



LONDON FIRE BRIGADE

Report title

# Draft CRMP 2023

Report to

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

Date

19 April 2022  
11 May 2022  
24 May 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-0703

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 report was signed remotely on 30 May 2022**

### Executive Summary

This report presents the new draft Community Risk Management Plan for 2023, with performance measures and a delivery plan for approval for public consultation.

Recommended decision

For the London Fire Commissioner

That the London Fire Commissioner approves the new draft Community Risk Management Plan for 2023, draft performance measures and draft delivery plan, noting the supporting documentation, for public consultation.

## 1. Introduction and background

- 1.1 The Fire and Rescue National Framework for England requires the London Fire Commissioner (LFC) to produce an Integrated Risk Management Plan (IRMP)<sup>1</sup>. The Framework states that an IRMP must:
- reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority;  
demonstrate how prevention, protection and response activities will best be used to prevent fire and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources;
  - outline required service delivery outcomes including the allocation of resources for the mitigation of risks;
  - set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat;
  - cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority can deliver the requirements set out in this Framework;
  - reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
  - be easily accessible and publicly available.
- 1.2 The IRMP for the LFC has been known as the London Safety Plan (LSP). However, in line with guidance from the National Fire Chiefs' Council and most other fire and rescue services, London Fire Brigade is now referring to the IRMP as a Community Risk Management Plan (CRMP). The LFC has decided that his first CRMP will be called *Your London Fire Brigade*.
- 1.3 The Greater London Authority Act 1999 (GLA Act) provides that the LFC must, before publishing a document required to be produced under the Fire and Rescue National Framework for England or any revision to it, send a copy of the document or revision in draft to the Mayor and the Assembly and may not publish the document or any revision to it unless the Assembly has had an opportunity to review the draft document or revision, make a report on it to the Mayor and the Mayor has approved the draft document or revision. In addition, the Mayor's London Fire Commissioner Governance Direction 2018 (Mayoral Decision 22602) requires that the LFC consult the Deputy Mayor for Fire and Resilience about proposals requiring Mayoral approval.
- 1.4 Prior to its final approval, the CRMP will be subject to public consultation. The draft CRMP for 2023 is included at Appendix 1 to this report, along with an example of what the designed CRMP will look like.
- 1.5 On publication, the CRMP will replace the Brigade's existing London Safety Plan 2017, which has been extended to the end of March 2023. The new CRMP is expected to commence from 1 January 2023.

1.6 The CRMP and all supporting materials are still subject to final checks and proof-reading. This will all be completed prior to the launch of the public consultation.

## 2 Your London Fire Brigade

### *The CRMP*

2.1 The CRMP is the Brigade's strategy for how it intends to achieve its purpose and its vision over the next five years; and will describe the strategic changes the LFB will make over that time to meet the needs, wants and expectations of the communities it serves. It also describes how it will mitigate risk in London, as expressed in its Assessment of Risk.

2.2 It remains anchored in the purpose and vision established as part of the Transformation Delivery Plan in 2019. It describes four new pillars that the Brigade will work to over the life of the Plan and eight new commitments which are summarised in the table below.

Pillar	Commitment
Engaging with You	We will work with you to provide localised services that meet your needs
	We will make it easy for you to access our services
Protecting You	We will adapt our services to meet your needs and the needs of London
	We will design services around your needs and concerns
Learning from You	We will enable our people to be the best they can be to serve you better
	We will work together to provide the best possible services to meet your needs
Representing You	We will be driven by evidence to give you the value you expect
	We will work with other organisations to provide a safer future for everyone

### *The Delivery Plan*

2.3 The Delivery Plan at Appendix 2 sets out the programmes, projects and initiatives that will be delivered over the life of the CRMP to achieve the LFC's strategic ambition.

2.4 The first eight programmes relate to the commitments.

- Programme 1 aims to build trust between LFB and local communities and understanding of local risk profiles and vulnerabilities, thus creating opportunities for more integration within a community.
- Programme 2 aims to increase public access to and understanding of the services LFB provides and improve how LFB understands and meets the needs of different communities across London.
- Programme 3 aims to enable LFB to proactively align to the evolving needs of London's communities and support evidence-based decision making to deliver fit-for-purpose services.

- Programme 4 aims to formalise how services are delivered according to needs and promote community understanding of service provision prior to and after an incident has occurred.
  - Programme 5 aims to support LFB people to develop the skills they need and invest in LFB people through modern training systems and assets. Improve service provision by developing, tracking, and allocating skills, according to need and risk.
  - Programme 6 aims to support LFB to deliver services based on outcomes, while maintaining performance standards and enable local leadership to respond most effectively to community risk.
  - Programme 7 aims to support LFB to calculate and manage workforce productivity and guide effective resource allocation and risk management to drive efficiencies that support value for money.
  - Programme 8 aims to formalise the way LFB partners with other organisations for an ease of collaboration and support LFB to shape policy, improve effectiveness through partnerships.
- 2.5 There is a further programme which aims to enable LFB to effectively deliver change, ensuring there is a cohesive change narrative and strategy and support the adoption of evidence-led methods to manage change.

*Performance measures and targets*

- 2.6 The performance measures that are proposed to enable communities, stakeholders and the Brigade assess its performance are set out in Appendix 3.
- 2.7 There is a continued focus on prevention, protection, response, people, and sustainability measures, some of which have been adjusted to improve accessibility and understanding. There are new measures for community feedback and a stronger focus on equal and diversity performance. Targets have been set for the first year of the Plan and will be annually reviewed thereafter. Officers also propose to amend the presentation of performance information highlight significant improvement or deterioration in performance and enhance accountability and scrutiny.
- 2.8 The public will be consulted on the CRMP, the delivery plan and performance metrics from the end of May.

### **3 The approach to the development of the CRMP**

*Context*

- 3.1 The transformation of LFB initiated through the LFB's Transformation Delivery Plan (TDP), published in early 2020, created the platform for the longer-term change required to achieve its purpose and vision. It also created the direction of travel for addressing recommendations from Phase One of the Grenfell Tower Inquiry, and the 2018-19 inspection report from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). Among the issues raised by these reports were the need to improve the LFB's strategic planning, project and portfolio management, prioritisation of projects, and alignment with the budget. This set the context for the development of the CRMP.

*Target Operating Model*

- 3.2 Between May and June 2021, the Brigade developed its high-level Target Operating Model (TOM) which translated the LFB's purpose outlined in the Transformation Delivery Plan into a long-term strategy to deliver the Brigade's purpose and vision. This was to be service-led, meaning that it would

put services and improved service delivery at the forefront of the Brigade's ambition; and community-focussed, with significant community input into its development.

