections or a complaint, the Brigade will take the necessary action to ensure that buildings are safe. However most of the Brigade's work is around educating the business community in how to make their premises safe in the first place.

London Fire Brigade also has a responsibility to look at new buildings before they are built or refurbished to ensure that they are safe to be occupied and that if they do have a fire, they will be safe for firefighters. The Brigade also has the opportunity to look at premises that apply for different types of licences to ensure they are safe before a licence is granted. **Last year the London Fire Brigade received almost 20,000 new-build, refurbished or licence applications.**

Working in partnership with the business community ensures that the London Fire Brigade's limited resources can reach a much larger audience. The Brigade's role as a Primary Authority partner for the RRO is now in its third year and the strength of those partnerships and the performance of our partners in raising their level of compliance and fire safety management continues to grow.

## MOVING FORWARD

During the lifetime of the London Safety Plan, the London Fire Brigade will build on the successes of the past. The Brigade will focus the specialist knowledge of fire safety inspectors on the greatest design and fire engineered challenges, to support business and influence London's built environment. The Brigade will target housing and housing providers to improve standards for residents across both private and public estates. The Brigade will also work with housing developers to champion the installation of appropriate fire suppression systems (like domestic sprinklers) in new and refurbished homes.

London Fire Brigade's inspection programme will be intelligence-led, using data on the type of premises, vulnerability, perceived risk of fire, actual fire and enforcement data. Through partnerships the Brigade will look at using information gathered by other regulators, such as environmental health and trading standards, to highlight potentially poor fire safety management. The Brigade wants to work with those people to improve fire safety education and awareness.

So far as housing is concerned, the RRO only covers the common parts of buildings (e.g. corridors, stairways, lobbies) and not what happens inside individual homes. Focused campaigns to support 'safe and well' visits will allow the London Fire Brigade's staff into people's homes, beyond the front door, where their knowledge will be used to make recommendations about more appropriate detection and suppression systems to buildings owners and managers, to meet the specific identified needs of vulnerable residents.

### **COST RECOVERY FOR FALSE ALARMS**

London Fire Brigade will change its policy on cost recovery for attendance at false alarms. The introduction of charging for attendance at ten or more automated false alarm calls at the same premises has resulted in a significant reduction in demand. However, the reduction is beginning to slow down.

London Fire Brigade is now considering lowering the threshold at which a charge could be applied to these calls. The Brigade is also looking at increasing the involvement of Fire Safety Officers in dealing with persistent offenders, more robust call filtering by control officers, and involvement with the fire alarm and property insurance industries to improve standards and drive further false alarm reductions.

### **COST RECOVERY FOR OTHER INCIDENTS**

London Fire Brigade will also review its charging policy, which covers not only the recovery rate for attendance at false alarms but at all others where recovery may apply, such as calls to people locked out of their premises. However, the Brigade may seek to apply this charge on a case by case basis. The Brigade will consult on any changes it would like to make to that policy.



## RESPONDING IN AN EMERGENCY

London Fire Brigade has one of the best emergency responses to all types of incidents in the UK. The Brigade aims to make sure every incident gets the best response possible whatever the circumstances. When the Brigade attends an emergency incident, the response made needs to be the right one.



No-one can predict the future. That's why the London Fire Brigade must be fully equipped to fight and prevent fires, and to respond effectively to a terror attack or other major incident.

The Brigade plans its service to respond to every situation so that the right number of trained firefighters are sent with the right type of equipment to resolve the incident in the most effective way, with the lowest risk to Londoner's lives, businesses and property.

The London Safety Plan sets out the London Fire Brigade's strategic approach to responding and what it will do to continue to improve its operations. The Brigade needs to be resilient – so that it has appropriate arrangements in place to respond to emergencies, and can maintain its core service provision. During the lifetime of the London Safety Plan, the Brigade will continue to explore how it can make operational resources more flexible, so that the London Fire Brigade can respond effectively to any emergency. The Brigade will deliver this work through its response and resilience aim.

### **RESILIENCE IN THE UK – CONTEXT**

The government's National Resilience Capabilities Programme (NRCP) aims to increase the capability of the United Kingdom to respond to and recover from civil emergencies. It does this by building capability to deal with the consequences that are common to most types of emergency, regardless of whether those emergencies are caused by accidents, natural hazards or man-made threats.

The risks that the UK faces are constantly changing. The government monitors the most significant emergencies that the UK could face over the next five years through the National Risk Assessment (NRA). The National Risk Register (NRR) is the public version of this assessment. It provides advice on how people, businesses and the emergency services can better prepare for civil emergencies, providing an assessment of the likelihood and potential impact of a range of different civil emergency risks. However, these risks are based on where Londoners live and work. This is one reason why the London Fire Brigade has

developed the Assessment of Risk (AoR) tool, so that the Brigade can identify and address these local concerns.

The government also provides guidance to local resilience forums on how to interpret the risks in the National Risk Assessment and National Risk Register to help with their local assessment of risk. This ensures that risk assessment at all levels of government is integrated, so it can underpin sound emergency planning throughout the country.

The Civil Contingencies Act 2004 also requires emergency responders (such as London Fire Brigade) to help maintain a public Community Risk Register. The London Fire Brigade incorporates both the content of National Risk Register and the London Resilience risk register in its planning assumptions.



## KEY ROLE IN LONDON AND UK RESILIENCE

London Fire Brigade has statutory duties under the Civil Contingencies Act to ensure that appropriate arrangements are in place to respond to emergencies as well as maintaining core services.

London Fire Brigade has a range of specialist vehicles and equipment to respond to emergency incidents with the capability to deliver a co-ordinated response to a range of serious, significant or catastrophic incidents that have a national impact, including:

- Chemical, biological, radiological, nuclear (CBRN) explosive incidents
- Urban search and rescue
- Water and high volume pumping
- Command and control
- Emerging threats

# 20%

Twenty per cent of the assets that provide national resilience are located in London, reflecting the importance of the capital and the ability to support resilience across the country. London also hosts the fire and rescue service's National Co-ordination Centre, where all requests for national assistance at large scale incidents are dealt with.

## WHAT'S CHANGED SINCE THE LAST LONDON SAFETY PLAN

In London, the local resilience forum responsibility falls to the London Resilience Team (LRT). In November 2014, the operational responsibility for London-wide resilience (including the transfer of the LRT) passed to London Fire Brigade with the Greater London Authority retaining strategic oversight for resilience in the capital. The Brigade already has an Emergency Planning team, and since November 2014, both the London Resilience Team and Emergency Planning team have been working hard to align their working processes and create the foundations of a single team. The London Resilience Group is the result of the merger and this

single team takes responsibility for resilience in London. As part of the work delivered under the London Safety Plan, Brigade will:

- Resource and develop the staffing of the new London Resilience Group
- Consider and adopt best practice in resilience both national and internationally
- Update the London Resilience risk register considering both national and London-specific risks

To make sure collaboration between the London Resilience Group and the wider partnership is effective, two service level agreements have been negotiated. One is with the Greater London Authority and the other with the London local authorities. Both of these agreements help to ensure the London Resilience Group can properly support the London Resilience Forum in planning for and co-ordinating the response to emergencies.

## MULTI-AGENCY RESILIENCE

Lord Toby Harris was commissioned by the Mayor to conduct a review of emergency service resilience in London. Lord Harris has said that London Fire Brigade must be proactive about making sure London is prepared, and that each organisation must work seamlessly and be ready to react effectively, whatever the nature of the incident. Lord Harris's review makes 127 recommendations for the Mayor, the government and other agencies to consider. The London Safety Plan has a focus on blue light collaboration and this section, in particular, sets out how the Brigade will seek to improve its response services with our emergency partners.

**The review concluded that the current resources the London Fire Brigade has to deal with a major terrorist incident, and even exceptional fire demand, are sufficient.** The review also referenced Anthony Mayer's review of resources, stating that the Brigade should review the number of Fire Rescue Units (FRUs) it has and consider setting an attendance target for these units. It made specific recommendations for the Brigade about co-responding, reaching an agreement with the Fire Brigades Union (FBU) on responding to a marauding terrorist firearm attack (MTFA), including asking the Home Office to consider supporting costs associated with an increased MTFA response. These specific recommendations are addressed under the relevant areas below.

## THE THREAT OF TERRORISM

As a global city, London is exposed to the threat of terrorism. While this is not a new threat to a city with the history and context of London, the unfortunate reality of the past few years has made terrorism a daily reality in all of our lives. As much as this is the case, Londoners and the public in general should be assured that the London Fire Brigade has significant operational arrangements in place to deal with major incidents caused by terrorism, headed by a group of specialist officers.

This group works within a sensitive and confidential environment to manage our response to the issues arising from the terrorist threats to London. This group also manage a team of national inter-agency liaison officers (NILOs). These officers are a key link between

London Fire Brigade and other agencies including police, medical, military, and security services.

### London Fire Brigade will:

- Maintain its ability to respond to the requirements of national planning assumptions, such as a Paris style terrorist attack
- Influence at a national level so that agreement is reached with the Fire Brigades Union and increase the Brigade's capability and capacity to respond to a marauding terrorist firearm attack, including making use of emerging technologies
- Ensure it prepares properly for both planned and unplanned events

London Fire Brigade will also lobby the Home Office to see what additional funding may be available to counter the additional threats that London faces as the capital city, in order to increase the Brigade's marauding terrorist firearm attack capability.

This work directly supports the **Mayoral Priority** in maintaining resilience for London.

### FLOOD RESPONSE CAPABILITY

One of the most disruptive natural hazards in recent years has been the threat of flooding. The London Fire Brigade has a flood response capability and will work closely with colleagues in the GLA to ensure that the Brigade's planning for flood events is based on the best risk information available from projects such as 'Drain London', and that any future plans to extend flood prevention and recovery activities are aligned with the GLA's own plans to improve London's resilience in the face of major flooding and extreme weather events.

London Fire Brigade's flood response capability has been used many times to support a national response to numerous flooding-related incidents. This has included many rescues, evacuating vulnerable people from their homes and protecting vital infrastructure, such as water pumping stations and telephone exchanges. More locally, the Brigade's flood response was used for a period of 27 days at the Kenley waterworks during the winter of 2014, pumping 5,000 litres of water away per minute at the height of the incident.

