

**IT'S  
YOUR  
LONDON  
FIRE  
BRIGADE**

**OUR PLAN  
TO KEEP  
LONDON  
SAFE  
2023–2029**

**Delivery plan 2023–2029**

May 2022



LONDON FIRE BRIGADE

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# Introduction

This Delivery Plan sets out what we will achieve over the life of our new Community Risk Management Plan, which we are calling *Your London Fire Brigade*. It is based on the four new pillars and eight new commitments set out in *Your London Fire Brigade* and described in *Our Direction* on page 5 of this document.

This plan sets out what we will do to achieve our ambition of being trusted to serve and protect London. It has been developed in response to feedback from the public and our staff, from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services and from Phase One of the Grenfell Tower Inquiry.

You can find a summary of the Delivery Plan on page 6 of this document.

We intend to publish a final version of our Delivery Plan, along with *Your London Fire Brigade* in January 2023.

# Our Direction

Our vision is to be trusted to serve and protect London and we want to make sure we are doing that in a way that makes sense to all the people who live in, work in, and visit London. We want to work in the heart of the communities we serve to help keep Londoners safe.

This Plan sets out how we intend to achieve our purpose over the next seven years. It remains anchored in the purpose and vision we established in response to the recommendations from the Grenfell Tower Inquiry. It describes four new pillars that the Brigade will work to over the life of the Plan and eight new commitments. Each of these will impact on the services we provide, helping us to improve them so that we can work with you to make you safer.

## Our Pillars

- Engaging with YOU
- Protecting YOU
- Learning from YOU
- Representing YOU

## Our Commitments

Community focused – Service led – Adapting to change – Driven by outcomes

Best people – Working together – Delivering value – Safer Future

# Our Direction

Our Purpose: *Trusted to serve and protect London*

Our 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*

## Our 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**.

## Our Commitments

### Commitment 1

We will work with you to provide localised services that meet your needs

We will work with communities to better understand risk at a local level and agree plans to work together to reduce that risk.

### Commitment 2

We will make it easy for you to access our services

We will move away from a one-size fits all approach and tailor our services to the needs of individuals, offering on-line services for those who can access them.

### Commitment 3

We will adapt our services as your needs change

We will modernise our services, especially our emergency response, and do our best to predict and ready ourselves to meet future needs as risk changes across London.

### Commitment 4

We will design services around your needs and concerns

We will work with people so they are better prepared if they have an emergency, we respond fully to their needs when we attend and we help them to recover afterwards.

### Commitment 5

We will enable our people to be the best they can be, to serve you better

We will improve how we support, equip and train our staff, seeking feedback from the public and our partners so that we fully understand what needs to improve and creating an environment where everyone can thrive.

### Commitment 6

We will work together to provide the best possible services to meet your needs

We will make sure that all of us are focussed on working together to provide better services to the public and that each of us understands how we contribute to protecting London.

### Commitment 7

We will be driven by evidence to give you the value you expect

We will use data better so that we make evidence-led decisions to improve our services and drive productivity.

### Commitment 8

We will work with other organisations to secure a safer future for everyone

We will work with, and sometimes lead, other organisations to address people's wider concerns about their safety, including protecting the environment.