- 3.3 The pillars and commitments proposed underpinning the high-level TOM informed the LFC's public consultation which took place in September 2021. The overall feedback was positive with between 89 percent and 98 percent of respondent considering that each of the outlined commitments which described the proposed changes were either very or fairly important in enabling LFB achieve a positive impact in the community.
- 3.4 Following this public consultation, the Brigade initiated a supplementary piece of work with the aim of delivering a full service-led TOM, which produced:
- A transformation framework which would allow the LFC to make clear decisions on the prioritisation and sequencing of transformational activity.
  - A consolidated transformation portfolio containing existing projects which were deemed to be transformational or in response to mandated change and new or adapted projects which enable the LFC achieve his stated purpose.
  - A service blueprint containing every service which LFB delivers to Londoners and the associated capabilities which enable the Brigade to deliver them effectively.
  - A series of annual delivery plans which outline the programmes, projects and initiatives which must be delivered as part of the Brigade's transformation.
  - The key considerations which will enable the Brigade to deliver its purpose.
- 3.5 This piece of work was completed between November 2021 and March 2022, with the outcomes feeding the content of the CRMP. The TOM is broken into eight chapters each detailing a specific part of the process to achieve the LFC's ambition. A summary of the TOM is included at Appendix 4.
- 3.6 Those which are highlighted in bold above are included in the TOM summary, which is a supporting document for the CRMP. They summarise the Brigade's future direction and its journey to get there with detail on the Brigade's strategic direction, its future state design, the steppingstones to achieving the future design and the detailed plans to support the change.
- 3.7 The development of the TOM was a collaborative effort which was founded on engagement and surveys with the public and included engagement and consultation with every LFB department and significant input from all Directors and Heads of Service for all service delivery functions. The TOM has fed both the development of the Assessment of Risk Response (AoRR), which is explained below, and the CRMP and is foundational to the way the Brigade will deliver its transformation over the period of the CRMP.

#### *Assessment of Risk*

- 3.8 Appendix 5 includes the AoR, amended in the light of responses received from the consultation last year. A covering report has been provided which introduces the AoR and explains in more detail the changes that have been made along with a report cover the outcome of an academic and professional review of the AoR.
- 3.9 The pilot community engagement that took place early last year and the consultation that fed into both the TOM and the AoR are summarised in Appendix 6. Appendix 7 provides the independent analysis of the results of the consultation. Officers worked with communities, to agree the best way to achieve its purpose and vision; and to produce a coherent, phased programme for change which is specifically designed to deliver the strategic changes to meet the needs, wants and expectations of the public.

### *Assessment of Risk Response*

- 3.10 The Assessment of Risk Response (AoRR) which is included at Appendix 8 is a supporting document for the CRMP which addresses the National Framework requirement for Fire and Rescue Services to "put in place arrangements to prevent and mitigate risks" identified as part of the identification and assessment of all foreseeable risks and prepare what it refers to as an Integrated Risk Management Plan which, amongst other things, will "demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources". The AoRR and the CRMP are the LFC's response to these requirements.
- 3.11 The AoRR is fed by both the AoR and the TOM which, as part of the process for developing a service blueprint and transformation portfolio, undertook a capability assessment of the Brigade's supporting capabilities which are required to deliver LFB's public facing services. These capabilities were mapped to the risks identified in the AoR and the projects in the Transformation Portfolio. This allowed the Brigade to identify how each capability will be uplifted throughout the CRMP's life and how this will contribute to the mitigation of risk as required in the National Framework.

## **4 The supporting documentation**

- 4.1 The remaining supporting documents are:
- 4.2 Appendix 9 – this sets out the Brigade's management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat. It is not intended to be an overarching Protection strategy but focuses on how the Brigade will meet its enforcement obligations.
- 4.3 Appendix 10 – this sets our strategic intent for our Prevention Strategy. This will inform further work to develop a full prevention strategy later this year.
- 4.4 Appendix 11 – this is the equality impact assessment and sustainability impact assessment for the CRMP itself. Where relevant, other equality impact assessments have been produced and are attached to the report to which they pertain.
- 4.5 Appendix 12 – this sets out officers' assessment of compliance against the Fire Standard for Community Risk Management Plans which was published by the Fire Standards Board last year. This assessment is explained further in the covering report included in the appendix. Compliance with some elements of the standard is either dependent on further guidance which is expected later this year or cannot be achieved until the CRMP itself is published. Officers expect the Brigade will be fully compliant with the standard when the CRMP is published.
- 4.6 Appendix 13 – Project Plan which sets out the key stages up to publication and launch of the CRMP on 1 January 2023.
- 4.7 The documents contained in Appendices 2, 3 and 5 will be made available alongside the consultation. All appendices will be published and available to the public as part of this decision.

## **5 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.
- 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 CRMP 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. An impact analysis has been undertaken and is included as an appendix to this report. 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. Early sight of documents including the AoR, the delivery plan and highlights from the TOM have been provided and comments addressed as far as possible.
- 4.2 These meetings will continue throughout the remaining phases of CRMP development and will focus on how to support staff to understand its impact on them and their role in its delivery.

## *Sustainability comments*

- 4.3 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.

## **5. Financial comments**

- 5.1 Fi This report recommends that the draft Community Risk management Plan for 2023 is approved. The CRMP is the Brigade's strategy for how it intends to achieve its purpose and its vision over the next five years; and describes the strategic changes the LFB will make over that time.
- 5.2 The Plan is attached at Appendix 1 and sets out a range of commitments that could result in additional resource requirements within the LFB. These include:
- Community engagement sessions will run in each local area to enable us to reach you and all of London's diverse communities
  - Technology will be used to enable local LFB staff to easily capture and access local risk information and share with the rest of the organisation
  - Flexible ways to access services - Improve understanding of your personal circumstances and needs
  - Non-Emergency Line – You and your communities will be able to access services through a broader range of methods to get non-emergency advice and reassurance
  - Replacement Mobilising System – Improve the way we mobilise and coordinate our response activities to improve outcomes for you
  - Incident Management Enhancements – Replace our command units, Breathing Apparatus, and radio for improved incident management
  - Modern Fire and Rescue Technology and Tactics – Adopt cutting edge fire and rescue technology and tactics and associated training needed to improve our response according to your needs
  - Enhanced support services - Increase trust in LFB through proactive, continued support through all stages of an incident
  - Organisational Learning Model – Improve our ability to learn and develop together so staff can develop the right skills to meet your needs
  - Improved Training Systems & Assets - Equip staff with the right skills and career development opportunities to serve you better
  - Improve technology to support frontline services – Streamline our support services to ensure that frontline service delivery is optimised
  - Support our staff – Offer a single easy to use staff support system to enable improved staff experience and productivity
  - Net Zero 2030 - Deliver environmentally sustainable outcomes for London through adjustments to the way we deliver our services
- 5.3 Any additional resources requirements identified as part of these commitments will be considered as part of subsequent reporting in line with the LFB's governance requirements. Any financial pressures identified will then need to be considered as part of the LFB's budget process for future years along with the implication to the savings and efficiencies that the LFB will be required to achieve.

## **6 Legal comments**

- 6.1 Under section 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. Under section 327D of the GLA Act 1999, 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.