#### London Fire Brigade will:

- Review the number of flood response teams it has
- Extend the provision of personal protective equipment (PPE) for floods for frontline crews to ensure it has sufficient stock to deal with flooding incidents
- Procure, store and mobilise flood prevention equipment in collaboration with local authorities and the Environment Agency so that it can undertake flood prevention activities
- Use community safety activities to assist with flood awareness, preparation and to raise awareness of the hazards associated with flood recovery activities

- Find opportunities to work with insurance companies and the community to assist with the recovery after a flood
- Consider increasing the number of London Fire Brigade national flood advisors, to provide better intelligence and resilience for simultaneous local and national flooding

London Fire Brigade will extend the services it offers to London to include prevention and recovery activities alongside an increased flood rescue response. During the lifetime of the London Safety Plan, further work will be undertaken to establish how trained staff could assist communities with the challenge of recovery as well as provide advice to businesses, community groups and residents on how to protect themselves from the worst impacts of flooding.

### PROVIDING THE RIGHT RESPONSE

London Fire Brigade attends a wide range of incidents, including fires, road traffic accidents and other emergencies. **When London Fire Brigade attends an emergency incident, the response made needs to be the right one.** This means having the right arrangements to:

- Receive and deal with emergency calls speedily and accurately
- Send the appropriate number and types of fire engine, with the right number of trained personnel in each crew so they can get to work on arrival
- Get to incidents as quickly as possible
- Get other specialist resources to incidents as quickly as they are needed
- Work quickly and safely to resolve the incident
- Work with blue light partners to make sure that the Brigade provides an integrated and joined-up response

## SPEED OF RESPONSE

London Fire Brigade's intention is always to get to an emergency incident as quickly as possible on each and every occasion. But the Brigade also sets itself targets for the time it should take to arrive at an incident. The Brigade's London-wide attendance targets are:

- To get the first fire engine to an incident within an average of six minutes
- To get the second fire engine to an incident within an average of eight minutes.
- To get a fire engine anywhere in London within 12 minutes on 95 per cent of occasions.

London Fire Brigade will retain its current targets (which it has had since 2008) for the average time it takes for a first and second fire engine to arrive at incidents. Where reasonably possible, the Brigade aims to improve performance in any places that are not currently receiving a service that meets this target performance. **The Brigade will add a fourth target to get a fire engine anywhere in London within 10 minutes, on 90 per cent of occasions.** The Brigade believe that adding the target time will help drive performance change and its ongoing intention to get to emergency incidents as quickly as possible.

Whilst at London-wide, and generally at borough, level the London Fire Brigade meets its target attendance times, the Brigade knows that some areas of London still fall short and its long term objective has been to try and equalise attendance across London, in line with its London-wide standard. The Brigade's speed of response remains one of the best in the country.

## CALCULATING LONDON FIRE BRIGADE'S SPEED OF RESPONSE

London Fire Brigade regularly publishes data to help the public understand how quickly it gets fire engines to emergency incidents. The Brigade is very transparent about the way it calculates performance. In the light of Anthony Mayer's review, which recommended continually monitoring performance data so that any negative impacts can be addressed, the Brigade will maintain regular scrutiny and review of performance arrangements. This means the Brigade can take effective and early decisions to maintain good performance.

**6 mins**  
TO GET A FIRST FIRE ENGINE TO AN INCIDENT WITHIN AN AVERAGE OF SIX MINUTES

**8 mins**  
A SECOND FIRE ENGINE TO AN INCIDENT WITHIN AN AVERAGE OF EIGHT MINUTES

**10 mins**  
A FIRE ENGINE ANYWHERE IN LONDON IN 10 MINUTES ON 90 PER CENT OF OCCASIONS

**12 mins**  
A FIRE ENGINE ANYWHERE IN LONDON IN 12 MINUTES ON 95 PER CENT OF OCCASIONS

## FIRE STATIONS IN THE RIGHT PLACES

The majority of the London Fire Brigade's fire stations are in places that reflect the old national recommended attendance standards set by the government, which were abolished in 2004. Times have changed and so too has risk in London. For the last fifteen years, the Brigade has worked to the principle of **equal entitlement** and aims to provide the **same speed and standard of response across London for all types of emergency.**

As part of developing this plan, the London Fire Brigade has looked at whether all its stations are in the best places to optimise its speed of response. The Brigade has used modelling scenarios to help map out how the Brigade will respond to known risks and the likely demands on its services. The Brigade now knows which existing stations are already in good locations, and which areas it would like to improve if an opportunity arises. There is more detail on how the Brigade will do this in the 'Asset management and estate' section, of this plan.

### BETTER LOCATIONS FOR SECOND FIRE ENGINES

When London Fire Brigade set its budget for 2016/17, 13 fire engines were removed that had been away from stations since August 2013. At the time, the Brigade recognised those fire engines were not always removed from the best locations, and agreed to look at whether the Brigade needed to make adjustments to the location of second fire engines to get the best speed of response across London. The review of the Brigade's resources by Anthony Mayer also recommended looking at where second fire engines are located, to help improve attendance times.

London Fire Brigade modelled the best locations for second fire engines. There were five changes that could have been made. On further analysis, at the London-wide level, the five moves improved the time it would have taken a second fire engine to attend an incident by less than one second. However, the local differences would be greater, as each individual move results in slightly slower average second fire engine attendance times in the areas from where they have been removed but would make improvements in the areas where they would be relocated. The Brigade always considers the borough level impact of any proposed moves.

The only change that has an impact on achieving the Brigade's London-wide attendance standards at a borough level, is to move the second fire engine from Kingston to New Malden, which brings Kingston borough within the second fire engine average target of eight minutes. This is because the location of New Malden fire station (on the border of Merton and Kingston boroughs) improves attendance times in a number of surrounding areas. This results in a beneficial impact for Kingston overall. As performance can vary on a year on year basis, the Brigade's modelling always considers a number of years of data in order to propose options that are resilient to performance variations in any one year.

However, while the move would potentially have benefitted greater numbers of people than it would adversely affect, the Brigade has noted the concerns raised by local residents who may be adversely impacted by the change. Performance in Kingston is now better than it has been historically. Second fire engine attendance performance in Kingston was within eight minutes on average in 2015/16 (at 07:44), for the

first time. The second fire engine performance in Kingston in 2016/17 is likely to be much closer to the target. The Brigade believes that it may be difficult to continue to reliably deliver our London-wide target eight minute average target in Kingston without moving the second fire engine to New Malden. However, given the recent improved performance by crews, and local concerns about the move, the Brigade will delay any decision regarding moving the second fire engine at Kingston and will review the position in one year.

### DIFFERENT CREWING ARRANGEMENTS

In previous London Safety Plans the London Fire Brigade has introduced different ways of crewing specialist vehicles, like *alternate crewing* and *shared crewing*.

**Alternate crewing** is where the crew of a fire engine can either crew the fire engine or a specialist vehicle at the same station. If the specialist vehicle is mobilised to an incident, then the fire engine is not available (and vice versa). This crewing arrangement is already in place for specialist appliances that are not mobilised to incidents very often (such as a Hose Layer Unit or Bulk Foam Unit).

**Shared crewing** is where a specialist vehicle and a fire engine share a crew and both vehicles are mobilised at the same time. This crewing arrangement is used for urban search and rescue (USAR) vehicles, and high volume pumps (HVPs).

During the lifetime of the London Safety Plan, the Brigade will explore both alternate and shared crewing options for aerials (vehicles which can reach high up or over a wide area) and operational support units, to see if these options have any merit and if they can deliver further efficiencies. The Brigade will work with staff side representatives on any crewing change proposals.

## FUTURE USE OF FIRE RESCUE UNITS (FRUS)

The London Fire Brigade currently has 14 Fire Rescue Units (FRUs) based strategically across London. They are a critical part of its operational response delivery as they provide specialist capabilities to respond to complex and protracted incidents. They are permanently crewed, and the Brigade has no plans to change this.

Fire Rescue Units are split into three types, each providing a unique response capability:

**Technical Rescue FRUs.** There are five of these based across London. They provide our urban search and rescue, rope rescue and water rescue capabilities (they are equipped with a boat). As a result, they are an extremely versatile asset, responding to major building collapses, terrorist related building collapses, rescue from difficult/high structures and rescue from the Thames and other waterways.

**Hazmat FRUs.** There are five of these based across London. They provide a specialist response to hazardous materials incidents, water rescue (they are also equipped with a boat) and animal rescue incidents.

**Technical Skills FRUs.** There are four of these with a specialist rope rescue capability. In particular, they respond to the increasing number of incidents involving urban explorers or people threatening to jump from high structures.

All three types of Fire Rescue Unit also provide a core set of specialist skills, including difficult access, heavy cutting and extended duration breathing apparatus capabilities. The heavy cutting capability is particularly important in supporting some of the road traffic collisions London Fire Brigade attends. The other capabilities help us make an effective response to incidents in the increasingly complex high-rise and subterranean environment.

Because Fire Rescue Units form such an important part of our response to major or significant incidents the London Fire Brigade will look at setting targets for how quickly they should arrive at incidents. This was also recommended by the Anthony Mayer review.

Both reviews, conducted by Anthony Mayer and Lord Harris, have stated the importance of these units to the

London Fire Brigade fleet, and especially in terms of how the Brigade responds to a terrorist attack. In light of these recommendations, as well as considering an attendance standard, the Brigade will:

- Consider introducing a Mass Casualty Response (MCR) onto Fire Rescue Unit (FRU) stations
- Review FRU and Chemical, Biological, Radiation, Nuclear (CBRN) Rapid Response Team (RRT) attendances to use their enhanced capabilities across a wider range of relevant incidents and allow them to attend incidents at an earlier stage (e.g. attendance at fires)
- Explore the wider use of FRU and RRT specialist skills to support other agencies and organisations in their work, and determine collaboration opportunities in terms of prevention and response
- Review the current locations of FRU, RRT and Scientific Support Units and consider the possibility of co-locating capabilities to support each other's functions
- Review the current prevention activities of FRU and RRT stations, and develop a range of activities that would better use their specialist skills and knowledge



## REVIEWING OTHER SPECIALIST APPLIANCES

London Fire Brigade will also undertake a review of other vehicles that the Brigade uses.