# Delivery Plan 2023 – 2029 | Overview

	PROGRAMME	PROJECTS				
ENGAGING WITH YOU	1. Work with you to provide localised services that meet your needs	Support frontline staff to easily identify, capture and update risk data.	Develop a Single database to store all risk information, providing easy analysis by all staff at a local level.	Local LFB leaders develop closer relationships with their communities.	Greater opportunity for local LFB leadership with the ability to share locally designed services across London.	
	2. Make it easy for you to access our services	Enable communities to find answers to common queries online and request access to services.	Placing LFB's fire stations at the heart of communities to support LFB to be accessible and inclusive for all.	Enable communities to easily access services that are tailored to their needs through a new Non-Emergency Channel	Identifying trends in communities, key interest topics and feelings about LFB	Improve understanding of the personal circumstances and needs of Londoners.
PROTECTING YOU	3. Adapt our services as your needs change	Improve incident management by improving training and equipment.	Updating technology used for firefighting and improved operational training.	Identify trends across services and forecast demand to adapt to the future.	Analyse changing risks in London and provide information during an incident.	
	4. Design services around your needs and concerns	Look to the future to ensure that we are prepared.	Improving caller awareness to support service users and emergency response.	Better access to risk information and fire engine dispatch based on user need.		
LEARNING FROM YOU	5. Enable our people to be the best they can be, to serve you better	Ensure that everyone understands the services LFB offers and how these make communities safer	Supporting LFB staff with guidance to make every interaction count and target services based on needs.	Increasing trust in LFB through proactive, continued support from LFB through all stages of an incident.	Enabling staff to easily identify needs and confidently recommend and offer wider LFB services.	Supporting communities during an incident by sharing guidance and signposting relevant situational data.
	6. Work together to provide the best possible services to meet your needs	Supporting LFB to realise its ambitions around inclusion & diversity.	Ensuring LFB is prepared for near-term changes in the overall workforce.	Improving staff safety and wellbeing and accommodating diverse needs.	Developing leadership at all levels across the whole organisation.	Enabling the right balance of effectiveness, efficiency and safety in a high-risk operating environment.
REPRESENTING YOU	7. Driven by evidence to give you the value you expect	Increasing our ability to deliver services flexibly, according to user need.	Improving learning delivery and processes to support staff to develop the right skills.	Addressing skills gaps and offering better career development.	Looking to the future to assess the impact of changes to service delivery.	Equipping staff with the right skills and career development opportunities.
	8. Work with other organisations to secure a safer future for everyone	Modernising Enabling Services Technology by replacing old systems	Improved productivity for frontline staff by modernising enabling services	Reducing duplicated effort through process management.	Offering a single online platform for staff services and improving staff experience and productivity.	
Other key deliverables	9. Enable organisation change	Offering a single online platform for staff services and improving staff experience and productivity.	Identifying where services deliver the most value and where there are areas for improvement.			
	Other key deliverables	Adopting National Operational Guidance	Deliver environmentally sustainable outcomes for LFB and London to support wider Mayoral objectives.	Enable LFB to influence the national change agenda, support climate change and achieve economies of scale		
		Deliver LFB's strategic direction to fulfil its purpose of being 'trusted to serve and protect London'.	Enable value to society to be the core driver decisions, with the community playing a key role in assessing this.	Setting up for success and helping LFB leaders through a positive organisational culture.	Helping change the organisational culture so that it enables transformation at speed and scale.	Develop an organisational Centre of Excellence for change.
		Major Refurbishment of Plumstead Fire Station	Lambeth River Station - Pontoon refurbishment	New Risk Assessment process		
		LFB Security System upgrade	8 Albert Embankment Re-development	New LFB Museum		

Existing Current projects included as-is on the transformation portfolio aligned to the tangible outcome they enable
 Adapted The project is a blend of current changes that have been adapted and new changes that meet the same tangible outcome
 New The project consists of changes that are entirely new to the transformation portfolio.

## What value will this deliver?

Our Delivery Plan contains the actions that we believe will best enable us to achieve our vision. These programmes are expected to deliver value in a number of ways.

We have assessed each programme for the extent to which it will deliver value across six key areas; community and employee satisfaction, improved productivity, increased service effectiveness and efficiency and provide better value for money. These areas are described in more detail on the next page.

On the following pages, you can see how each programme will contribute to value in those six areas.

You will also be able to read more detail about each programme. For each programme, we have set out its objective, the high-level benefits that will be delivered and listed the specific projects and initiatives that will be delivered over the lifespan of the Community Risk Management Plan.

# We have assessed the value of our Delivery Plan against these areas



Community Satisfaction

Communities feel that their needs and expectations have been met by LFB across all the services they use.



Service Efficiency

LFB provides services that provide great outcomes for communities while making best use of resources and minimising waste.



Service Effectiveness

LFB provides services that engage, support and protect London, and its communities, to the best possible extent.



Improve Productivity

LFB makes a greater impact through every service provided by front-line staff, and each enabling activity carried out by support staff.



Employee Satisfaction

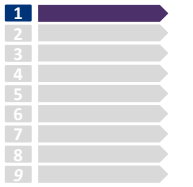
All LFB employees feel supported, motivated and valued for their individual contributions to LFB's purpose.



Value for Money

LFB uses its funding to deliver demonstrable improvement to LFB's services and community experience.





# Programme 1 | Work with you to provide localised services that meet your needs

LFB will embrace diversity and be at the heart of London's communities by representing all

## PROGRAMME OUTCOMES:

- Build trust between LFB and local communities.
- Enhance LFB's understanding of local risk profiles.
- Support the appropriate provision of services according to need.
- Create opportunities for more integration within a community.

## PROGRAMME BENEFITS:

This programme will generate significant benefits through reducing risks to communities. Other benefits will also be realised from this programme through providing more tailored services.