- 6.2 Section 1 of the Fire and Rescue Services Act 2004 states that the Commissioner is the fire and rescue authority for Greater London.
- 6.3 When carrying out its functions, the Commissioner, as the fire and rescue authority for Greater London, is required to "have regard" to the Fire and Rescue National Framework prepared by the Secretary of State (the Framework) (Fire and Rescue Service Act 2004, section 21).
- 6.4 To have regard does not mean to follow slavishly, if the Commissioner wishes to depart from the Framework, it may, but it must show a good reason to do so. The Courts have consistently suggested that Government guidance issued under statute, as is the case here, should be given 'great weight' and should be considered 'with great care, and from which it should depart only if it has cogent reasons for doing so'. The reasoning behind any decision to depart from the framework should also be 'spelled out clearly, logically and convincingly'.
- 6.5 The production of an Integrated Risk Management Plan (IRMP) is a requirement of the Framework. In line with guidance from the National Fire Chiefs' Council, the Commissioner is now referring to the IRMP as a Community Risk Management Plan (CRMP).
- 6.6 The Commissioner should be clear that the final CRMP for publication, as it constitutes the Commissioner's IRMP, must meet the requirements of the Framework. Therefore, if the Commissioner is of the view that any part of the Framework's requirement is not met then either the CRMP must be amended until it is compliant with the Framework or the Commissioner may decide, having given the Framework great weight, to depart from the Framework and proceed with the IRMP as drafted if they have, as noted above, 'cogent reasons for doing so' and have spelled out their reasoning 'clearly, logically and convincingly'.
- 6.7 The Framework states that the Commissioner's CRMP "must" meet certain requirements, these are set out below and to assist with the consideration of these matters' a short commentary has been provided following each item. It not required at this point to come to a decision on these matters, but they will need to be considered prior to the publication of the final approved CRMP, they are therefore being flagged now for consideration prior to approval of the consultation draft of the CRMP.
- 6.8 The CRMP "must":
  - reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority;
    - The Assessment of Risk is the Commissioner's 'assessment of all foreseeable fire and rescue related risks'. It sets out all foreseeable risks which the LFB might be expected to respond to and assesses their risk based on a combination of their likelihood and consequence. It does not form part of the CRMP itself. The Commissioner should therefore consider whether the CRMP reflects the Assessment of Risk or whether additional work is required.
    - When considering if the Assessment of Risk is properly reflected in the CRMP it is not required that it reproduces it exactly but instead that it represents it accurately and in an appropriate way.
  - demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through

authorities working either individually or collectively, in a way that makes best use of available resources;

- The Commissioner should consider three documents; the Assessment of Risk, the Assessment of Risk Response and Target Operating Model in combination these three documents provide the detailed combine to be the Commissioner's integrated approach to risk management and set out in detail how this requirement is met.
  - Having considered the three documents above the Commissioner should form a view on whether the CRMP does indeed "demonstrate" that this requirement is met. It is not sufficient to state by reference to another document that they are met, the CRMP itself must demonstrate this.
  - To 'demonstrate' does not require that every aspect of the prevention, protection and response activities be set out. The Commissioner should consider whether the CRMP allows a sufficient understanding of how these activities will prevent fires and other incidents and mitigate the impact of identified risks.
- outline required service delivery outcomes including the allocation of resources for the mitigation of risks;
    - To outline something does not require every aspect to be set out in full. The Commissioner should be content that the service delivery outcomes are rational, clearly set out, comprehensible and that the documents include appropriate reference to the allocation of resources.
- set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat;
    - This requirement is for a 'management strategy and risk-based programme'. The Commissioner should consider whether the information provided in the CRMP meets this requirement.
    - The Commissioner should further consider if that 'management strategy and risk-based programme' as set out in the CRMP is compliant with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat
- cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework;
    - The minimum allowable timespan for the CRMP is three years. There is no stated upper limit therefore the Commissioner should consider what is reasonable.
    - There is no requirement to set out a review or revision criteria, process, or timetable now or at the start of the CRMP, a review or revision may be undertaken at any time that it becomes necessary to ensure the delivery of the Framework's requirements.
- reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
    - This report sets out the consultation process for the CRMP. It is therefore not necessary to form a view on this part of the Framework at this time, but the Commissioner will need to form a view before agreeing and publishing the final CRMP following the proposed consultation.

- be easily accessible and publicly available.
  - Publication of the final CRMP will meet this requirement, no decision is required at this time.

6.9 By direction dated 1 April 2018, The London Fire Commissioner Governance Direction 2018 (the "Direction"), the Mayor of London 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").

6.10 Paragraph 3.1 of Part 3 of that direction further requires the Commissioner to consult with the Deputy Mayor as far as practicable in the circumstances before a decision is taken on any "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)".

6.11 The Commissioner's Scheme of Governance reserves to the Commissioner all decisions, "To agree all matters that require consultation with the Deputy Mayor, Fire and Resilience on the basis they are novel, contentious or repercussive". The contents of this report can reasonably be considered to be novel, contentious, or repercussive.

## List of Appendices

Appendix	Title	Open or confidential
1.	Your London Fire Brigade 2023 - 2029	Open
2.	Delivery Plan	Open
3.	Performance Measures and Targets	Open
4.	Target Operating Model summary	Open
5.	Assessment of Risk – final version post consultation	Open
6.	London Fire Brigade Community Engagement	Open
7.	Independent Analysis of Public Consultation by Tonic	Open
8.	Assessment of Risk Response	Open
9.	Regulatory Reform (Fire Safety) Order Strategy	Open
10.	Prevention Strategy 2023	Open
11.	Equality and Sustainable Development Analysis	Open
12.	Assessment of Compliance with the Fire Standard	Open
13.	Project Plan	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**

**IT'S  
YOUR  
LONDON  
FIRE  
BRIGADE**

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



LONDON FIRE BRIGADE

# **Welcome to Your London Fire Brigade**

We have worked in partnership with Londoners to create this draft plan and together, we have found the risks communities may face and how the Brigade can help prevent incidents and protect you from danger. We would now like to hear what you think.

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# **Introducing our plan**

London Fire Commissioner



**Welcome to 'Your London Fire Brigade'. I love London. I was born here and have lived and worked here most of my life. It is one of the world's most diverse cities and I am proud to call it home.**

I have spent over 20 years in London Fire Brigade and have been present at some of London's greatest tragedies – the Croydon tram crash, the Grenfell Tower fire, and the multiple terror attacks. In those moments I have witnessed great courage and professionalism from fellow firefighters, often in the face of unimaginable danger. I also saw the unfailing strength of London's communities, their dignity and generosity, tolerance and kindness.

This is our first London plan since the tragic Grenfell Tower fire. It acknowledges that much has already changed in London Fire Brigade, but that we owe it to the bereaved and survivors, all Londoners and our staff to do much more. This plan has been written after many hours with Londoners, listening to you and learning from you. It sets out how we want to keep London safe and draws on all our experience.

This is what you told us.

- You told us that the failings that led to the Grenfell Tower fire mean that you don't always feel safe in high-rise blocks of flats. As well as responding quickly and effectively to fires, this plan explains how we will continue to work with local councils, the government and builders to make sure that those buildings are safe.
- You told us that you are worried about climate change. I am too – the floods in London in 2021 meant we attended over 4,000 incidents in one afternoon, one of our busiest ever. This plan explains how we are going to change as the risk in London changes.
- Terrorism continues to concern you. You have told us this plan needs to make sure that our firefighters have the right equipment and training to deal with it.
- And you have told us that while you trust us, you don't always see enough of us or know everything we can do for you. You saw how important we were to London during the Covid-19 pandemic, with many hundreds of firefighters crewing ambulances and it reminded you of how much more we can offer.