### Aerial appliances

London Fire Brigade have 11 specialist appliances known as 'aerials'. These vehicles – which can reach high up or over a wide area – have a range of uses, including providing a water tower, rescue operations, casualty retrieval or observation platform. During the lifetime of the London Safety Plan, the Brigade will review its aerial fleet for potential service improvements and efficiencies. This will include:

- Exploring an alternate and/or shared crewing arrangement
- Depending on the outcome of this work, looking at aerials as front line vehicles, optimising their locations and setting an attendance standard for them (as recommended by the Anthony Mayer review)
- Introducing one type of aerial appliance to replace the three different types currently in use
- Looking at the skills the Brigade needs for aerials
- Looking at how many firefighters are needed for aerials
- Considering whether or not they should be included within the Brigade's initial response arrangements

London Fire Brigade will consult on any significant changes that arise from this review.

### Command Units

London Fire Brigade's fleet of Command Units (CUs) provides support to incident commanders as they manage and control operational incidents. During the lifetime of the London Safety Plan, the Brigade will improve the training provided to the personnel that crew these vehicles. The Brigade will establish a more efficient integrated staffing model, so that Command Units are staffed by the fire engine crews at that station. This staffing model will create opportunities for firefighters to develop additional skills and offer promotion opportunities. The Brigade also aims to replace its existing Command Unit fleet with new vehicles, maximising opportunities for new technology and a more collaborative approach with other emergency services.

### High Volume Pumps

London Fire Brigade has six High Volume Pumps (HVPs) which each provide one submersible pump (designed for underwater use) and hose capable of delivering water at a rate of up to 7,000 litres per minute over a distance of 3 kilometres. The current system that is employed to ensure the availability of High Volume Pump trained staff is supported by allocating a number of fire stations as either base stations, support stations or feeder stations. These vehicles are currently mobilised to incidents under shared crewing arrangements.

London Fire Brigade does not plan to reduce this capability but will review how the Brigade maintains, supports and delivers its High Volume Pump capability to maximise the availability of resources.

### Operational Support Units

London Fire Brigade has six Operational Support Units (OSU), which are 12-tonne lorries primarily designed to deliver a range of equipment to operational incidents, such as additional breathing apparatus cylinders, decontamination equipment, salvage equipment, bulk drinking water, etc. The Brigade will review the crewing arrangements for these vehicles, which may include alternate crewing.







## FLEXIBLE USE AND DEPLOYMENT OF RESOURCES

London Fire Brigade delivers a 24/7 operational response service every day of the year. Traditionally, fire and rescue services use three main duty systems to provide this service:

WHOLE (FULL) TIME

DAY-CREWED

RETAINED DUTY/ON CALL

### Whole (full) time crewing

In London, all station-based operational staff are employed as whole time firefighters on a '2,2,4'<sup>2</sup> shift pattern, on 24 hour/7 day basis. There is a day shift (0930 hours to 2000 hours), and a night shift (2000 to 0930 hours). There are four watches at each station (a watch is the shift system worked by firefighters).

The last change to shift patterns in London occurred in 2010 when start and finish times were changed. This was after a prolonged dispute with the Fire Brigades Union. There were no other changes to the whole time model in London Fire Brigade, with four watches and the 2,2,4 pattern of working remaining. A small number of staff (less than one per cent) work flexibly and have a different work pattern. By contrast, other fire and rescue services have introduced different models that include day-crewing, day staffing, part-time contracts, secondary contracts and flexible rostering systems. Other fire and rescue services have also used a retained duty system: effectively volunteer firefighters who live near a fire station and are 'on call'.

In providing a 24/7 service in the capital, London Fire Brigade knows that there are varying levels of demands

on services both in terms of where incidents happen and time of day. The Brigade also knows that there are people who would like to become firefighters but the current requirement to work day and night shifts means this is not possible for them. As part of the London Safety Plan, the Brigade will explore different and more flexible ways of staffing our fire stations.

### Flexible deployment (including day-crewing)

Day-crewing is a shift system that means a fire engine is crewed during specified times of the day but is not crewed at night. Variations to this model include the day-crewed fire engine being staffed at night on an 'on call' basis.

As part of this plan, London Fire Brigade will consider options such as day-crewing, looking to pilot a different working arrangement, using an additional fire engine. In preparing for the pilot, London Fire Brigade will consider where the day-crewed fire engine should be located. This will include the 'best' location based on current attendance performance. This pilot will form part of the Brigade's work on the flexible deployment of resources, as well as broadening the appeal of being a firefighter to a wider section of the community, and to current personnel who may wish to work a different shift system. The Brigade notes the Fire Brigades Union's opposition to day crewing in particular, which was made clear during the consultation on the plan. The Brigade will explore and work with staffside representatives to look at the impacts of any potential flexible deployment arrangements.

<sup>2</sup> Two days at work, two nights at work and four days off

### Retained duty system (on-call crewing)

Retained (on-call) duty systems are used widely in other fire and rescue services, and this is where people who may have other jobs outside of the fire service respond to an emergency when it occurs.

Current research is showing that other fire and rescue services around the country are finding it difficult to recruit and keep their retained staff for a number of reasons. There is also evidence to suggest that these duty systems are not as cost effective as originally thought. These reasons include:

- Employers being less willing to release staff
- High streets changing, leading to fewer opportunities to recruit local people
- Increasing numbers of self-employed personnel who are working across large geographic areas
- Changing employment roles
- A high turnover of retained staff, which can result in inefficiencies when compared to whole time staff, who remain in employment for 30 years
- The reducing number of incidents, which means people leave – they are not getting what they wanted from the job, and can have confidence issues when faced with incidents

London Fire Brigade will not implement a retained duty system during the lifetime of the London Safety Plan as the professional judgement of officers is that it is not appropriate for London. If the Brigade is to maintain its current average attendance times of six and eight minutes for a first and second fire engine respectively, having a retained duty system would make this more difficult.

Other fire and rescue services have revised their retained duty systems to become 'recall' duty systems. There may be some potential to look at introducing a wider rollout of a recall system using voluntary secondary contracts – this could offer greater resilience, flexibility and efficiency in using the London Fire Brigade's resources. A recall system is where firefighters who would normally be 'off duty', volunteer to be available to provide extra levels of resilience at times of extreme high demand.

### AVAILABILITY OF RESOURCES

London Fire Brigade will further improve the way the Brigade allocates its resources on a daily basis, to ensure the Brigade maximises the use of personnel and appliances. The Brigade has recently reached agreement with staff-side representatives on a package of measures, including using direct standbys to ensure that firefighters and officers cover staff shortfalls at any station across London and are there in time for the start of the shift. This will assist in ensuring all appliances are available at change of watch for fire cover and training.

London Fire Brigade will improve the resilience of the Brigade by strengthening the officer structure on watches at fire stations. Watches will then be less reliant on personnel from other stations to keep their fire engines available for the shift and it will also ensure a greater level of fire engine availability throughout the shift.

London Fire Brigade will continue to explore ways to further improve the operational availability of senior officers. This will include examining rota and on-call arrangements along with the locations from which officers are mobilised.

London Fire Brigade also uses an operational framework known as 'strategic resource'. Strategic resource is the managed and structured capacity of personnel, fire engines and other resources that can be used for activities other than emergency calls, such as training and community safety. The Brigade will conduct a review of strategic resource to make sure it fits with its priorities for delivering the service in the future.



## DEVELOPMENT OF IMMEDIATE EMERGENCY CARE (IEC)

Following the July 2005 terrorists attacks, the London Fire and Emergency Planning Authority took the decision to improve London Fire Brigade's emergency medical care provision, implementing the Immediate Emergency Care (IEC) programme.

As part of the IEC programme, all frontline fire engines, Fire Rescue Units, fireboats and rapid response teams are equipped with an IEC equipment pack, which includes an automatic external defibrillator (AED) and a resuscitation system for providing medical oxygen to casualties – this forms part of casualty care provided by our crews. The IEC programme, and the syllabus for it, is maintained by the London Ambulance Service.

Working in partnership with the London Ambulance Service has led to a scope of practice that describes the procedures, actions and processes required of our IEC trained personnel, including detailed requirements for education and training. This partnership means that both the London Ambulance Service and London Fire Brigade crews are operating on the same system, to the same protocols, providing greater consistency and better casualty care for those who need it. It also opens the way to opportunities for further collaboration.

As part of this document, London Fire Brigade will review its IEC provisions to ensure it is appropriately resourced and can support co-responding and other collaboration initiatives. The Brigade will also develop a prevention activity strategy which will be linked to its overall Health and Wellbeing strategy.



## EMERGENCY MEDICAL RESPONSE (CO-RESPONDING)

Since February 2016, London Fire Brigade has taken part in a co-responding trial in the boroughs of Lambeth, Merton, Newham and Wandsworth to improve patient outcomes.

The trial involves crews in the pilot boroughs being mobilised to calls where a patient's condition is immediately life-threatening, as a result of cardiac or respiratory arrest.

Feedback from crews has shown that London Fire Brigade has made a significant contribution in support of the London Ambulance Service at these incidents. In some of them, the actions of the Brigade's crews and control staff have made a difference and, crucially, have saved lives. London Ambulance Service crews have also been highly complementary of our professionalism at co-responding incidents. Subject to agreement at a national level, the Brigade will continue to work with our staff and their trades unions to:

- further improve the co-responding process for crews
- expand the pilot; and
- consider to what other calls firefighters could be mobilised

This is also supported by the Lord Harris review, which has called for the current trial to be expanded to all London boroughs as quickly as training resources will allow, and that a strategic approach should be taken to this training to roll it out to those staff who are most likely to find themselves on the scene of a terrorist attack.



## BLUE LIGHT AIR SUPPORT

London Fire Brigade is leading on a national programme examining the role of air support in police and fire services, other government agencies and for the National Health Service. The programme, which is funded by the Home Office, is designing a single, national, emergency air service — a great example of collaboration that will facilitate more efficient national resilience capabilities, better scalability for complex incidents and the introduction of new technology to the incident ground, such as unmanned aerial vehicles (e.g. 'drones').