**Reduces spend**

**Improves value of spend**

**Non-financial benefits**

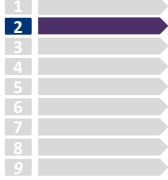


## PROGRAMME VALUE DRIVERS:

5 Community Satisfaction	3 Employee Satisfaction
4 Productivity Uplift	4 Service Effectiveness
3 Service Efficiency	3 Value for Money

PROJECTS	TYPE	OUTCOME	INITIATIVES
PO1.1 <b>Local LFB Governance</b>	Adapted	Greater opportunity for local LFB leadership to take ownership of service delivery, with the ability to share locally designed services across London.	Local LFB Governance Model (New Initiative), Local Community Risk Plans (Adapted Initiative), Community-Centred Performance (New Initiative)
PO1.2 <b>Local Community Engagement</b>	New	Local LFB leaders develop closer relationships with their communities.	Engagement to Identify Local Risk Drivers (New Initiative), Local Inclusion Measures (New Initiative)
PO1.3 <b>Single Risk Database and Analysis</b>	Adapted	Single database to store all risk information to enable easy and analysis by all staff at a local level.	Single Risk Database (Existing Initiative), Data Aggregator (New Initiative), Local Risk Analytics (New Initiative)
PO1.4 <b>Digital Risk Applications</b>	New	Support frontline staff to easily identify, capture and update risk data.	Interactive Applications to Access Risk Data (New Initiative), Digitised Capture of Risk Data (New Initiative)

<b>Existing</b> (Green)	Current projects included as-is on the transformation portfolio aligned to the tangible outcome they enable	<b>Adapted</b> (Purple)	The project is a blend of current changes that have been adapted and new changes that meet the same tangible outcome	<b>New</b> (Pink)	The project consists of changes that are entirely new to the transformation portfolio.
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# Programme 2 | Make it easy for you to access our services

LFB will interact with London's communities in a way that is meaningful, tailoring engagement to specific preferences of communities, partners and individuals

### PROGRAMME OUTCOMES:

- Increase public access to the services LFB provides.
- Increase public understanding of the value of LFB services.
- Improve how LFB meets the needs of different communities across London.
- Improve LFB's understanding of community needs to adapt services

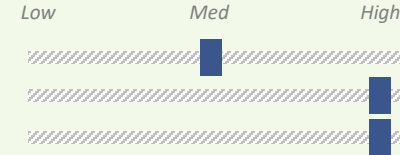
### PROGRAMME BENEFITS:

This programme will release significant benefits through increasing LFB efficiency via enhanced engagement. These changes will also generate significant community benefits and user satisfaction.

**Reduces spend**

**Improves value of spend**

**Non-financial benefits**

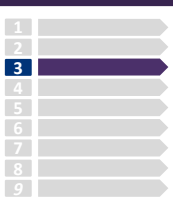


### PROGRAMME VALUE DRIVERS:

5 Community Satisfaction	3 Employee Satisfaction
3 Productivity Uplift	5 Service Effectiveness
4 Service Efficiency	4 Value for Money

PROJECTS	TYPE	OUTCOME	INITIATIVES
PO2.1 <b>Online Self-Service Applications</b>	New	Enabling communities to easily find answers to common queries online and request access to services.	<span style="color: red;">■</span> Digital All Channel Design <span style="color: red;">■</span> Self-Service Capabilities Across Channels <span style="color: purple;">■</span> Digital Self-Service Solutions (Pilot)
PO2.2 <b>Personalised Channels</b>	New	Improving understanding of the personal circumstances and needs of Londoners.	<span style="color: red;">■</span> Separated Channels For Different Risk Profiles <span style="color: red;">■</span> Tailored Initial Point of Contact
PO2.3 <b>New Non-Emergency Channel</b>	New	Enable communities to easily access services that are tailored to their needs through a new Non-Emergency Channel.	<span style="color: red;">■</span> Non-Emergency Channels
PO2.4 <b>Service User Insights</b>	New	Identifying trends in community engagement, key interest topics and feelings about LFB	<span style="color: red;">■</span> Social Listening
PO2.5 <b>Fire Stations at the Centre of Communities</b>	Adapted	Placing LFB's fire stations at the heart of communities to support LFB to be accessible and inclusive for all.	<span style="color: green;">■</span> Accessible, Inclusive Stations <span style="color: red;">■</span> Physical Footprint to Expand Reach

Existing	Current projects included as-is on the transformation portfolio aligned to the tangible outcome they enable	Adapted	The project is a blend of current changes that have been adapted and new changes that meet the same tangible outcome	New	The project consists of changes that are entirely new to the transformation portfolio.
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# Programme 3 | Adapt our services as your needs change

LFB will deliver best-practice service outcomes that meet the current, changing and future risk profile across London.