This plan is about making sure we change how we do things to give you what you need. This means that:

- We must continue to maintain the best attendance times in the country. Getting that first fire engine to you in under six minutes is important to us and you.
- When I walk into a fire station, I'll see local people using it as their own, getting support for things that matter to them in their everyday lives.
- It means modernising our online services so if you can't see us in person, you can still get good advice from us.
- If I speak to a Londoner on their high street they will always know where their nearest fire station is and what we can do for them, and our staff – firefighters, inspectors, cadets and outreach workers – will spend more time working in their local communities.
- Firefighters get better and more realistic training to make sure they are prepared to respond to the changing risk in London and that we give them the time and support to do that properly.
- We won't just leave after an incident but we'll ensure we stay and are there for you long afterwards to really make sure you are safe and to prevent anything happening again.

I hope this plan, written as we approach our 160th year, makes sense to you, reflects what you told us and ensures that London Fire Brigade continues to be trusted to serve and protect the world's greatest city. We want your views to be at the centre of this plan so that we can keep London and Londoners safe in the years to come – I am looking forward to hearing what you think.



**Andy Roe**  
London Fire Commissioner



# **Introducing our plan**

Deputy *Mayor* for Fire and Resilience

## **The world feels very different from when London Fire Brigade (LFB) published its last London Fire Plan (LSP) in 2017.**

Just a matter of weeks after the start of the LSP, the tragic fire at Grenfell Tower led to 72 people losing their lives. Many more lost homes, possessions, and loved ones. This rightly led to increased scrutiny of the Brigade and its response on the night. While London's firefighters showed enormous bravery that night, the Grenfell Tower Inquiry Phase 1 report and a critical report by Her Majesty's Inspectorate of the Constabulary and Fire & Rescue Services (HMICFRS) prompted deep reflection about how the Brigade, as an organisation, serves London. This, alongside many conversations with Londoners, has formed the basis of this new draft strategy – Your London Fire Brigade. The focus of this plan is on Londoners and how LFB better serves, reflects and engages with the communities across the city it exists to protect.

The Brigade has much to be proud of. The pandemic brought with it challenges for the Brigade, both organisationally and personally for the people who work there. It demonstrated the best of LFB, as we saw it step up to play a major part in London's response to COVID 19. We saw firefighters driving ambulances and supporting, with dignity, those who died in the community, they provided a hub for the delivery of PPE and supported London's vaccination programme. At the same time, LFB continued their core work of response and retained the best attendance times to incidents in the country.

This plan lays out the work now needed for LFB to respond to the challenges ahead, many of which are brought by a rapidly growing and more complex built environment in London, where some boroughs have as many high-rise residential properties as other major cities in the UK. Even before this plan is rolled out next year, we can expect more scrutiny of the Brigade and the sector, including through reports from the GTI and Manchester Arena Inquiry and through the findings of the Independent Culture Review initiated by the London Fire Commissioner.

Ultimately though, this plan is about what Londoners want from their fire and rescue service. This plan has been developed in consultation with Londoners and sets out a new way of working. Not only does it describe what change the Brigade will deliver over the coming years, it also shows how the Brigade will deliver it. This includes a significantly increased level of interaction with London's communities, both before, during and after incidents, and having an increased focus on the most vulnerable Londoners.

The plan also outlines a number of ways in which LFB has to adapt to new and increased risks. LFB is often on the front line when it comes to the impacts of climate change. This plan identifies flooding and wildfires as events that happen with increasing regularity and commits the Brigade to support efforts to tackle climate change, including the Mayor's priority for the entire GLA family to become net-zero by 2030.


LFB, as an emergency service in a world city, is also regularly the first responder to terror incidents. Over the coming months and years, a step change in how LFB responds to terror incidents is being introduced thanks to an agreement between the Fire Brigades Union and LFB. This includes enhanced training and equipment for all London's firefighters.

Finally, since the last LSP, the way that LFB is governed has changed in order to increase the accountability of the Brigade. The London Fire and Emergency Planning Authority (LFEPA) was abolished in 2018 and the Commissioner took on the legal responsibility of the fire authority, with oversight from the Mayor, myself as Deputy Mayor for Fire and Resilience on behalf of the Mayor, the London Assembly and other stakeholders including government, local government, the HMICFRS, and London's communities.

Please do read and respond to this consultation which will shape the future work of your London Fire Brigade.



**Dr Fiona Twycross**  
Deputy Mayor for Fire and Resilience



Over the past few months we have worked with Londoners to create a draft Community Risk Management Plan. It is called 'Your London Fire Brigade'. This plan meets our requirement under the Fire and Rescue national framework for England to produce what they call an Integrated Risk Management Plan. One of the most important things this plan must do is reflect our Assessment of Risk in London and what we will do to help reduce and respond to that risk. In the past, we have called this the London Safety Plan.



# What do Londoners want from London Fire Brigade?


# In developing this plan, we have set out to listen and learn from you, the people we serve.

London Fire Brigade (LFB) is undergoing considerable change. This plan is important because it is the first since the tragic fire at Grenfell Tower on 14 June 2017 where 72 people died. As a result of that fire, the Brigade received specific recommendations from both the Grenfell Tower Inquiry and Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) about how we needed to improve. Since then, we have been committed to doing everything we can to learn the lessons from that tragedy and address those areas for improvement.

In his first month as London Fire Commissioner, Andy Roe launched the Brigade's Transformation Delivery Plan which set out how we would address the Grenfell Tower Inquiry and HMICFRS recommendations.

## So far, we have:

- Introduced fire escape hoods to help rescue people.
- Introduced new 32m and 64m ladders to help tackle fires in high-rise buildings.
- Rolled out an extensive programme of training for how the Brigade responds to high-rise fires. This included when the 'stay put' guidance is no longer practical, and when a mass evacuation must be carried out.
- Introduced an online Home Fire Safety Checker, as well as increasing fire safety visits to support businesses.
- Improved how we handle emergency calls to our Brigade Control to make sure that 'Every Contact Counts'.
- Set clearer expectations about how we treat each other and the people we serve. We now test for this when recruiting and promoting people.
- Set leadership goals and performance discussions against these expectations so that we practice them.



This plan pulls together all of our existing work as well as our ideas for the future, so that we have one plan which sets out our priorities.

- Trained assessors for recruitment and promotions, including how to manage and mitigate unconscious bias.

The **Transformation Delivery Plan** moved us forward and has formed the foundation for this **community-focused plan**. We now want to hear your views on our detailed plans.

This plan pulls together all our existing work as well as our ideas for the future, so that we have one plan which sets out our priorities. Where needed, we will produce supporting strategies or more detailed plans, for example, to be clear about our prevention work. We also know that we will need to adapt this plan in the future, following the next stage of the Grenfell Tower Inquiry and the outcome of a recent inspection from HMICFRS that we are expecting later in the summer. We will involve you as our plans develop so that we can be sure we continue to meet your needs.

