



LONDON FIRE BRIGADE

Report title

Delivery Plan 2022/23

Report to

Commissioner's Board
Deputy Mayor's Fire and Resilience Board
London Fire Commissioner

Date

9 March 2022
11 March 2022

Report classification:

For Decision

The subject matter of this report sets out a new strategic intent for LFB, which replaces the existing strategic priorities listed below.

The best people and the best place to work
Seizing the future
Outward facing
Delivering excellence

Report number – LFC-0675

For Publication

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE DECISION-MAKER

I agree the recommended decision below.

Andy Roe
London Fire Commissioner

Date **This decision was signed**
remotely on 19 April 2022

Executive Summary

This report presents a new strategic intent for LFB and a delivery plan for 2022/23.

For the London Fire Commissioner

That the London Fire Commissioner approves the new strategic intent and Delivery Plan for 2022/23 attached as Appendices 1 and 2.

1. Introduction and background

- 1.1 The London Safety Plan 2017 (LSP2017) has been extended to allow for further consultation on the draft Community Risk Management Plan (CRMP). The London Fire Commissioner now needs a delivery plan to cover at least the period of that extension until such time as the new CRMP is agreed.
- 1.2 The proposed delivery plan for 2022/23 is set out in Appendix 1. It will replace the Transformation Delivery Plan (TDP) and will transition London Fire Brigade (LFB) from the TDP and prepare the ground for the new CRMP.
- 1.3 As with previous LSP delivery plans, it does not seek to identify all activity that will be undertaken by the Brigade over the coming year. It identifies those which will result in transformational change, those which require significant investment, address key corporate risks and those which respond to statutory or regulatory requirements.
- 1.4 Last year, officers developed a high-level strategic intent for the future direction of the Brigade. This builds on the TDP, which has enhanced delivery of the LSP since its inception in January 2020. The TDP set out a new purpose and vision for the Brigade and identified the actions needed to begin to achieve that vision and specifically, focus on the changes needed to address the recommendations from Phase One of the Grenfell Tower Inquiry (GTI) and those arising from the Brigade's first full inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).
- 1.5 The new strategic intent remains focused on the purpose and vision established in the TDP. It has also been shaped by our communities, both from the feedback we received through the community engagement borough pilot that started in early 2021 and YouGov surveys which have helped us understand the needs, wants and expectations of Londoners, including the views of people whose voices are seldom heard and particularly vulnerable communities.
- 1.6 The strategic intent received widespread support when it was consulted on in September 2021 to inform the development of the Community Risk Management Plan but people wanted a clearer expression of the eight shifts that we intend to make over the next five years. The wording of those shifts has been revised in the light of that feedback and a new draft version of the strategic intent is included at Appendix 2. The wording of the shifts may be subject to further revision as the CRMP is finalised.
- 1.7 Officers have continued to work with communities and LFB staff to develop a target operating model (TOM) which sets out the detail behind the strategic intent and the plans which will enable us to achieve that vision. This will be set out in the Community Risk Management Plan, the draft of which will be consulted on later this year.