## PROGRAMME OUTCOMES:

- Enable LFB to evolve with the changing needs of London’s communities and anticipate future needs.
- Support evidence-based decision making to deliver fit-for-purpose services.
- Improve LFB’s ability to provide services to respond to emerging risks.

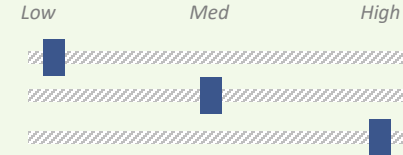
## PROGRAMME BENEFITS:

This programme will release significant benefits focused on mitigating risks. This will also result in financial benefits as fewer resources will spend time dealing with emergencies which have been foreseen.

**Reduces spend**

**Improves value of spend**

**Non-financial benefits**

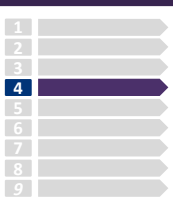


## PROGRAMME VALUE DRIVERS:

5 Community Satisfaction	3 Employee Satisfaction
4 Productivity Uplift	5 Service Effectiveness
4 Service Efficiency	5 Value for Money

PROJECTS	TYPE	OUTCOME	INITIATIVES
P03.1 <b>Horizon Scanning</b>	New	Look to the future to ensure that we are prepared.	Scenarios & Foresight Approaches (New Initiative)   Strategic Improvement Framework (New Initiative)
P03.2 <b>Adapting to Changing Demand</b>	New	Identify trends across services and forecast demand to adapt service delivery.	Alternative Fuels (Existing Initiative)   Joined-up Historical Root Cause Analysis (Adapted Initiative)   Services for Emerging Risks (New Initiative)   Demand Forecasting Across Services (New Initiative)
P03.3 <b>Predictive Insights</b>	New	Analyse changing risks and provide information during an incident to improve service delivery.	Digital Twins (New Initiative)
P03.4 <b>Modern Firefighting Technology &amp; Tactics</b>	Existing	Updating technology used for firefighting and improved operational training.	Positive Pressure Ventilation (Existing Initiative)   Ultra High Pressure Lance & Misting Lances (Existing Initiative)   FF Training Strategy & Urban Fighting Course (Existing Initiative)   Water Supply (Dr Stoianov Report) (Existing Initiative)   Marauding Terrorist Attack Project (Existing Initiative)
P03.5 <b>Incident Management.</b>	Existing	Improve incident management by improving training and equipment.	Command Unit Replacement Project (Existing Initiative)   RPE and Radio Replacement (Existing Initiative)   Bodyworn Video Phase 2 (Existing Initiative)   Drones Phase 2 (Existing Initiative)   Replacement Mobilising System (Existing Initiative)
P03.6 <b>Real-time Frontline Data Sharing</b>	New	Better access to risk information and fire engine dispatch based on user need.	Real-time Frontline & Control Data Sharing (New Initiative)   Integrated Command Centres (New Initiative)
P03.7 <b>Caller &amp; Operational Awareness</b>	New	Improving caller awareness to support service users and emergency response.	Caller & Situational Awareness (New Initiative)

<b>Existing</b> (Green box)	Current projects included as-is on the transformation portfolio aligned to the tangible outcome they enable	<b>Adapted</b> (Purple box)	The project is a blend of current changes that have been adapted and new changes that meet the same tangible outcome	<b>New</b> (Red box)	The project consists of changes that are entirely new to the transformation portfolio.
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# Programme 4 | Design services around your needs and concerns

LFB will provide services that are focused around community needs, wants and expectations to make them feel safe and supported regardless of when they interact with LFB

### PROGRAMME OUTCOMES:

- Formalise how services are delivered according to user needs.
- Promote community understanding of service provision prior to an incident to reduce the impact of incidents.
- Prioritise communities' needs to support them after an incident has occurred.

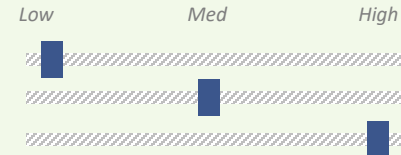
### PROGRAMME BENEFITS:

This programme will generate significant benefits by delivering services which are focused around wants, needs and expectations of communities to make them feel safer and more aware of LFB's services.