# Protecting the London we love

We want to protect the London we love and to be trusted to serve and protect you. To create this plan, we've been out in our communities, speaking to Londoners directly to find out what you want from us and how we can transform our services to meet your expectations. As part of that, we undertook a public consultation exercise in autumn 2021, on the principles that we

proposed to base this plan on, and our Assessment of Risk in London. We made several revisions to the Assessment as a result of Londoners' responses. You can read more about how that Assessment has changed here: <https://london-fire.gov.uk/media/6688/crmp-aor-30-may.pdf>

**Here's what Londoners told us over the last year:**

**"Trust** to me is reliability, responsiveness and care."

"Trust is the belief that when LFB need to serve and protect London, they will do it the best way they can."

**"Serve** means they do their job, be responsive, have people's best interests at heart and do the right thing at all times."

"They will put the communities of London first and at the heart of what they do."

## Trusted to serve and protect London

**"Protect** means to keep people's lives safe prior to an emergency, during and after and ensure the safeguarding of the community is their top priority.

"We want to feel that the emergency services are here to help us when we are at our most vulnerable."

"LFB must work for **London's** interests and ensure that the city is kept at its best.

"They must do what they can to protect people, animals and property in London."

## How can we protect and serve you better?

This is what people told us:

I want to know more about what LFB do on top of fighting fires.

LFB should raise awareness of their roles.

LFB should raise awareness of the equipment they have to attend non-fire-related incidents.

I wish LFB understood the specific needs of my community and could tailor their engagement approach with us based on this.

After each incident, I would like information on what LFB can do to support me, what I can do to help myself and what can we do together.

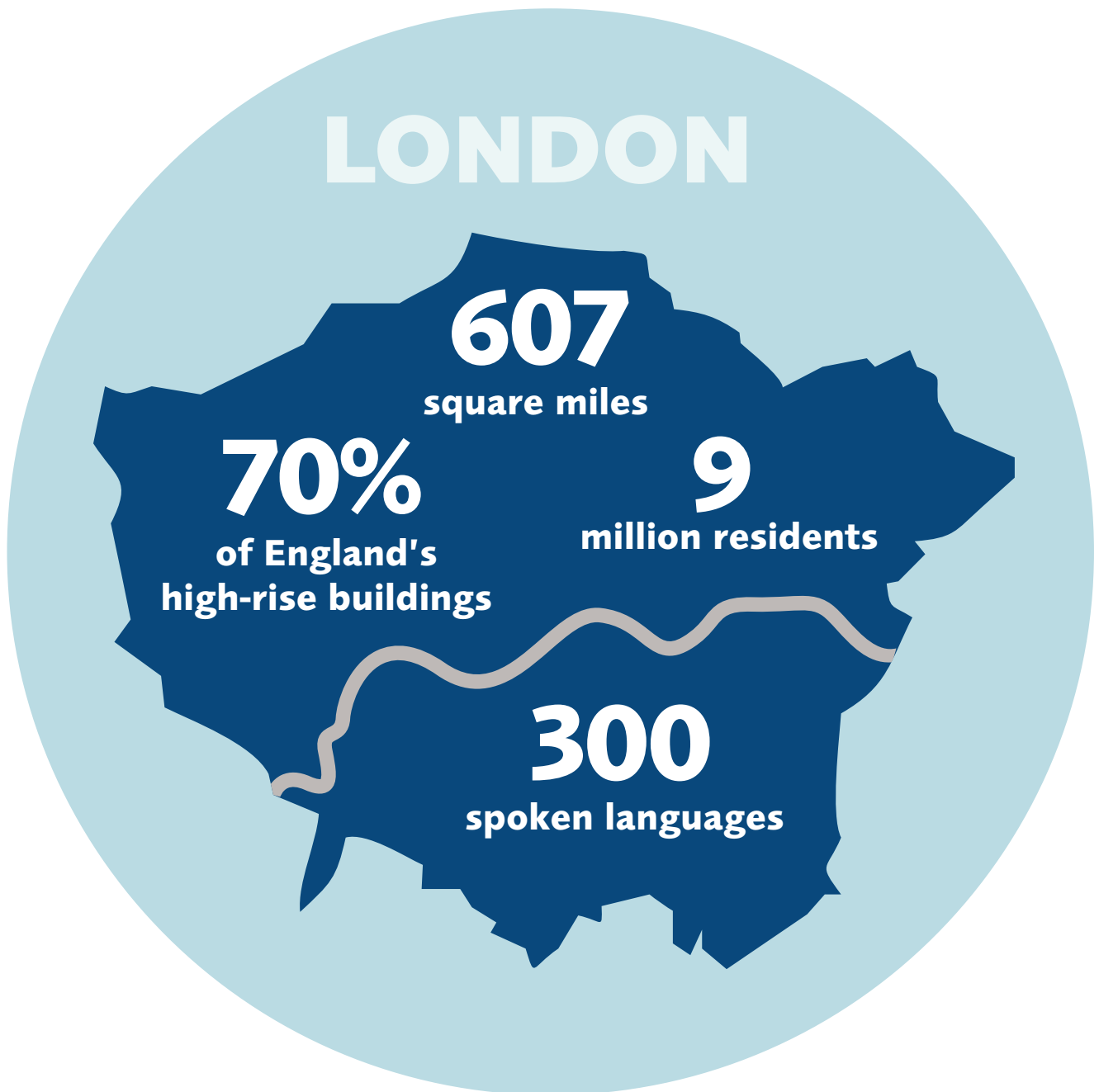
I want LFB to keep me up-to-date on fires in my area.

I want to know more about LFB's specialist roles and responsibilities.

I want to know more about how LFB works with the disabled, to ensure their safety is protected.

Keeping communities informed and up to date will reduce anxiety amongst Londoners and curb the spread of false information.





## The London we love

To continue to protect the London we love, we must look at its history, infrastructure, communities, and its changing needs. London has been the major hub of the United Kingdom since the Middle Ages and London Fire Brigade has been part of that history for over 150 years. This long-shared history means that today London is not only vital to the UK and global economy, but one of the best places in the world to live and do business<sup>1</sup>.

London has almost 9 million people living in it. The City of Westminster alone has a population density of over 100 times the national average. At 6 per cent, London has the highest population growth rate of any United Kingdom region in the last five years<sup>2</sup>. This trend is expected to continue and over the next 10 years it will grow to nearly 10 million.

<sup>1</sup> Mayor of London Economic Development Strategy 2018.

<sup>2</sup> HMICFRS London Profile 2019.

London's skyline has changed from a sprawling low-rise city to a high-rise metropolis. London has one of the highest number of skyscrapers in Europe, with over 8,000 high-rise buildings. It accounts for around 85 per cent of the high-rise fires in the UK.

London's infrastructure runs in the air, under and over ground. It has many large train stations, the

international channel tunnel railway and the new Elizabeth line, which expects to serve over 200 million passengers each year. London's mainline train stations have a joint footfall of more than 470 million each year, which is one of the highest in the world. Pre-pandemic, London hosted over 30 million tourists a year and we expect this to continue following the recovery from Covid-19.