2. **The Delivery Plan 2022/23**

- 2.1 Without pre-supposing the outcome of that future consultation on the CRMP, the delivery plan for 2022/23 is based on the strategic intent that was consulted on in September, to help transition the Brigade from the TDP to the CRMP.
- 2.2 The delivery plan at Appendix 1 shows nine programmes of work. Eight of these have a direct relation with the eight shifts set out in Appendix 2 under the four pillars. The ninth programme addresses the need to develop capability and capacity for change delivery, the funding for which is included in the growth proposal from the Transformation Directorate in the budget bid for 2022/23.
- 2.3 The period covered by the delivery plan is 18 months and it seeks to achieve the first transition state of the target operating model. As a result, most of the deliverables in the delivery plan arise from existing commitments, some of which will require adaptation to align with the new strategic intent. Of the new actions, most relate to Programme 9 which is developing change capability and capacity.
- 2.4 Existing commitments have been aligned to the relevant shift in the new strategic intent and comprise:
 - a. Key outstanding actions that are already planned to address GTI and HMICFRS recommendations. The delivery plan for 2022/23 does not list all actions that are currently outstanding, as officers expect several of these to be completed by the end of 31 March 2022. The separate reporting against the combined GTI/HMI action plan will continue until the end of the financial year. A reconciliation will be done at that point to determine how best to carry forward all outstanding actions and to clarify ongoing reporting on progress.
 - b. Projects that are already in progress to address statutory functions or regulatory requirements, such as that to replace the mobilising system and the operational contingency arrangements.
 - c. Projects that require significant funding but that are not specifically aligned to achievement of the strategic intent, such as the rebuilding of Plumstead fire station.
 - d. Actions to address key risks on the corporate risk register, such as the Alternative Fuels initiative within programme 3, which will consider operational implications of the increasing use of hydrogen and lithium ion batteries, for example.
- 2.5 The delivery plan is still being finalised and there are some further changes needed to initiatives led by People Services, particularly in relation to the Togetherness Strategy. An amended version will be tabled at the Commissioner's Board meeting.
- 2.6 The plan will be subject to further change as initiatives are fully scoped and costed. Business case approval will still be required for initiatives that are in development, and the usual governance requirements will need to be met. Their inclusion in the delivery plan does not imply approval.
- 2.7 Officers will redesign progress reporting in time for the quarter one cycle, alongside that for the performance metrics for 2022/23 that are also before the Board for approval at this meeting. The reporting will be aligned to the new programmes and the strategic intent.

- 2.8 Officers are also working with colleagues at the GLA to develop group-wide reporting for the Mayor. This should enable the Brigade to demonstrate how the initiatives in the delivery plan contribute to Mayoral objectives.
- 2.8 The delivery plan will be reviewed and amended if necessary after the consultation on the draft CRMP. A revised version of the plan will be published with the CRMP.

3. Equality comments

- 3.1 The LFC and the Deputy Mayor for Fire and Resilience are required to have due regard to the Public Sector Equality Duty (section 149 of the Equality Act 2010) when taking decisions. This in broad terms involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.
- 3.2 It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.
- 3.3 The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), race (ethnic or national origins, colour or nationality), religion or belief (including lack of belief), sex, and sexual orientation.
- 3.4 The Public Sector Equality Duty requires decision-takers in the exercise of all their functions, to have due regard to the need to:
- eliminate discrimination, harassment and victimisation and other prohibited conduct
 - advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it
 - foster good relations between people who share a relevant protected characteristic and persons who do not share it.
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- 3.5 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
 - encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 3.6 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 3.7 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- tackle prejudice

- promote understanding.

3.8 The strategic intent sets out the Commissioner's intention to address the diverse needs of all communities that the Brigade serves and to create an inclusive workplace which respects equality and diversity. There has not been an impact assessment undertaken on the delivery plan, as the individual projects and programmes should all comply with the Public Sector Equality Duty and will have discreet impact assessments where relevant.

4. Other Considerations

Workforce comments

4.1 Regular engagement meetings are being held with the representative bodies as part of the development of the CRMP and the TOM.

Sustainability comments

4.2 Sustainability objectives form part of the delivery plan within programme 8: Services that are considerate of wider needs. The details of the meeting net zero targets project will be developed from 1 April 2022.

4.3 Financial comments

5.1 This report recommends that the Delivery Plan set out at Appendix 1 is agreed. The plan includes items that will require investment or additional funding to implement. The financial implications of these individual items has been or will be considered as part separate reports as necessary in order to comply with Governance requirements.

6. Legal comments

6.1 Under S327A(2) of the Greater London Authority Act 1999 (GLAA) (as inserted by S 9 of the Policing and Crime Act 2017), the London Fire Commissioner (the "Commissioner") is established as a corporation sole with the Mayor appointing the occupant of that office.

6.2 By S327A (7) GLAA the Mayor of London must hold the London Fire Commissioner to account for the exercise of the Commissioner's functions. Under S 327D of the GLAA, as amended by the Policing and Crime Act 2017, the Mayor may issue to the Commissioner specific or general directions as to the manner in which the holder of that office is to exercise his or her functions.