**Reduces spend**

**Improves value of spend**

**Non-financial benefits**



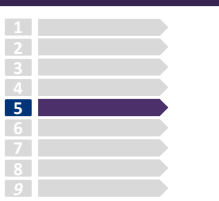
### PROGRAMME VALUE DRIVERS:

5 Community Satisfaction	4 Employee Satisfaction
4 Productivity Uplift	4 Service Effectiveness
3 Service Efficiency	4 Value for Money

PROJECTS	TYPE	OUTCOME	INITIATIVES
PO4.1 <b>Improving Awareness of LFB Services</b>	New	Ensure that everyone understands the services LFB offers and how these make communities safer.	Awareness Campaign of Catalogue   Value-led Communication of LFB activities
PO4.2 <b>Connecting Services for Meaningful Interactions</b>	New	Supporting LFB staff with guidance to make every interaction count and target services based on needs.	Person-Centred Service Design   Inclusion by Design
PO4.3 <b>Enhanced End-to-End Services</b>	New	Increasing trust in LFB through proactive, continued support from LFB through all stages of an incident.	Dedicated Community Incident Support   Post-incident Follow-ups   Joined-up LFB & Partner Post-Incident Support   Joint Mitigation Plans for Most Vulnerable
PO4.4 <b>Digitised Service Recommendations</b>	New	Enabling staff to easily identify needs and confidently recommend and offer wider LFB services.	Next Best Action Applications
PO4.5 <b>Live Incident Updates</b>	New	Supporting communities during an incident by sharing guidance and signposting how they can share relevant situational data.	Live Incident Updates for Reassurance

Existing Initiative (Green) | Adapted Initiative (Purple) | New Initiative (Pink)

<b>Existing</b>	Current projects included as-is on the transformation portfolio aligned to the tangible outcome they enable	<b>Adapted</b>	The project is a blend of current changes that have been adapted and new changes that meet the same tangible outcome	<b>New</b>	The project consists of changes that are entirely new to the transformation portfolio.
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# Programme 5 | Enable our people to be the best they can be, to serve you better

LFB will foster an inclusive environment that supports all LFB people to continually develop and contribute their best, delivered through a shared commitment to core values and behaviours.

## PROGRAMME OUTCOMES:

- Support LFB people to develop the skills they need by aligning training to role expectations.
- Invest in LFB people through modern training systems and assets.
- Improve service provision by improving skills allocation and tracking, according to need and risk.

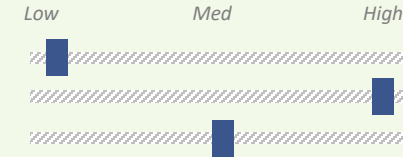
## PROGRAMME BENEFITS:

This programme will generate significant non-cashable benefits given a significant uplift in LFB's efficiency and performance. Having the right skills will enable LFB to direct staff to complete high-value activities

**Reduces spend**

**Improves value of spend**

**Non-financial benefits**

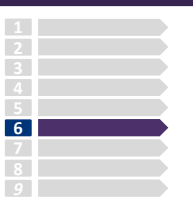


## PROGRAMME VALUE DRIVERS:

3 Community Satisfaction	5 Employee Satisfaction
5 Productivity Uplift	4 Service Effectiveness
3 Service Efficiency	4 Value for Money