## About Londoners



More than 1 million Londoners are over the age of 65 with 28 per cent of them living alone. This figure is due to increase by 86 per cent by 2050.



Approximately 1.4 million people with disability live in London. 1.3 million of them are aged 16 to 64 years.



London is home to nearly half a million young people between the ages of 18 and 21. These people are often students living alone for the first time in purpose-built accommodation or in shared converted accommodation.



The pride of London is that we are a uniquely diverse city with over 40 per cent of the population describing themselves as Black, Asian and other ethnically diverse communities. It is home to one of the largest lesbian, gay, transsexual and transgender (LGBTQ+) communities in the world.

# To keep you safe we have

142

Fire engines strategically placed across all London's boroughs, some of which will be electric in the future



5,850

Dedicated and professional staff serving more than 9 million Londoners



102

Land-based fire stations, spread across London's communities



11

High-reach aerial appliances, for firefighting and rescue operations



14

Fire rescue units for technical rescue operations



2

Dedicated **chemical, biological, radiological nuclear** response teams for high threat response



2

Fire boats, with one immediately available at a dedicated river station for rescues and firefighting on the Thames



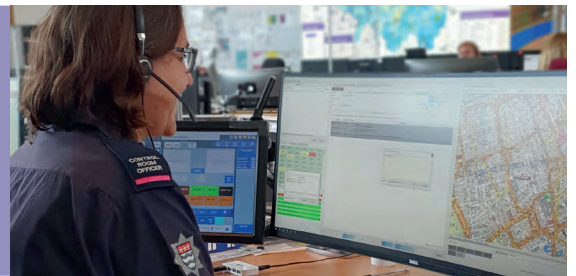
10

Inflatable boats for rescues on our waterways



1

Control answering all your 999 calls and coordinating our response



4

Community and fire safety dedicated teams



1

Operational Support Centre, 2 breathing apparatus satellite charging hubs, 6 operational support vehicles, 3 bulk foam vehicles and 3 hose layers



London Fire Brigade also has a range of national capabilities which include powerboats, urban search and rescue teams, and high-volume pumps





# Our understanding of risk

As an organisation that has been part of this city for over 150 years, we have developed a good understanding of where the risks lie for our communities. The conversations we have had with Londoners so far have helped us to build on this understanding and helped inform both our Assessment of Risk and our response to it.

## How we define risk

Risk is defined as a combination of the likelihood and consequences of hazardous events. This allows the risk of incidents that may have happened only rarely, or never, such as widespread urban flooding and severe drought to be assessed alongside common risks such as accidental fires in the home or road traffic collisions. Where we describe a risk as being high or very high, this could be because of how likely it is to occur, how great an impact it could have or a combination of both.

## Our Assessment of Risk

We use a range of methods to assess risk including historical incidents, data collection, the London Risk Register and horizon-scanning. The assessment identifies and assesses current risks as well as potential new ones to give us a clear understanding of what is most likely to cause harm now and in the future. This underpins our plan so that we can make sure that the changes we are making have the biggest impact on our highest risks.

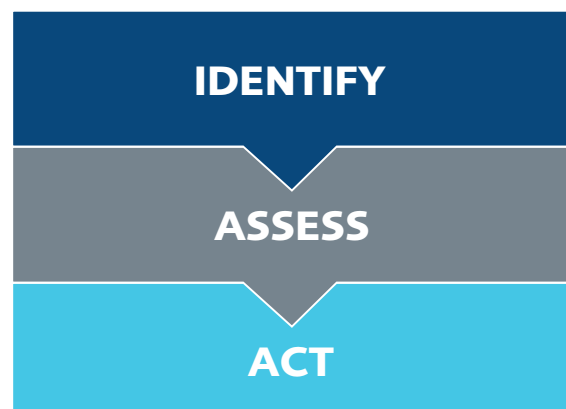
We asked Londoners what risks they faced and how we can prevent those risks from happening and keep them safe. The feedback we received helped inform our Assessment of Risk and this plan.

I personally would like more info on what to do in the event of flooding.

It would be reassuring to know that the fire brigade had assessed the building I work in for risks and given advice on how to proceed in an emergency situation.