6.3 Section 1 of the Fire and Rescue Services Act 2004 states that the Commissioner is the fire and rescue authority for Greater London.

6.4 Additionally, by direction dated 1 April 2018, the Mayor set out those matters, for which the Commissioner would require the prior approval of either the Mayor or the Deputy Mayor for Fire and Resilience (the "Deputy Mayor"). Paragraph 3.1 of Part 3 of the said direction requires the Commissioner to consult with the Deputy Mayor as far as practicable in the circumstances before a decision is taken on (inter alia) any "[c] decision that can be reasonably considered to

be novel, contentious or repercussive in nature, irrespective of the monetary value of the decision involved (which may be nil)". The subject of this report is likely to be considered to be novel, contentious or repercussive in nature.

- 6.5 The proposed delivery plan for 2022/23 will replace the Transformation Delivery Plan (TDP) and will transition London Fire Brigade (LFB) from the TDP and prepare the ground for the new CRMP. As such it does not amend or alter the current London Safety Plan.
- 6.6 Under the Commissioner's Scheme of Governance the following matters are reserved to the Commissioner:
- To agree and decide major amendments to corporate strategies and the Corporate Plan
 - To agree all matters that have a significant impact on the organisation or service delivery, as determined by a Director
- 6.7 Consequently, the decisions required by this report are reserved to the Commissioner.

List of Appendices

Appendix	Title	Open or confidential
1.	Delivery Plan 2022/23	Open
2.	Strategic Intent	Open

Part 2 Confidentiality: Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form – NO

DELIVERY PLAN 2022/23 | PROGRAMMES, PROJECTS, INITIATIVES

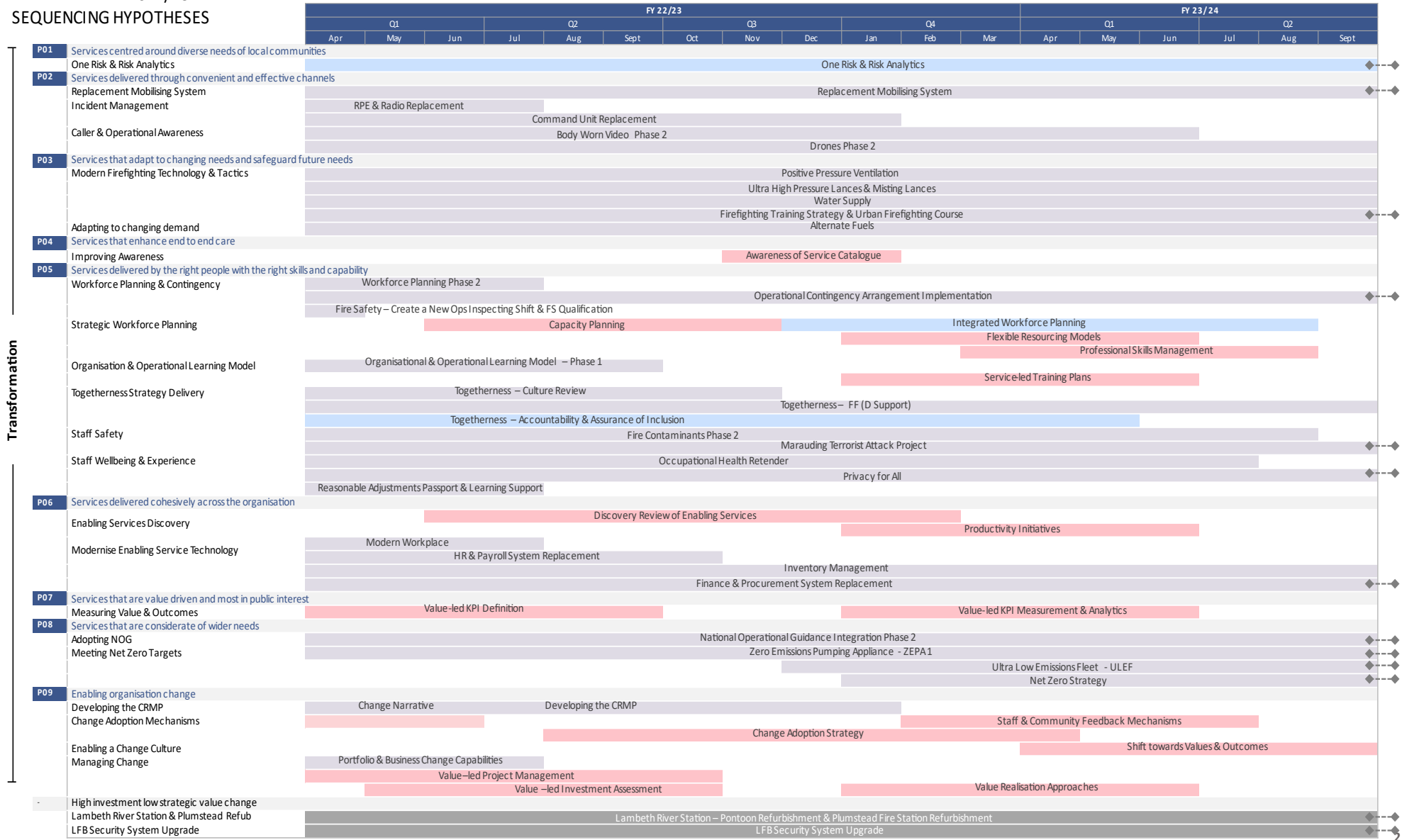
25 transformation projects enable LFB to deliver external commitments and enhance capabilities in Transition State 1.