The programme is recognised as the representative of all emergency services for a cross-government programme examining how unmanned aerial vehicles can be used by the public and private sectors, the opportunities they present and the risks they pose. By working closely with the Ministry of Defence, Department for Transport and the private sector, that programme will help London Fire Brigade to introduce new capabilities to keep firefighters and the public safe. These include low-altitude and close proximity infrared scanning of buildings during complex fires or search and rescue incidents, to establish where survivors are located and inform commanders' risk and deployment decisions.



## AIRPORTS

The government has announced that a third runway will be added to London Heathrow Airport as part of its review of the Aviation Policy Framework. London Fire Brigade will keep a watching brief over the proposed development at Heathrow and maximise any opportunities they present for more collaborative working with airport fire services.



## RIVER THAMES STRATEGIC REVIEW

London Fire Brigade operates a fireboat to help deal with emergency incidents on the river Thames. The

Brigade's fireboat is located at the Lambeth river station and is due to be replaced shortly as part of its regular replacement lifecycle. As part of the London Safety Plan, the Brigade will work with its partners, including the Royal National Lifeboat Institution, police service, Port of London Authority, and Transport for London, to look at collaboration opportunities for improving safety on the river. This has also been supported by the Lord Harris review, which recommends that the Mayor commissions a comprehensive review of safety and security on the river. The Brigade will also use fireboat crews to deliver river safety prevention messages (for example, to houseboats).



## TRANSPORT AND INFRASTRUCTURE PROJECTS

London Fire Brigade's transport and infrastructure liaison team develops and delivers operational policy and procedures to ensure a consistent approach in its response to major changes to London's infrastructure. London is constantly changing and several demanding infrastructure projects will be developed over the lifetime of the London Safety Plan including Crossrail 2, HS2, the Thames Tideway Tunnel and the Silvertown Tunnel. The Brigade will work with developers to influence fire prevention and protection measures and raise standards across the sector, as well as implementing effective response and resilience plans to reduce the impact of any incident at these locations. This work will ensure the complex infrastructure of London, including its transport network, continues to develop in a safe way, both for the public and emergency service responders.









## KEEP LONDON MOVING

London Fire Brigade knows how frustrating it can be when movement in the city is restricted by an ongoing operational incident. The Brigade has modernised its response to a range of incidents, including cylinder emergencies, and has devised operational tactics to minimise disruption from incidents to Londoners.



## EVENT PLANNING

London hosts a wide variety of regular high profile and large-scale events like the Notting Hill Carnival, London Marathon, Lord Mayor's Show, Trooping the Colour and New Year's Eve celebrations. There are also many other events, including protest marches and large open-air concerts. All of these events need careful operational planning to ensure the London Fire Brigade can respond to any emergencies and deal with them effectively. The Brigade will continue to provide operational planning for these events and seek to make improvements wherever possible.

London Fire Brigade will seek funding from the National and International Capital Cities Grant (NICC) (which is designed to fund activities directly linked to London's position as the capital, and one of the world's most significant global cities) to assist with event planning work and ensure that the city is properly protected.



## BUSINESS DISRUPTIONS

A number of infrastructure- and workforce-related risks have been identified, which are relevant to the London Fire Brigade's work. These can largely be divided into two categories: those risks that have the potential to place high levels of demand on the operational service (major incidents and emergencies) and those risks that have the potential to disrupt the service (business disruptions).

London Fire Brigade has established business continuity arrangements in place. Since 2005 the Brigade has been undertaking a formal business continuity programme. This has successfully identified the activities that are critical to the organisation, enabling the Brigade to explore the dependencies that exist between them, and has helped the Brigade develop and review business continuity plans.

London Fire Brigade regularly tests its contingency plans. After months of preparation, the Brigade carried out Exercise Unified Response, which was part-funded by the European Union Civil Protection Mechanism, during spring 2016. It was the largest and most complex multi-agency training exercise the Brigade has ever undertaken. The exercise involved over 2,000 'casualties' and 2,000 participants, including 150 London Fire Brigade staff. All of London's emergency response organisations, including local and national authorities, were involved, along with specialised teams from across the UK and from Hungary, Italy and Cyprus. The scope of the exercise was unprecedented in terms of the scale and multi-agency involvement. Due to this scale and level of involvement, an extensive debrief has been held to ensure all learning is effectively captured. Learning from the exercise itself and the results of the debrief process will feed back into the Brigade's response arrangements and other relevant policies.

Through the London Safety Plan, the London Fire Brigade will review, update and test its business continuity response to ensure that its arrangements remain fit for purpose. The Brigade will work to maintain suitably robust internal business continuity arrangements to assure Londoners that the Brigade can deliver its services in times of adversity.





### BEING PREPARED

London Fire Brigade has to be prepared to respond to emergencies, but one of the key messages of this plan is that everyone has a role to play in being safe, and an individual responsibility to contribute to making London the safest global city. This includes national resilience. Many of us will experience minor emergencies throughout our lives – power cuts, a car breakdown or a burst water pipe. However, some may be unfortunate enough to be involved in a major emergency of the type the Brigade plans for in London.

The London Prepared website ([here](#)) provides some good advice and simple steps that the public can follow to prepare better for both minor inconveniences and more serious emergencies.



### CROSS BORDER AND MUTUAL AID

Fire and rescue authorities must have provisions in place to respond to incidents such as fires, road traffic collisions and emergencies in their area, and in other areas in line with mutual aid agreements. The London Fire Brigade refers to these as 'cross border' arrangements, and resources that may be requested to deploy cross-border are mobilised under mutual aid arrangements (provided for under sections 13 and 16 of the Fire and Rescue Services Act 2004 (FRSA)).

London Fire Brigade has mutual aid agreements with all its surrounding fire and rescue authority areas. Incidents where there could be resources from two or more fire and rescue services are a relatively common occurrence between London Fire Brigade and the six surrounding fire authorities – Hertfordshire, Essex, Kent, Surrey, Royal Berkshire, and Buckinghamshire. London Fire Brigade resources may also be mobilised cross-border to 'standby' at neighbouring fire and rescue service stations.

Six of London Fire Brigade's borough commanders are also Cross Border Liaison Officers so that the Brigade can maintain good working relationships with its neighbouring fire authorities, as well as exploring joint training and familiarisation opportunities. The Brigade

also has mutual charging arrangements in place for cross-border attendance.



## VALUING STAFF AND USING RESOURCES WISELY

London Fire Brigade staff are the organisation's single most important asset. Recently, the Brigade has been working to bring together a number of people-focused initiatives to make sure Brigade staff can be the best that they can be.



London Fire Brigade's staff are the organisation's single most important asset. The Brigade will put its **people** first, so they can continue to put the **people** of London first.

The **people plan** is a long-term action plan to make sure the workforce is competent, confident and motivated so that they can give their best and help keep London safe.

## STAFF AND RESOURCES

The London Safety Plan sets out the London Fire Brigade's intention to develop and train its staff to their full potential, at the same time transforming London Fire Brigade to ensure the Brigade is an employer of choice and staff have the opportunity to influence how London Fire Brigade works. The Brigade will maximise how it spends public money, ensuring that the Brigade is supported through intelligent systems and data, property investment, procurement, vehicles and equipment. The Brigade will deliver this work through its people and resources aim.

## PUTTING STAFF FIRST

London Fire Brigade will support staff in their learning and development, to enable everyone to deliver to their maximum potential at work, now and in the future. The Brigade will deliver a well developed, inclusive workforce that is motivated, competent and confident in work performance and contributes to effective and efficient organisational delivery. The Brigade's aim is to support wider cultural change, through developing shared values and practices that will help achieve success in the future.

London Fire Brigade wants to help its staff reach their potential by understanding what development they need, and using initiatives that bring out the best in people, such as coaching and mentoring. The Brigade will introduce a new structured approach to career succession and will continue to provide learning support for all staff.

## THE 'PEOPLE PLAN'

London Fire Brigade has a number of strategies that aim to bring out the best in people. The **inclusion strategy**, the **development and training strategy**, and a **corporate wellbeing plan** all have specific outcomes to deliver. The wellbeing plan responds to concerns raised by staff as part of a stress survey. The Brigade will draw all this work together in a 'People Plan' that will form a long term action plan making sure the Brigade has a motivated workforce who want to give their best, and to continue to contribute to the safety of London.

## ENABLING STAFF TO BE THE BEST THEY CAN BE

To provide the public with the best service, the London Fire Brigade needs to invest in staff to deliver cost-effective and innovative approaches that continue its focus on operational excellence, prevention and resilience. London Fire Brigade will develop an 'achieving potential model' to meet personnel and organisational needs. The Brigade will continue to develop and improve a range of training courses through Babcock, the London Fire Brigade's training partner. The Brigade will consider how opportunities for coaching, mentoring and secondments can be integrated into its suite of staff development tools including collaborating with partners. Leadership development is also key, and London Fire Brigade will incorporate current thinking on motivation, reward and recognition into its new programmes. The Brigade's development and training strategy is designed to:

- Support staff new to role or London Fire Brigade
- Support staff progression
- Support staff transition

London Fire Brigade will also make better use of technology to achieve its people objectives. This will include looking at how to align London Fire Brigade systems with Babcock better, as well as making use of new Information and Communications Technology solutions to deliver bespoke training and development support. The Brigade will introduce a new behavioural framework to underpin its recruitment and development activities, creating a common standard across the organisation for new and existing staff. This framework will help staff have a clear understanding of organisational expectations in current and future roles, and to access relevant development to support them throughout their careers.