PROJECTS	TYPE	OUTCOME	INITIATIVES
PO5.1 <b>Delivering our Togetherness Strategy</b>	Existing	Supporting LFB to realise its ambitions around inclusion & diversity.	<span style="background-color: #90EE90;">Culture</span> <span style="background-color: #90EE90;">FF(D Support)</span> <span style="background-color: #90EE90;">Accountability &amp; Assurance of Inclusion</span> <span style="background-color: #90EE90;">I&amp;D – Capacity building</span> <span style="background-color: #90EE90;">Privacy for All</span> <span style="background-color: #90EE90;">Procurement for a Diverse Workforce</span> <span style="background-color: #90EE90;">Inclusive Leadership</span>
PO5.2 <b>Workforce Planning &amp; Operational Contingency</b>	Existing	Ensuring LFB is prepared for near-term changes in the overall workforce.	<span style="background-color: #90EE90;">Workforce Planning (Phase 2)</span> <span style="background-color: #90EE90;">Operational Contingency Arrangements Implementation</span>
PO5.3 <b>Strategic Workforce Planning</b>	Adapted	Increasing our ability to deliver services flexibly, according to the needs of communities.	<span style="background-color: #90EE90;">Capacity Model for Resourcing &amp; Recruitment Strategy</span> <span style="background-color: #FFB6C1;">Integrated Workforce Plans</span> <span style="background-color: #90EE90;">Fire Safety Training</span> <span style="background-color: #FFB6C1;">Flexible Resourcing Models</span> <span style="background-color: #FFB6C1;">Professional Skills Mgmt</span>
PO5.4 <b>Enhanced Workforce Modelling</b>	New	Looking to the future to assess the impact of changes to service delivery.	<span style="background-color: #FFB6C1;">Workforce Scenario Modelling</span> <span style="background-color: #90EE90;">Workforce Analytics</span>
PO5.5 <b>Organisation Learning Models</b>	Adapted	Improving learning delivery and processes to implement the learning strategy and support staff to develop the right skills.	<span style="background-color: #90EE90;">Organisational Learning Model – Phase 1</span> <span style="background-color: #FFB6C1;">Service-Centred Training Plans</span>
PO5.6 <b>Modern Training Systems &amp; Assets</b>	New	Equipping staff with the right skills and career development opportunities.	<span style="background-color: #FFB6C1;">Improved Learning Experiences</span> <span style="background-color: #FFB6C1;">Real-time view of Skills &amp; Competency</span> <span style="background-color: #FFB6C1;">Industry Leading Training Assets</span>
PO5.7 <b>Talent Development &amp; Rewards</b>	New	Addressing identified skills gaps and offering career development opportunities for specialist skills.	<span style="background-color: #FFB6C1;">Career Pathways &amp; Succession Plans</span> <span style="background-color: #90EE90;">Integrated Engagement, Retention &amp; Rewards</span> <span style="background-color: #FFB6C1;">FRS staff pay review</span>
PO5.8 <b>Staff Safety</b>	Existing	Enabling the right balance of effectiveness, efficiency and safety in a high-risk operating environment.	<span style="background-color: #90EE90;">Fire Contaminants (Phase 2)</span> <span style="background-color: #FFB6C1;">Safety First Culture in High Resilience Organisation</span>
PO5.9 <b>Staff Wellbeing &amp; Experience</b>	Existing	Improving staff safety and wellbeing and accommodating diverse needs.	<span style="background-color: #90EE90;">Occupational Health Service Retender</span> <span style="background-color: #90EE90;">Reasonable Adjustment Passport &amp;</span> <span style="background-color: #90EE90;">Mental Health Identification, Support &amp; Communication</span>
PO5.10 <b>Leadership Development</b>	Existing	Developing leadership at all levels across the whole organisation.	<span style="background-color: #90EE90;">Gillian Tanner Programme</span> <span style="background-color: #90EE90;">Middle Leadership Programme</span> <span style="background-color: #90EE90;">Top Management Group Development</span> <span style="background-color: #90EE90;">Establishing High Performing Team</span> <span style="background-color: #90EE90;">Fire Stations Behaviours</span>

Existing	Current projects included as-is on the transformation portfolio aligned to the tangible outcome they enable	Adapted	The project is a blend of current changes that have been adapted and new changes that meet the same tangible outcome	New	The project consists of changes that are entirely new to the transformation portfolio.
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# Programme 6 | Work together to provide the best possible services to meet your needs

LFB will deliver services cohesively across the organisation, enabling staff to collectively deliver services that everyone is proud of, with an understanding of how individual contributions bring collective value to London.

## PROGRAMME OUTCOMES:

- Support LFB to deliver services based on outcomes, while maintaining performance standards (eg 6- and 8- minute response times).
- Support local LFB leadership to respond most effectively to community risk.

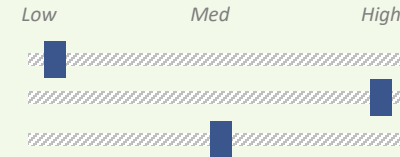
## PROGRAMME BENEFITS:

This programme will generate significant benefits by making LFB more efficient and effective by delivering services cohesively across the organisation.