PROGRAMME	TYPE	DESCRIPTION	TS 1 INITIATIVES
P01	Services centred around diverse needs	One Risk & Risk Analytics Adapted	Centralised database to ingest risk information to support staff. OneRisk
P02	Services delivered through convenient and effective channels	Incident Management Existing	Replacing command units, RPE and radio for improved incident management. Command Unit Replacement Project RPE and Radio Replacement
		Replacement Mobilising System Existing	Enhancing capabilities in systems to mobilise more effectively. Replacement Mobilising System
		Caller & Operational Awareness Adapted	Improved awareness to inform targeted risk assessment and support response. Drones Phase 2 Body Worn Video Phase 2
P03	Services that adapt to changing needs	Modern Firefighting Technology & Tactics Existing	Updating technology used for firefighting and the training needed for this. Positive Pressure Ventilation Ultra High Pressure Lance & Misting Lances FF Training Strategy & Urban Fighting Course Water Supply (Dr Stoianov Report)
		Adapting to Changing Demand Adapted	Identification of underlying trends across services and forecast demand. Alternative Fuels
P04	Services that enhance end-to-end care	Improving Awareness New	Articulating end-to-end services provided by LFB, available to all. Awareness Campaign of Catalogue
P05	Services delivered by the right people with the right skills and capability	Workforce Planning & Operational Contingency Existing	To prepare for retirements and delivered a retender of the current EFCC. Workforce Planning (Phase 2) Operational Contingency Arrangements
		Strategic Workforce Planning Adapted	Staff are effectively aligned to meet evolving wants, needs and expectations. Capacity Planning Integrated Workforce Plans Fire Safety Training Flexible Resourcing Models Professional Skills Mgmt
		Organisation & Operational Learning Model Adapted	Uplifted training aligned to the service catalogue. Organisational Learning Model - Phase 1 Service - Centred Training Plans
		Togetherness Strategy Delivery Existing	Supporting LFB to realise its ambitions around inclusion & diversity. Culture Review FF(D Support) Accountability and Assurance of Inclusion
		Staff Safety Adapted	Ensuring staff safety in a continually evolving risk landscape. Fire Contaminants (Phase 2) MTA Project
		Staff Wellbeing & Experience Existing	Improved experience through creating an inclusive and representative workforce. Occupational Health Service Retender Reasonable Adjustment Passport Privacy for All
P06	Services delivered cohesively across the organisation	Enabling Services Discovery Adapted	Streamlining and automating high volume, transactional activities for productivity. Discovery Review of Enabling Services
		Modernising Enabling Services Technology Existing	Enable LFB transformation through property, IT and equipment. Modern Workplace Programme Finance & Procurement System HR & Payroll System Inventory Management
P07	Services that are value driven, in public interest	Measuring Value & Outcomes New	Value-led service performance measures based on outcomes, quality and efficiency. Value-led KPI Definition Value-led KPI Measurement & Analytics
P08	Services that are considerate of wider needs	Adopting National Operational Guidance Existing	Additional workstreams identified to adopt national operational guidance. NOG Integration Phase 2
		Meeting Net Zero Targets Existing	LFB operates and delivers services in an environmentally sustainable way. Net Zero Strategy ZEPA 1 ULEF
P09	Enabling organisation change	Developing the CRMP Adapted	Enabling successful delivery of change and buy-in across LFB. Development of Org Strategy (TOM & CRMP)
		Change Adoption Mechanisms Adapted	Managing value-led change and supporting governance for continuous learning. Cohesive Change Narrative Change Adoption Strategy Staff & Community Feedback Mechanisms
		Embedding a Change Culture New	Empowering organisational culture that enables transformation at scale. Shifts towards Values & Outcomes
		Portfolio Management Adapted	Value for communities is the core driver of investment decisions. Portfolio and Business Change Capabilities Value-led Investment Assessment Value-led Project Mgmt Value Realisation Approaches
High investment Low Strategic Value Changes		Plumstead & Lambeth Refurb Existing	Refurbishment of Plumstead Fire Station and of Lambeth River Station Pontoon. Plumstead Refurb Lambeth Refurb
		LFB Security System Upgrade Existing	Updating LFB's security systems across the estate. LFB Security System Upgrade