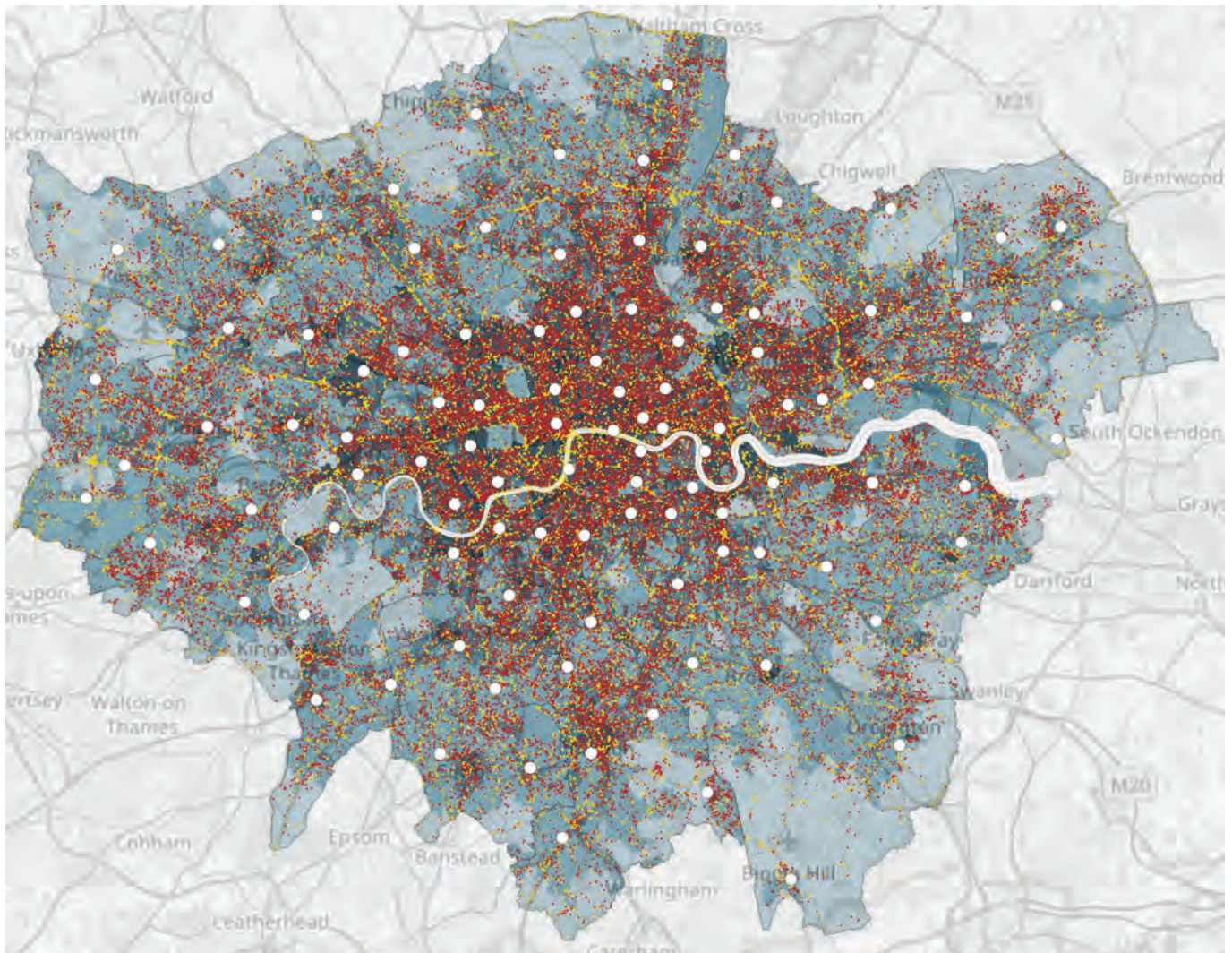
## Our approach to assessing risk

We take a three-step approach to mitigate risk:



Our Assessment of Risk identifies and assesses all the risks that we might need to attend, both fire and non-fire.

Our response to that assessment sets out the actions we will take to reduce those risks and respond to them if they happen.



### Neighbourhood density zones

- Urban centre
- Suburban
- Urban areas
- Semi-rural

### Incidents 2016 to 2020

- Fires
- Non-fire emergencies

- LFB fire stations

## Mapping London's risks

This map shows the location of all incidents over the last five years. It also shows how our 102 land-based fire stations are located to provide a good response to our highest risk incidents. The map is shaded to show the concentration of risk by neighbourhood. Most risks are more likely to occur where there are more people or buildings.

We have categorised London into four neighbourhood density zones: urban centres, urban areas, suburban and semi-rural. This map illustrates that risk is concentrated in urban centres. The map does, however, also illustrate that high-risk hazardous events do occur across the whole of London.

# People-related risks

We have taken a people-related approach to risk in London, putting your concerns and vulnerabilities at the centre of our risk identification and assessment.

Using our understanding of what factors increase someone's vulnerability to fire and rescue incidents, we have combined this with Londoners' concerns about fire and other types of emergencies. Together they give us an understanding of people-related risks. They can arise from people and their behaviours or from the places where people live, work or stay.

## The people-related risks are summarised as:



### Population

A concern that changes in the size of the population can increase risk



### Physical vulnerability

A concern that certain vulnerabilities increase an individual's risk



### Social vulnerability

A concern that certain socio-economic factors increase an individual's risk



### Behavioural vulnerability

A concern that certain behaviours increase an individual's risk

## Those people-related risks relating to places are summarised as:



### Building location

Density of building, volume of high-rise buildings, low traffic neighbourhoods



### Building occupancy/use

Hospitals, care homes, school and colleges, entertainment and cultural venues, tunnels, railway stations



### Building ownership and management

Poor escape routes, poor fire safety management, poor energy performance



### Building configuration and construction

Cladding, wooden frame buildings, modern methods of construction



# Major areas of risk

The categories of people-related risks summarise the areas where Londoners are concerned for their safety. When these concerns are realised, they become hazardous events which we can rate. They may occur more frequently and so are included within day-to-day risks, or be rarer and included within our exceptional risks. You can see the ratings of all these in our Assessment of Risk. The highest of these risks are these:

## Day-to-day risks

On average, we attend nearly 300 incidents across London each day. The highest of these day-to-day risks which we regularly respond to are:



Road traffic collisions



Outdoor fire near urban areas



Fires in the home



Fires in large public and commercial buildings

## Extraordinary risks

On occasions, London experiences a major incident. These extraordinary events can cause major loss of life and disruption and place significant strain on the emergency services. Londoners told us that they are particularly concerned about these. The major incidents we must prepare for are:



Terror-related



Influenza-type pandemic



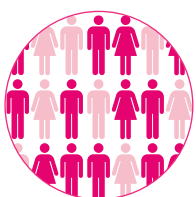
Major fires



Urban flooding

## Emerging and future risks

As well as current risks, we must also identify future risks so that we are able to adapt the services we provide to meet London's changing needs. Londoners told us that they are particularly concerned about risks that could arise under these areas, especially climate change. These are:



Population change



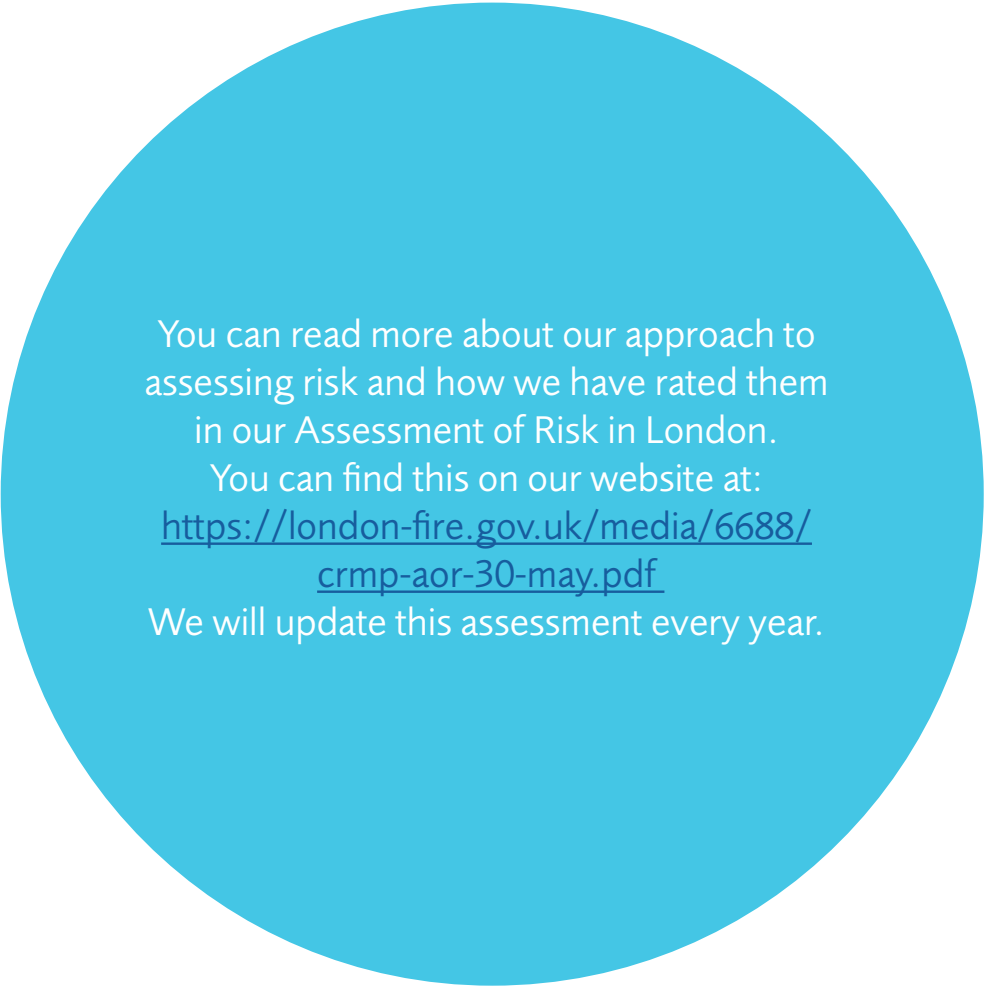
Sustainability and climate change



Changing built environment



Security and resilience



You can read more about our approach to assessing risk and how we have rated them in our Assessment of Risk in London.