## OPERATIONAL COMPETENCE AND READINESS – BEING 'MATCH FIT'

In a changing London, having an operationally competent workforce is essential. One of the outcomes of our successful community safety and prevention work is that the number of fires and other emergency incidents has been on a downward trend. This is a welcome and desirable result but it does mean that operational crews are gaining less operational

experience as they attend fewer incidents. London Fire Brigade has a moral as well as a statutory duty to ensure that all operational staff are trained to undertake their role effectively and safely. As a responsible employer, the Brigade wants to make sure that its staff are 'match fit' and continue to develop and maintain the skills and abilities necessary to do their job if they are to stay safe. As part of this plan, the Brigade will make a commitment to secure the continual training, assessment and development of firefighters to ensure they can deal with incidents safely. The Brigade will work with Babcock to deliver further ways to enhance training and the competence of its staff.

## THE JOURNEY FROM OPERATIONAL COMPETENCE TO EXCELLENCE

To support the maintenance of operational competence, London Fire Brigade's dynamic and intelligent operational training (DIOT) process has been in place for a number of years. This process enables the Brigade to identify and respond to risk-critical issues that could affect how well and how safely the Brigade operates at incidents. The process monitors operational and training performance, identifying positive and developmental trends. It also provides mechanisms, including the implementation of training interventions, to support the maintenance of competence for all operational staff.

London Fire Brigade will review its dynamic and intelligent operational training process to confirm, clarify and improve current arrangements. This will include:

- Creating an overarching Operational Professionalism Board and a new Operational Improvement Board
- Establishing a single organisational Operational Improvement Plan
- Improving current incident monitoring reporting arrangements
- Developing a more robust audit function
- Establishing a reflective learning process for incident commanders
- Building in consideration of national fire service learning
- Confirming training commissioning and review arrangements to address lessons identified

This will create an improved governance structure and will provide a clear process for organisational operational improvements. It will enable the organisation to clearly demonstrate any action taken and the learning delivered, moving London Fire Brigade from a position of competence to one of excellence.

### THIRD TRAINING CENTRE

As part of the London Fire Brigade's previous plan, two new training centres were commissioned at Beckton and Park Royal in collaboration with Babcock. Both of these sites are now operational. The Brigade will commission and, subject to consultation and planning permission, deliver, a third training centre at Croydon so that the Brigade has the capacity to train and develop its staff to the highest standards. This will provide London Fire Brigade with a high-rise real fire training facility that will simulate the conditions that firefighters may experience when responding to incidents at complex buildings, such as residential high-rise properties.

### APPRENTICESHIP SCHEME

The government has promised to deliver 3 million apprenticeships and is introducing an apprenticeship levy on organisations to make this happen. London Fire Brigade will look at its existing recruitment and training arrangements to see how the Brigade can offer apprenticeships as part of its firefighter development programme and in other parts of the workforce, such as Brigade Control.

London Fire Brigade is particularly keen to develop a new apprenticeship programme that would offer further opportunities, development and a pathway into a range of roles that can be accessed through the Fire Cadets and Adult Volunteers programmes. Creating opportunities for people to support community-based activities and deliver a broader range of safety messages and interventions beyond the traditional role of a firefighter is also important to the Brigade. Building on the success of the youth engagement schemes, the Brigade wants to create career opportunities for young people to work with the organisation. Creating apprenticeship opportunities in the area of fire and community safety is a natural extension of those schemes.

London Fire Brigade will also look to offer apprenticeship training opportunities to staff within departments and to recruit new apprentices to develop within the organisation. This work will support the **Mayoral priority** on developing skills for Londoners.





### TIME TO CHANGE PLEDGE

As part of the London Safety Plan, the London Fire Brigade will sign the blue light 'time to change' pledge, recognising the importance of developing an action plan to support the mental health of staff and to challenge stigma and discrimination regarding this issue. The Commissioner will be our lead blue light champion by signing the pledge and committing to organisational action.

#### London Fire Brigade will:

- Review its policies and procedures to ensure they are reflective of mental health wellbeing best practices
- Continue to work with occupational health service providers to enhance and promote its psychological wellbeing programme as well as explore other initiatives to improve the organisation's approach to dealing with mental health
- Update development and training interventions for its managers to ensure they are able to recognise and instigate actions to deal with mental health wellbeing issues within the workplace
- Continue to work with the charity MIND to improve and update literature and information the Brigade has available to help promote mental health wellbeing across the organisation
- Continue to use the expertise and professionalism of the organisation's Counselling and Wellbeing Service to best effect, to help improve the mental wellbeing of our workforce

### STAFF ENGAGEMENT

London Fire Brigade has developed a programme of engagement to elicit the views of personnel, trades unions and support groups on such issues as future roles and opportunities to improve the services the Brigade provides.

London Fire Brigade will develop the engagement programme and ensure this becomes part of day-to-day business, so that staff can have their say, share

their ideas for future improvements and influence decision making in London Fire Brigade.

### INDUSTRIAL AND EMPLOYEE RELATIONS

London Fire Brigade recognises the importance of having good industrial relations. As part of its efforts to improve, the Brigade has undergone an independent review and the Local Government Association Peer Challenge, both of which presented opportunities to review the industrial relations framework. The outcome of the LGA peer challenge has been discussed with the trades unions, and the Brigade has agreed to hold joint workshops facilitated by the Advisory, Conciliation and Arbitration Service with a view to further improving industrial relations. London Fire Brigade has also agreed to enhance its industrial relations training, and this is currently going through the training and commissioning process with Babcock (London Fire Brigade's training provider). The Brigade wants to improve its industrial relations, reduce 'failures to agree' and facilitate a more productive arrangement for the future. The Brigade will also seek to engage both trades unions and staff support groups informally on significant matters much earlier.

## RECRUITMENT AND SELECTION

London Fire Brigade has made several changes to its working arrangements in recent years to improve recruitment and facilitate more flexible working arrangements for staff. However, the Brigade knows that there is further work to be done. Each of its staff groups have different challenges to overcome. For example, operationally, although the outcome of recent firefighter recruitment campaigns has been very positive in respect of black or minority ethnic (BME) applications and appointments, they have been less successful with respect to the number of women applying. There is an indication that this is starting to improve but further work is needed.

For fire and rescue service personnel recruitment ('non-uniform') the challenge is less about overall numbers of women and BME staff, and more about achieving representation at the senior grades commensurate with their representation in the overall workforce.

In Brigade Control, the number of senior managers is small, over 50 per cent are women and none are BME. Overall, just over 10 per cent of control officers are BME and the majority of control officers are women.

London Fire Brigade wants to increase diversity across the organisation and at senior management levels. The Brigade's inclusion strategy sets out to:

- Create an environment in which every member of staff is able to give their best
- Deliver a diverse workforce at all levels, and in all occupational groups, through recruitment, development and progression
- Work with all personnel to create safer and more effective teams

## DELIVERING ON OTHER KEY RESOURCES

London Fire Brigade is in the middle of an exciting phase in terms of how it delivers services. Over the next few years, the Brigade will have new fire engines, a new fire boat, new and improved personal protective equipment (PPE) along with a new third training centre. The Brigade also wants to set itself a harder target of **getting a fire engine anywhere in London within 10 minutes, on 90 per cent of occasions** and is

looking at setting targets for some of the Brigade's specialist vehicles too.

As well as its people, London Fire Brigade has a number of financial, operational and supporting resources, which the Brigade will maintain and improve.

## ASSET MANAGEMENT AND OUR ESTATE

Modelling work has identified areas in London where fire stations are no longer in the best location, and where local attendance times could be improved if new sites were available. London Fire Brigade will revise its estates strategy to invest in stations that present the best options for the future based on modelling work.

Where there are opportunities to move stations to better locations, either by building new stations in new locations or by sharing alternative sites, with other blue light partners, the London Fire Brigade will develop specific proposals for consultation.

In line with our 'stations at the heart of the community' theme, London Fire Brigade will introduce a community ethos for all stations. The Brigade will do this by working closely with the Mayor, blue light partners and local authorities to identify a flexible approach to the design of future fire stations that enables them to be community hubs. They will be able to address risk, prevention and response priorities in the local area, and can be used as typical stations and/or community hubs, combining the need for accommodation for large and small emergency vehicles with the potential for education centres or outreach offices.

London Fire Brigade has already made some progress with this, by co-locating with the London Ambulance Service at Barnet and Stratford stations, and with the Metropolitan Police Service at Holloway station.

The Brigade also knows that one of the Mayor's key priorities is to secure more affordable housing in London. London Fire Brigade's ability to contribute here is more limited. However, the Brigade will explore what can be done to help tackle the housing challenges facing London. This will include looking at the potential to facilitate joint development of our properties with third parties and other Greater London Authority bodies for affordable housing. The Brigade also knows that there are housing challenges for staff. Where possible, London Fire Brigade will look at the potential of providing accommodation for staff within its properties.

This work will inform the Brigade's estates strategy for the future, especially in locations where stations require major property work, collaboration opportunities with other blue light partners arise or where the London Fire Brigade is approached by developers who can re-develop or relocate stations for the Brigade.

London Fire Brigade believes this collaborative approach will mean its estates can be modernised, helping with opening up stations so they can be at the heart of the community.

This approach will need to take account of the constraints of securing new sites in the best locations, the level of capital funding needed to build a new site, and the time involved to bring a new station into service. London Fire Brigade believes it can realise significant service improvements through this revised strategy.

### SHARED SERVICES

London Fire Brigade already has several shared service arrangements in place, including internal audit, treasury management, payroll, shared data centre and administration of the firefighter pension scheme. The Brigade will look to explore the potential for other shared service arrangements to ensure that the Brigade offers the best value for money to the public.

### VEHICLES AND EQUIPMENT

London Fire Brigade's sustainability strategy sets out a number of objectives that the Brigade wants to achieve during the lifetime of the London Safety Plan.

#### London Fire Brigade will:

- Explore and expand the use of electric vehicles

- Explore the potential for a pilot of smaller vehicles to handle specific risks (e.g. providing response during inclement weather or responding to grass fires on difficult terrain)
- Undertake collaborative procurement with the Greater London Authority and other emergency services
- Explore a collaborative logistics function with other blue light services in London

The Brigade is aware of recent studies that show **some 9,500 people die early each year in London due to long-term exposure to air pollution**. Diesel vehicles are the main cause, responsible for around 40 per cent of nitrogen oxides (NOx) emissions. The London Fire Brigade's fleet of over 500 vehicles has, to date, been predominantly diesel-fuelled and there is a clear need to continue exploring options to introduce low emission vehicles throughout our fleet. The introduction of the Ultra Low Emission Zone in 2020, which is currently being consulted on, will place requirements on the Brigade's entire fleet, although approximately 20 per cent of its fleet will have met the requirement through normal replacement cycles, the remainder will require some form of abatement technology.