DELIVERY PLAN 2022/23
SEQUENCING HYPOTHESES

Note: This view represents only the programmes and projects sequenced for delivery in TS1.

Existing Initiative Adapted Initiative New Initiative High investment/complexity low strategic value change



Transformation

THE HIGH-LEVEL TARGET OPERATING MODEL

LFB Purpose

“Trusted to serve and protect London”

LFB Vision

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

Pillars

Engaging with YOU

Working with the **COMMUNITIES** we serve to build **TRUST**.

Protecting YOU

Providing the **RIGHT SERVICES** to keep Londoners **SAFE**.

Learning from YOU

Listening and developing **TOGETHER** to achieve our **BEST**.

Representing YOU

INVESTING in what matters most to deliver **PUBLIC VALUE**.

Shifts with associated Ambition Statements

Shift 1	Shift 2	Shift 3	Shift 4	Shift 5	Shift 6	Shift 7	Shift 8
We will work with you to provide localised services that meet your needs	We will make it easy for you to access our services	We will adapt our services as your needs change	We will design services around your needs and concerns	We will enable our people to be the best they can be, to serve you better	Working together, we will make your concerns our highest priority	We will be driven by evidence so that our resources give you the value you expect	We will work with other organisations to secure a safer future for everyone
Embrace diversity as our greatest asset, representing the people we serve and positioning LFB to be at the heart of London’s communities .	Interact with Londoners in a way that is meaningful, tailoring engagements to specific preferences of local communities, partners and individuals.	Deliver outstanding performance standards and best-practice service outcomes that meet the current and future changing risk profile across London.	Provide services that are focused around people’s needs, wants and expectations to make them feel safe and supported regardless of when they interact with LFB.	Foster an inclusive environment that supports all LFB people to continually develop and contribute their best, with a commitment to core values and behaviours .	A whole workforce that collectively delivers services that everyone is proud of, and with an understanding of how individual contributions bring collective value to London.	Use data-driven insights to create an evidence base for action, and a collective understanding of value .	Position LFB as a market leader in public service delivery, playing an integral role in protecting London, and partnering for national and international influence.