**Reduces spend**

**Improves value of spend**

**Non-financial benefits**



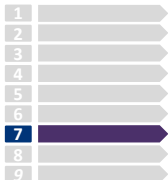
## PROGRAMME VALUE DRIVERS:

2 Community Satisfaction	5 Employee Satisfaction
4 Productivity Uplift	3 Service Effectiveness
5 Service Efficiency	5 Value for Money

PROJECTS	TYPE	OUTCOME	INITIATIVES
PO6.1 <b>Enhancing Enabling Services</b>	Adapted	Improved productivity for frontline staff by modernising enabling services	<span style="background-color: #d9d9d9;">Discovery Review of Enabling Services</span> <span style="background-color: #f8d7da;">Productivity Initiatives</span> <span style="background-color: #d4edda;">People Organisation Strategy</span>
PO6.2 <b>Improved Collaboration</b>	New	Reducing duplicated effort through process management.	<span style="background-color: #f8d7da;">Process Engineering</span> <span style="background-color: #f8d7da;">Service-led Governance</span> <span style="background-color: #f8d7da;">Integrated Client Model</span>
PO6.3 <b>Modernising Enabling Services Technology</b>	Existing	Modernising Enabling Services Technology by replacing old systems	<span style="background-color: #d4edda;">Modern Workplace Programme</span> <span style="background-color: #d4edda;">HR &amp; Payroll System</span> <span style="background-color: #d4edda;">Finance &amp; Purchasing System</span> <span style="background-color: #d4edda;">Inventory Management</span>
PO6.4 <b>Single Online Platform for Employee Services</b>	New	Offering a single online platform for staff services and improving staff experience and productivity.	<span style="background-color: #f8d7da;">Employee Experience Platform Layer</span> <span style="background-color: #f8d7da;">Automation of Data Processing</span>

■ Existing Initiative
 ■ Adapted Initiative
 ■ New Initiative

Existing	Current projects included as-is on the transformation portfolio aligned to the tangible outcome they enable	Adapted	The project is a blend of current changes that have been adapted and new changes that meet the same tangible outcome	New	The project consists of changes that are entirely new to the transformation portfolio.
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# Programme 7 | Driven by evidence to give you the value you expect

LFB will use data-driven insights to create an evident base for action, and collective understanding of value and outcomes.

## PROGRAMME OUTCOMES:

- Support LFB to calculate and manage workforce productivity and use this to guide effective resource allocation and risk management.
- Drive efficiencies that support value for money services and enable LFB to re-invest efforts into enhancing the effectiveness of front-line delivery.

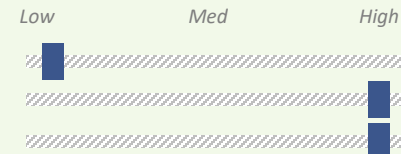
## PROGRAMME BENEFITS:

This programme will generate significant benefits by focusing on outcomes and the value delivered to London's communities.

**Reduces spend**

**Improves value of spend**

**Non-financial benefits**



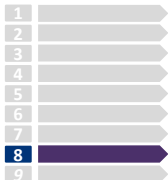
## PROGRAMME VALUE DRIVERS:

3 Community Satisfaction	3 Employee Satisfaction
5 Productivity Uplift	4 Service Effectiveness
4 Service Efficiency	5 Value for Money

PROJECTS	TYPE	OUTCOME	INITIATIVES
PO7.1 <b>Measuring Value &amp; Outcomes</b>	New	Offering a single online platform for staff services and improving staff experience and productivity.	<div style="display: flex; justify-content: space-between;"> <div style="background-color: #f8d7da; padding: 5px;">Value-led KPI Definition</div> <div style="background-color: #f8d7da; padding: 5px;">Value-led KPI Measurement &amp; Analytics</div> <div style="background-color: #f8d7da; padding: 5px;">Open Source Performance Data</div> </div>
PO7.2 <b>Agile Services</b>	New	Identifying where services deliver the most value and where there are areas for improvement.	<div style="display: flex; justify-content: space-between;"> <div style="background-color: #f8d7da; padding: 5px;">Value-led Change Initiation</div> <div style="background-color: #f8d7da; padding: 5px;">Balance of Services across the Catalogue</div> <div style="background-color: #f8d7da; padding: 5px;">Organisational Learning Mechanisms</div> </div>

Existing Initiative (Green), Adapted Initiative (Purple), New Initiative (Pink)

<b>Existing</b>	Current projects included as-is on the transformation portfolio aligned to the tangible outcome they enable	<b>Adapted</b>	The project is a blend of current changes that have been adapted and new changes that meet the same tangible outcome	<b>New</b>	The project consists of changes that are entirely new to the transformation portfolio.
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# Programme 8 | Work with other organisations to secure a safer future for everyone

LFB will be positioned as a sector leader in the delivery of community-centred public services, playing an integral role in serving and protecting London, and partnering for national and international influence.