As our primary firefighting method, **water is a critical resource for London Fire Brigade and demand is predicted to outstrip supply by 133 million litres per day by 2020 in a dry year.** Whilst the Brigade has priority in obtaining water when needed, the Brigade needs to be mindful of the pressures on availability and consider whether it can use water more efficiently at critical times, without compromising public safety.

### RADIOS AT INCIDENTS

The Emergency Services Mobile Communications Programme (ESMCP) will see all radios in the fire, police, ambulance and other emergency services replaced in the UK, excluding Northern Ireland, by the end of 2019, which is during the lifetime of the London Safety Plan.

At this point all emergency services will be using the Emergency Services Network (ESN) which will provide both voice communications and mobile broadband capability. Currently all the emergency services are using the Airwave network but all on different contracts. Bringing everything under one contract will be more efficient and will be cheaper.

The project, run by the Home Office, has been underway for about three years. During this time, a project team, including representatives from all the emergency services, has been working together to produce a core requirement for Emergency Services Network. London Fire Brigade will support the implementation of the project to realise the benefits of the new capability for London Fire Brigade once the Brigade has ensured the new network is fit for purpose.

### SAFETY LEADERSHIP

Safety is one of London Fire Brigade's key principles, and good health, safety and wellbeing management remains a core priority for the Brigade. Enabling its people to be the best they can be relies upon having effective structures in place to ensure their safety and the safety of those they work with, including the public. The Brigade is proud of the health and safety framework that is in place and will develop this during the lifetime of the London Safety Plan.

#### London Fire Brigade will:

- Focus on operational activities, including better ways to monitor operational hazards/risks/safe systems of

work, allowing us to identify better ways to improve operational safety

- Carry- out consultation and engagement on safety and wellbeing proposals
- Focus on work-related ill health
- Provide safety leadership at all levels
- Make greater use of technology – for accident (and near miss) reporting, action tracking, hazard notification and safety audits.

### DIGITAL FIRST PRIORITIES

Digital technologies offer all public services, including the fire and rescue service, the opportunity to deliver better outcomes for local residents, businesses and communities. London Fire Brigade's strategy for digital transformation sets out a vision and the practical steps needed to move the Brigade toward a digital future over the next ten years. The Brigade recognises that digital technologies will:

- Have a growing significance in everything the Brigade does, and how the Brigade delivers its services; London Fire Brigade needs to invest properly in securing the benefits that being 'digital first' can bring
- Transform the way the Brigade communicates with citizens, with business, with stakeholders and each other
- Make sure a wide range of data is available to staff for intelligent use; this will also help make London Fire Brigade more transparent for Londoners
- Embrace digital streams to enhance prevention work (see also *Working smarter with people and business*, and *Digital (including social) media* sections)
- Help London Fire Brigade deliver its services in new and innovative ways, reflecting the needs of the service users, and helping make what the Brigade delivers more agile and flexible

London Fire Brigade wants to be at the forefront of change, implementing current digital technologies, and investigating new technologies, to help deliver even better services to Londoners. The Brigade wants to work with the wider fire and rescue services, and blue light service partners, to exploit digital technologies for the benefit of all in order to get the best deals from its suppliers.

### WHAT IT MEANS FOR LONDON FIRE BRIGADE

While London Fire Brigade, and the fire and rescue sector, has made considerable progress in moving transactional services online, most fire and rescue services have a long way to go to deliver smooth, frictionless services and fully digitise their support services. Digitisation isn't just about developing digital services; by the nature of the service that fire and rescue services deliver, these opportunities will be more limited than a traditional local council. But, digital tools can help transform our labour intensive emergency response services, renew the way in which citizens and business engage with the Brigade, and ultimately change the way that the Brigade organises itself and manages its resources. Over the next ten years, the Brigade will:

- Work to put existing services online and explore other ways that digital communications can serve the public
- Benefit from greater data sharing between partners; this will help London Fire Brigade better identify and target those most at risk from fire
- Build on the Brigade's use of digital communications to campaign, publicise, generate discussion, consult and share London Fire Brigade news and information, including how our personnel work and communicate with each other in a digital environment
- Use interactive digital platforms that connect users with third-party resources and services, and stream personalised content on fire and wider community safety
- Explore technological solutions to keep people safe if a fire does break out
- Use digital technologies to support our operational services
- Explore new tools to help people manage their own fire safety and connect to a broader network of support – such as peer mentors, safety/health

coaches, friends and family, volunteers and group-based activities

With the rich data the London Fire Brigade has about its services and about London, the Brigade can use advanced data analytics and predictive algorithms, which allow the Brigade to intervene in a more timely and effective way.

Like the best public service and companies, London Fire Brigade needs to be lean, agile and data-driven. Multi-agency working will be common practice as part of the emergency services collaboration. A truly mobile workforce will be able to work in a variety of places.

### DELIVERING DIGITAL FIRST

During the lifetime of the London Safety Plan, London Fire Brigade will look to confirm the Digital First vision and how front-line and support services will benefit from digital transformation.



## BEING TRANSPARENT

London Fire Brigade has aspirational plans to be at the leading edge of transparency for local authorities.

London Fire Brigade already publishes a range of data about the Brigade ([here](#)) including all our incident data on the London Data Store, and the Brigade is compliant with the Local Government Transparency Code 2015.

During the lifetime of the London Safety Plan, the Brigade will continue to make more of our information available. The Brigade will also seek to find more engaging and innovative ways to present data to the public so that it is easier to understand.

## ASSURANCE ABOUT LONDON FIRE BRIGADE RESOURCES

In line with the national framework, the London Fire Brigade produces and publishes an annual statement of assurance on financial, governance and operational matters.

The Brigade will support and work with the Home Office to prepare for the inspection and assessment of how London Fire Brigade provides its services, ensuring that compliance with Government expectations.



## AIMS AND PRINCIPLES

For the last 150 years, the London Fire Brigade has served Londoners through times of peace and prosperity, and through times of war and recession.



## PREVENTION AND PROTECTION RESPONSE AND RESILIENCE PEOPLE AND RESOURCES

As times have changed so has London Fire Brigade's approach to rescue, protection and prevention; and to those the Brigade serves and employs. London Fire Brigade has three strategic aims, and a set of principles that underpin everything the Brigade does.

Currently, London Fire Brigade work is broadly delivered under three aims:

- 🎯 **Prevention and protection**
- 🎯 **Response and resilience**
- 🎯 **People and resources**

More information about the Brigade's aims can be found in the supporting '*Aims, principles, commitments and risks*' document.

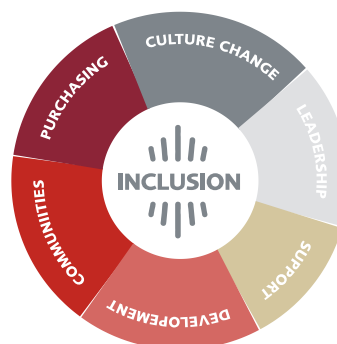
London Fire Brigade also has an underlying set of **principles**. Looking to the future, the Brigade has revisited its principles to ensure that they continue to act as a sound foundation for everything it does. The Brigade's principles cover inclusion, safety, sustainability, accountability and collaboration.

Each principle is integral to the way the London Fire Brigade works. They are underpinned by a behavioural framework that incorporates its values, setting out how the Brigade expects its staff to conduct themselves. A summary of each principle is provided below.

### Principle one: inclusion

Inclusion is about valuing all individuals, giving equal access and opportunity to all and removing discrimination and other barriers to involvement.

London Fire Brigade has set a new ten-year [Inclusion Strategy](#):



- Develop an inclusive culture
- Provide political and professional leadership to the inclusion agenda
- Support colleagues
- Recruit, retain, develop and promote a diverse workforce
- Deliver services to diverse communities
- Use positive purchasing power

The inclusion strategy is supported by a range of positive actions to make sure the Brigade delivers a service that our personnel want to be part of. London Fire Brigade also supports the **Mayor's priorities** to challenge gender inequality and to make London a fairer and more tolerant city. This strategy will help to deliver the Mayor's new Equality Framework.

### **Principle two: safety**

London Fire Brigade's approach to health, safety and wellbeing is about providing a safe and healthy working environment for staff and all people who interact with its services. To achieve this, the Brigade will:

- Promote a positive health and safety culture where all staff act and think safely, have a positive attitude to risk management, are mindful of their own health and wellbeing as well as that of others
- Provide effective and visible health and safety leadership
- Ensure working practices are safe and that the Brigade learns from accidents and near misses
- Engage with, and involve, our personnel, trades unions and other partners in all matters that affect the health, safety and wellbeing of staff and others
- Improve staff satisfaction at work
- Support people with manageable health problems or disabilities to stay in or return to work
- Encourage and support staff to develop and maintain a healthy lifestyle

### **Principle three: sustainability**

Sustainability is about balancing the environmental, social and economic impacts of the activities the Brigade undertakes in providing services, and looking for opportunities to provide positive benefit to the community of London.

London Fire Brigade has agreed a four-year [Sustainable Development Strategy](#) for 2016 to 2020, which focuses on ten strategic objectives. Some key actions that London Fire Brigade hopes to achieve are to:

- Develop a single environment action plan
- Replace all fleet cars with electric/hybrid alternatives
- Investigate options for a low emission frontline vehicle
- Investigate the potential to reduce water used during firefighting without compromising response efficiency or safety
- Review its approach to delivering social value through procurement and measuring our progress
- Continue to take steps to reduce its carbon footprint through sustainable building construction

The Brigade's sustainability strategy supports the delivery of the [Mayoral Priority](#) to restore London's air quality to legal and safe levels.

### **Principle four: accountability**

Accountability is about the quality of our corporate governance. It recognises London Fire Brigade's responsibilities and seeks to realise its strengths, as a publicly-funded, democratically accountable functional body of the Greater London Authority. The commitment to real accountability is important if the Brigade is to build confidence and support and be effective across the diverse communities it serves.

To this end, the London Fire Brigade has established, and will keep under review, clear and transparent governance arrangements that:

- Identify who takes decisions and the extent of their authority
- Give notice of decisions to be taken, and publish the evidence and advice on which they are based
- Demonstrate that decisions are based on evidence, professional and technical advice and, where appropriate, consultation with the public and partners
- Ensure that decisions taken are lawful
- Ensure the proper and lawful stewardship of London Fire Brigade assets and resources
- Provide appropriate channels for members of the community, staff and partners to make complaints or raise concerns
- Ensure that such complaints are investigated sensitively and thoroughly and that remedial action is taken

- Ensure that staff are trained and qualified to undertake the duties for which they are responsible
- Govern the conduct of officers and manage any conduct issues or conflicts of interest that may arise in the course of their duties
- Facilitate any inquiries conducted by H.M. Coroners, the Local Government Ombudsman, the London Fire and Emergency Planning Authority's external auditors or any other agency, and ensure that any findings or recommendations are reviewed at the earliest opportunity

Many of these objectives are included in the London Fire and Emergency Planning Authority's Code of Corporate Governance. This will be revised with effect from 1 April 2017 to reflect the abolition of the London Fire and Emergency Planning Authority and the changes to governance as outlined below.

### NEW GOVERNANCE ARRANGEMENTS

The Policing and Crime Act changes how London Fire Brigade is managed. The London Fire and Emergency Planning Authority will be abolished and the Mayor's direct responsibility for decision making on fire and emergency planning is made clearer. Under the new structure, the Mayor will appoint a Deputy Mayor for Fire and Emergency Planning and the London Fire Brigade will have a statutory London Fire Commissioner. Officers will work with City Hall to manage the transition to the new arrangements.

#### Principle five: collaboration

Collaboration is about creating new opportunities and developing current areas of co-operation that build on existing partnerships with other blue light services and key organisations. It's also about delivering effective and efficient services to the public.

London Fire Brigade will continue to identify further opportunities that maximise learning and best practice from across the country and internationally, working towards the combined vision to make London 'the safest global city' through a commitment to partnership, collaboration, innovation and co-operation.

The Brigade has established, and will keep, a multi-agency London blue light collaboration team to drive:

- Opportunities to collaborate under six broad areas
  - Control rooms
  - Prevention activities
  - Response activities
  - Support services
  - Inclusion
  - Infrastructure
- Discussions and engagement with all internal and external stakeholders, including personnel, managers, staff representative groups, the Greater London Authority and the Home Office, on these opportunities
- Decisions that are based on evidence, professional and technical advice and, where appropriate, consultation with the public and partners
- The Brigade's compliance with changes arising from the Policing and Crime Act, regarding the duty to collaborate

The London Safety Plan includes proposals that place an increased focus on greater collaboration. Given the importance and scale of work with our emergency partners, this has a section of its own in the document (see '*Emergency Services Collaboration in London*').





# CAMPAIGNS AND COMMUNICATIONS

London Fire Brigade's campaigns and communications are vitally important to prevent incidents and protect Londoners.

London Fire Brigade uses lots of ways to share information, and will continue to generate as much media coverage as possible to spread safety messages. The Brigade will also look to build on its effective use of digital communications, to ensure staff have all the information they need to help the public and lobby for changes that will make the public safe. During the lifetime of the London Safety Plan, London Fire Brigade will further develop its digital communications, including creating a new website to improve how people can access information and interact with us online.

## GETTING THE MESSAGE OUT

London Fire Brigade wants to develop how the Brigade shares information, using video and other digital platforms to reach and influence people at every age and from every background.

All London Fire Brigade communications place an emphasis on influencing the individual choices people make to keep themselves safe from fire. It is important that the Brigade works with others who can help do that, who also have responsibilities for fire safety.

This includes working with local authorities and other agencies to improve safety and reduce risk, targeting high risk and vulnerable people, lobbying for fire safety measures (especially sprinklers) in buildings, working with developers and the building industry to optimise safety in new buildings and improving access to fire safety information.

Some key London Fire Brigade campaigns have included:

- Reducing non-emergency calls to people shut in lifts
- Reducing calls to incidents that other agencies (like the RSPCA) should be called to attend, such as non-emergency animal rescues
- Reducing kitchen fires caused by people drinking alcohol and cooking at the same time
- 'Know the Plan': increasing awareness of what to do if there is a fire where people live, especially if it is in a high-rise building
- Supporting new regulations requiring landlords to install working smoke and carbon monoxide alarms in their properties and distributing free smoke alarms to those most at risk

- Reducing the number and impact of fires in waste and recycling facilities
- 'Total Recalls': campaigning to make white goods safer and improve the national product recall system
- Supporting national communications, such as the government's 'Fire Kills' campaign



London Fire Brigade wants to develop how it shares information, using video and other digital platforms to reach and influence people at every age and from every background. The Brigade wants to target messages to reach those most at risk from fire, their support networks and those who are responsible for their safety. The Brigade also wants to position its messages so that they support partnership working and collaboration.

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All London Fire Brigade communications should build on effective campaigns to influence business, manufacturers and those responsible for the safety of employees or residents, such as the Total Recalls campaign calling for a government-backed product recall register.

The Brigade's public affairs activity will seek to influence decision makers and politicians to make choices that support its safety objectives and to challenge changes that would increase fire risks or diminish public safety. London Fire Brigade will promote and use fire stations and other buildings, such as our temporary museum, for opportunities to launch safety initiatives and share campaign messages.

### **DIGITAL (INCLUDING SOCIAL) MEDIA**

London Fire Brigade began using social media more than five years ago and has since established one of the largest communities of social media followers of any UK, local or regional public sector organisation.

Digital communications are an essential and effective way of reaching out to a broad range of people. By sharing accurate information, the London Fire Brigade is able to reassure the public about how the Brigade is responding to incidents, and offers insight into the real impact of fires and other emergencies while at the same time promoting preventative community safety messages.

With digital content, including social media, now such a firm part of our suite of communications, the London Fire Brigade will, over the life time of the London Safety Plan, look to explore different ways of using it. The ways in which people access information, especially using mobile devices, and the kind of information they access, will inform any communication gaps. For example, the

Brigade uses video now more than ever before to share a wide range of information about everything from its history to its modern day fire safety work. The Brigade is aware from current research that people from different age groups will find and share online content in different ways, so it will be important for the Brigade to closely monitor how members of the public access fire safety information. London Fire Brigade wants to improve its digital interaction with younger people.

## INTERNAL COMMUNICATIONS

London Fire Brigade's aim is for every Brigade employee to contribute to its common goal of making London a safer city. The Brigade's staff consists of operational, control and fire and rescue service personnel, based at over a hundred different locations and often working different shifts – good communications are essential. The Brigade will work to ensure that communication tools not only share the information that personnel need to do their jobs, but that they are valued and contributed to by staff from every department.

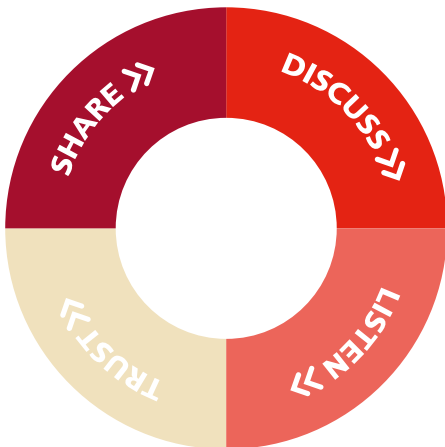
London Fire Brigade will build on its communications for staff and explore modern tools and ways to access information, interact with each other and help shape how London Fire Brigade provides services. By reviewing its internal communications, the Brigade will monitor how effective its tools are and make improvements wherever necessary.

Internal communication campaigns throughout the life of the London Safety Plan will support the health and safety, and wellbeing of personnel, as well as helping all personnel to understand, use and support London Fire Brigade's inclusion and training and development strategies.

shape staff communications, drive discussion and build trust so they feel that they can make a valuable contribution, and that they will be heard.

## BUILDING ON THE BRIGADE 150TH ANNIVERSARY

Following the success of the London Fire Brigade's celebrations for the 150<sup>th</sup> anniversary of the Brigade in 2016, officers will develop and seek sponsorship for events during the lifetime of the London Safety Plan, to support local community safety agendas, using the positive brand and respected status.



London Fire Brigade will celebrate its staff, their backgrounds and their stories, and their contribution to making London a safer city. The Brigade will do so by promoting its people in the media externally and by offering ways to share news between staff groups internally.

The Brigade's ambition during the lifetime of the London Safety Plan is to give people the communication tools to



## DELIVERING A NEW LONDON FIRE BRIGADE MUSEUM

The period covered by this plan is a very exciting time for the London Fire Brigade Museum, with a new home for the museum due to open, subject to planning approval, in 2020. This new home for the Brigade's historic collection will be based at the former headquarters at 8 Albert Embankment – the original home of the museum until 1966. The new location will mean the London Fire Brigade Museum will be in close proximity to an operational fire station, helping make clear the link with the modern service into the future.

While awaiting a new permanent museum, there will be a programme of museum activity to continue to engage museum audiences and shape what the new museum will look like. This will be from other Brigade locations – such as headquarters and fire stations – and from a temporary museum that is housed in the old workshop space behind Lambeth Fire Station.