## PROGRAMME OUTCOMES:

- Formalise the way LFB partners with other organisations for easy collaboration.
- Support LFB to shape policy, improve effectiveness and drive economies of scale through partnerships.
- Use understanding of the built environment and risks across London to support wider agendas, such as sustainability.

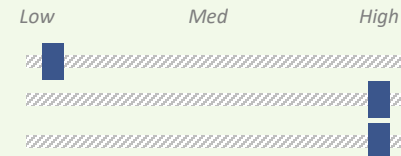
## PROGRAMME BENEFITS:

This programme will generate significant benefits through improved working with partners. A greater focus on sustainability will generate significant benefits for communities across London.

**Reduces spend**

**Improves value of spend**

**Non-financial benefits**



## PROGRAMME VALUE DRIVERS:

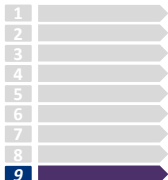
- 4 Community Satisfaction
- 3 Employee Satisfaction
- 3 Productivity Uplift
- 4 Service Effectiveness
- 2 Service Efficiency
- 5 Value for Money

PROJECTS	TYPE	OUTCOME	INITIATIVES
PO8.1 <b>Adopting National Operational Guidance</b>	Existing	Adopting National Operational Guidance for LFB.	NOG Integration Phase 2
PO8.2 <b>Shared Procurement &amp; Service Delivery</b>	Adapted	Enable LFB to influence the national change agenda and achieve economies of scale.	Lead Service Delivery Model, Joint Partnership Priorities & Outcomes, GLA Procurement Collaboration, Partner Interoperability
PO8.3 <b>Net Zero</b>	New	Deliver environmentally sustainable outcomes for LFB and London to support wider Mayoral objectives.	Net Zero Strategy, ULEF, ZEPA

Existing Initiative (Green), Adapted Initiative (Purple), New Initiative (Pink)

- Existing** (Green): Current projects included as-is on the transformation portfolio aligned to the tangible outcome they enable
- Adapted** (Purple): The project is a blend of current changes that have been adapted and new changes that meet the same tangible outcome
- New** (Pink): The project consists of changes that are entirely new to the transformation portfolio.





# Programme 9 | Enable Organisational Change

LFB will lay the foundations to cohesively manage its transformation journey, focusing on key enablers to manage and deliver organisational change.

## PROGRAMME OUTCOMES:

- Enable LFB to effectively deliver change.
- Ensure there is a cohesive change narrative and strategy to encourage early adoption.
- Enable LFB to adopt evidence-led methods to manage change and realise benefits.

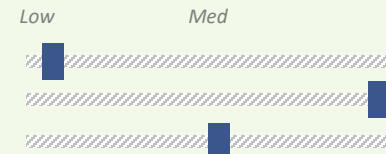
## PROGRAMME BENEFITS:

This programme will generate significant non-cashable benefits through enabling LFB to effectively and efficiently manage organisational change. This will also support improved outcomes for communities.

**Reduces spend**

**Improves value of spend**

**Non-financial benefits**



## PROGRAMME VALUE DRIVERS:

2 Community Satisfaction	4 Employee Satisfaction
4 Productivity Uplift	5 Service Effectiveness
4 Service Efficiency	5 Value for Money

PROJECTS	TYPE	OUTCOME	INITIATIVES
PO9.1 <b>Deliver the CRMP</b>	Existing	Delivering LFB's strategic direction for the coming years to fulfil its purpose of being 'trusted to serve and protect London'.	Development of Org Strategy (TOM & CRMP)
PO9.2 <b>Enhancing change management</b>	New	Setting up for success and helping LFB leaders through a positive organisational culture.	Cohesive Change Narrative, Change Adoption Strategy, Staff & Community Feedback Mechanisms
PO9.3 <b>Embedding a Change Culture</b>	New	Empowering organisational culture that enables transformation at scale.	Shifts towards Values & Outcomes, Data-led Organisational Culture
PO9.4 <b>Agile Change Delivery</b>	New	Delivering an organisational Centre of Excellence to develop and scale change activities.	Innovation Hub
PO9.5 <b>Portfolio Management</b>	Adapted	Enabling value to society to be the core driver of investment decisions, with the community playing a key role in assessing this.	Portfolio & Business Change Capabilities, Value-led Investment Assessment, Value-led Project Management, Value Realisation Approaches

Existing	Current projects included as-is on the transformation portfolio aligned to the tangible outcome they enable	Adapted	The project is a blend of current changes that have been adapted and new changes that meet the same tangible outcome	New	The project consists of changes that are entirely new to the transformation portfolio.
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