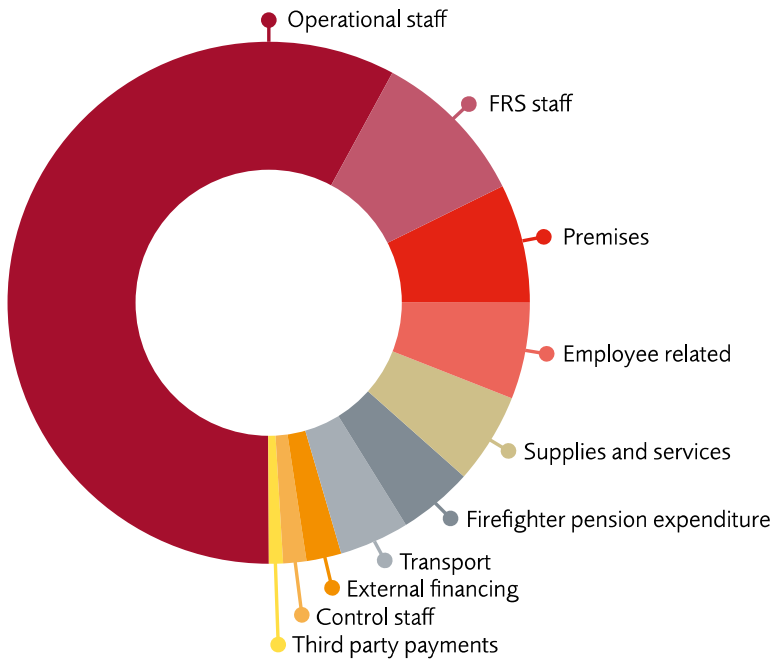
London Fire Brigade's vision is to shape the London Fire Brigade Museum into a recognised historical and educational resource; a museum that educates, commemorates and inspires pride in London and the Brigade's unique firefighting and rescue heritage; a museum that explores how London Fire Brigade's past continues to influence its future; a museum that safeguards an internationally significant collection through research, conservation, documentation and curatorship; and a museum that, through fire safety education, supports London Fire Brigade in making London a safer city.





## BUDGET

Like every public sector service, London Fire Brigade needs to take the financial pressures it faces into account. The Brigade needs to spend public money carefully, while at the same time responding to changing service demands, balancing the need for making savings against providing a truly effective service.



The Mayor's budget guidance for 2017/18 includes provisional funding of £382.4m in each of the next four years.

**BUDGET**

The London Fire Brigade will sometimes need to make difficult decisions about what the future of the service looks like and there will be different views about what those decisions should be. There is no easy solution to this but the Brigade will always seek to engage and consult on these matters to obtain consensus wherever possible and to ensure the Brigade can continue to provide the same quality of service to London.

years of £23.5m. The Anthony Mayer review has concluded that any further saving requirements in addition to the £23.5m already planned would have an impact on our service, and could particularly affect our capacity to manage new challenges and major incidents where the Brigade needs to co-respond with the London Ambulance Service, such as major health emergencies or terrorist attacks. The Mayor is carefully considering the recommendations to ensure that every step is taken to keep London as prepared and safe as possible.

**THE FINANCIAL OUTLOOK**

**£382.4m**  
 IN EACH OF THE NEXT FOUR YEARS.

Detail about the proposed budget savings for 2017/18 can be found [here](#).

The Mayor sets the amount of funding available to London Fire Brigade after the London Assembly has scrutinised his budget proposals. The Mayor issues budget guidance to the functional bodies around July each year, which sets out the *Mayoral Priorities* for the coming years. The Mayor has published his budget guidance for 2017/18, which includes provisional funding for the London Fire Brigade of £382.4m in each of the next four years. A breakdown of where our money is allocated is shown in the circle diagram.

The Mayor has maintained funding at the current level, however, with inflationary and other budget pressures this results in a total saving requirement over the four

## THE FINANCIAL CHALLENGE

During the 8-year period from 2009/10 to 2016/17 London Fire Brigade has faced significant financial challenges and implemented over £125m of budget savings.

The Brigade has outlined how it will make the best use of its resources, and this will further contribute to the savings that the Brigade needs to make. However, London Fire Brigade also has a set of specific financial actions that will contribute to delivering a more efficient service, including:

- **Income and debtors management** – The Brigade will look at its systems for managing income and debtors, reviewing its policies with the aim of reducing third party claims
- **Pensions** – The Brigade will look to reduce pension administration complexity
- **Shared services** – The Brigade already operates shared service arrangements for its treasury, payroll, internal audit, and pensions functions. Other financial arrangements will be reviewed to see if there are further opportunities for collaboration, including possible alternative delivery methods.

## LONDON FIRE BRIGADE ENTERPRISES (LFBE)

London Fire Brigade Enterprises (LFBe) is a trading company that was established in January 2015 to allow the Brigade to generate commercial revenues and put youth and community engagement activities on a firmer and more sustainable footing.

London Fire Brigade Enterprises is able to provide a range of consultancy services, training, leadership and management events, along with tools and services created for London Fire Brigade. Since the trading company was created, LFBe has established a sound customer base, including other fire service personnel, and currently the company is exploring other opportunities in this country and overseas.

During the lifetime of the London Safety Plan, LFBe will seek to maximise its unique selling point, that it represents the knowledge, skills and experience of the largest metropolitan fire service in Europe, with a brand that is recognised both nationally and internationally as a leader in fire operations, command and control, fire engineering solutions and equality in public service.

Profits generated from the company will continue to support the Brigade's youth engagement work.

## GAINSHARE FROM OUR CONTRACTS

London Fire Brigade's approach to contractual relationships with suppliers has changed during the past few years. The Brigade now actively pursues a collaborative, partnership arrangement with its suppliers for the benefit of both parties. Where London Fire Brigade can, it will ensure significant contracts include a gainshare provision. Put simply, this is where the Brigade gets additional income through good performance by contractors. London Fire Brigade aims to maximise the income gained from other contracts during the lifetime of the London Safety Plan to help manage the financial pressures the Brigade will face.



## MONITORING PROGRESS

London Fire Brigade's performance management framework provides an integrated approach to the planning, delivery, monitoring and evaluation of its activities. At the heart of the framework is the London Safety Plan and the headline targets and commitments within it, which are designed to guide and focus our key activities over the next few years.

These commitments are supported by an action plan so that progress can be measured to make sure the Brigade stays on track. The actions feed into departmental, team and personal plans, forming an important part of the Brigade's framework to make sure everyone is working towards the same key commitments. More detail can be found in the '*Aims, principles, commitments and risks*' appendix.

### PERFORMANCE, GOVERNANCE AND SCRUTINY

A regular internal cycle of performance monitoring and reporting at all levels of the organisation ensures that the London Fire Brigade is constantly aware of how it is performing and where improvements are needed.

The Brigade's performance management framework is underpinned by corporate governance arrangements to check the systems of internal control in place. These arrangements clarify our objectives, risk management arrangements, performance management processes and financial controls. The Brigade also carries out several programmes of audit work to check the adequacy of controls. This is co-ordinated by a shared service internal audit function provided by the Mayor's Office for Policing and Crime (MOPAC).

The Brigade's governance arrangements are changing, and scrutiny of London Fire Brigade's performance will be undertaken by the GLA during the lifetime of the London Safety Plan to ensure London Fire Brigade remains on track.

### MANAGING OUR RISKS

London Fire Brigade faces a number of strategic risks that could affect its ability to deliver services and the Brigade needs to identify and manage these to ensure that it can continue to meet its objectives. These include things like ensuring the safety of staff, managing its budget effectively, and maintaining the flexibility to respond to new types of incidents. Managing these risks has a direct impact on performance.

The London Fire Brigade's approach to risk management has been defined, and subsequently refined, by items

such as London Safety Plans, dedicated risk management strategies and, recently, the assessment of risk toolkit. The Brigade also has a supporting risk manual that sets out the framework for managing risks consistently throughout London Fire Brigade. London Fire Brigade will review its corporate approach to risk management during the lifetime of the London Safety Plan to ensure that risk management continues to correctly identify priorities, to provide assurance that the Brigade is managing its risks appropriately can continue to operate its services effectively.

### FOUR-YEAR HEADLINE TARGETS

The Brigade's headline targets in this plan ensure that London Fire Brigade is focusing its services where it matters most. These are challenging and are likely to require changes to the way the Brigade delivers its services, including greater involvement and support from partners, but they will further improve the safety of London and Londoners if London Fire Brigade can achieve them.

Each of our London Safety Plans have set headline targets to ensure that the Brigade focuses services where either the public are at risk, or the demand on the service is disproportionately high.



London Fire Brigade's headline targets for this Plan cover the period between April 2017 and March 2021. The details for each target can be found in the '*Four-year headline targets 2017/18 to 2020/21*' appendix. The targets can be summarised as follows:

### PREVENTION AND PROTECTION

- Achieve fairness for Londoners by having all London boroughs below the national (England) average rate for primary fire
- Reduce the rate of fires in the home.
- Reduce the rate of fires in other buildings (where fire safety regulations typically apply)
- Reduce the rate of fires in care homes and specialist housing for older people
- Reduce the risk of death from all fires and from accidental fires in the home
- Reduce the risk of injury from fire
- Prevent fires in the home and promote safer living, by visiting people at home, focusing those visits to those most at risk
- Improve compliance with fire safety regulations, by delivering fire safety audits to the places in London where the regulations apply
- Make London a safer place for the future, by educating young people on the risks from fire and other emergencies
- Make fire engines available to respond to genuine emergencies by reducing the number of attendances to false alarms from automatic systems in non-domestic buildings

### RESPONSE AND RESILIENCE

- Dispatch fire engines quickly to emergency incidents after answering a 999 call
- For the fire engines to arrive quickly at emergency incidents
- For most first fire engines to arrive within 10 minutes of being dispatched

Further information on these headline targets can be found in the appendix.



### **CONSULTATION ON THE DRAFT PLAN**

Consultation was carried out on the draft London Safety Plan. The consultation period ran from 5 December 2016 to 30 January 2017. Over 1,950 people took part in a consultation survey using the Talk London portal.

The consultation also included:

- Supporting the Talk London portal through other Brigade communications, including targeted emails, digital/social media and press activity, alongside promotion to staff using internal communications
- Providing hardcopies of the consultation survey to anyone who preferred to respond in this way
- Seven drop in sessions to facilitate face-to-face discussion opportunities using fire stations, alongside one at City Hall and one at the Brigade's new Pop Up museum based in Lambeth

Responses to consultation were received from members of the public, organisations, trades unions, and members of London Fire Brigade staff. Every response was analysed and considered before final decisions on the plan were made by the London Fire and Emergency Planning Authority.

For more information about the consultation, the responses it received and the decision making process please go to [www.london-fire.gov.uk](http://www.london-fire.gov.uk).