You can find this on our website at:

[https://london-fire.gov.uk/media/6688/  
crmp-aor-30-may.pdf](https://london-fire.gov.uk/media/6688/crmp-aor-30-may.pdf)

We will update this assessment every year.



# **Our response to risk**

Our understanding of risk continues to change as London changes. We are, therefore, continually updating our services in response to changing risks, such as our new enhanced capabilities to deal with marauding terrorist attacks. We are confident that with continued updates to our capabilities that we have the right balance of resources and capabilities to deal with all foreseeable risks in London that we might be expected to respond to – either on our own or with blue light partners.

We will continue to update our understanding of risk throughout the life of this plan and keep the balance of our resources under review so that we are able to ensure our prevention, protection and response activities are always best placed to be used to prevent fires and other incidents and mitigate the impact of identified risks on Londoners.

However, we know that there are improvements we can make to our **Prevention, Protection** and **Response** services to make Londoners safer.

We will start by improving these services in the following ways:

- Productivity improved
- Quality enhanced
- People focused
- Adaptable to change
- Flexible to need

We will bring together existing services into three newly defined areas. These are: **Preparedness, Recovery** and **Engagement**.

This will mean that you, as Londoners, are cared for, are safer during an incident and your needs are put at the centre of our services.

We will continue to provide our current services, at least to their existing levels, and respond to local risks through increasing service delivery.



# Our current services

Prevention, Protection and Response are our three statutory services which combine in an integrated way to keep you safe. We deliver a range of these services which aim to prevent fires and other incidents and mitigate the impact of all risks on London's communities.

Below is a summary of the range of services we provide within these three core areas of work.



## Prevention

Our prevention services include:

- Home fire safety visits
- Youth engagement (school visits, junior fire-setters, cadets etc)
- Community safety (road safety, water safety etc)
- Safety campaigns and events



## Protection

Our protection activities include:

- Fire safety advice and support for businesses
- Regulation of premises that are protected under the Regulatory Reform Order (RRO)
- Fire safety licensing
- Fire investigation
- Fire engineering



## Response

We respond to a range of risks including:

- Fires and rescues
- Hazardous materials
- Road traffic collisions
- Multi-agency response
- Other emergencies

# How we distribute our resources to Prevention, Protection and Response

We are able to respond to meet your expectations whenever you call, every day of the year, 24 hours a day. We are an all-hazard fire and rescue service and respond to a broad range of risks across London. We work within our resources to deal with everyday risks while supporting professional training and delivering a range of prevention and protection work. We do this while maintaining the capacity and resilience to deal with the largest emergencies in London, nationally or internationally.

We aim to arrive and deal with all incidents as quickly as possible, to save life and reduce disruption. We do this wherever they occur in London, as we know any risk has potential consequences for all Londoners, wherever it occurs. Our intention over the life of this plan is to keep our existing attendance targets of a first appliance arriving within a pan-London average of

six minutes, and the second appliance within a pan-London average of eight minutes, and to maintain the current number of fire stations, firefighters and fire appliances.

We provide most prevention and some of our protection services through our operational firefighters. In addition, we have central specialist teams who deliver prevention and protection services across the whole of London. We intend to continue to deliver our services making the best use of our specialist resources, so that you receive the service you need, when you need it, to keep you safe. We know that the location and resourcing of local fire stations is important to the way we deliver our services and to Londoners. We intend to maintain our current balance of prevention, protection, and response services across London to prevent fires and other incidents and mitigate the impact of all identified risks on London's communities throughout the life of this plan.

Our intention over the life of this plan is to keep our existing attendance targets of first appliance arriving within six minutes on average, and the second appliance within eight minutes on average, and to maintain the current number of fire stations, firefighters and fire appliances.



# What we will do differently

## Prevention

We intend to continue to supply our existing prevention services whilst finding opportunities to target high risks at a more local level. We will improve availability of our prevention services by making them easier to access online and in person. We believe that providing more services online will increase the number of people who use our services, while freeing up our resources to allow us to concentrate on targeting and tailoring our services to the most vulnerable groups within your communities identified in our Assessment of Risk. We will do this through better use of our data and partnerships to identify those at greater risk. We will also ensure that those in most need receive a more in-depth service so that they are supported in reducing their risk to fire and other emergencies. Firefighters' ability to help people change behaviours that can lead to more risk will be enhanced through targeted training and collaboration across all departments and partners.

We will work with the National Fire Chiefs Council (NFCC) to adopt national guidance for defining high-risk people, properties, and places so that we can better target our services to those that need them most. We will open our fire stations, wherever we can, to make them accessible to all of London's communities and spend more of our time working with communities and local people to help make them safer. Our intention is that our fire stations will be at the heart of the communities they serve, delivering the services that local communities want.

## Protection

We will prioritise our protection services against risk and align to National Standards. We will provide each premises with services relevant to their risk profile and needs and will target our re-inspection resources where they will make the greatest difference to reducing risk. We will continue to work with local business owners to ensure that they follow the Regulatory Reform Order (RRO), providing support and guidance to help them understand and follow legislation. We will continue

our work with the NFCC to ensure that there is a consistent approach to finding the highest risk properties across England and apply this in London. Our fire safety checks, delivered by operational firefighters, will continue to be effectively targeted at lower risk premises offering advice and guidance to London's business owners. This will increase the ability of our specialist officers to target high-risk properties identified in our Assessment of Risk.

We will make more of our advice available online so that it can be accessed whenever you need it, at the touch of a button. This will enable us to reach more business communities across London and target our face-to-face protection services at the most high-risk buildings such as residential high-rise premises.

## Response

We will continue to make improvements to our response to London's highest risks by continually upgrading and introducing new equipment and training, such as our new fire escape hoods and aerial appliances. We will become more flexible in how we use our operational resources so that we can continue to provide an excellent response when you need us in an emergency. We will do this alongside improving our productivity so that we can deliver more prevention and protection activities and train our staff to the high standards you and we expect. We will review the location of our specialist appliances so that they are in the best locations to deliver a good response to our highest risk incidents identified in our Assessment of Risk.

We will develop more proactive support for communities before, during and after an incident. Firefighters and other specialist staff will follow up and engage with those affected so that you receive the right support and advice and can access other services to make you safer. We will continue to adopt modern fire and rescue technology and tactics to enable us to respond better to all types of risk and work with partners to anticipate future needs so that we can adapt and prepare for what is to come.

# We will introduce three new services

With the range of risks facing London we know that we cannot prevent, or protect everyone from, all foreseeable risks. Though we have often delivered these services under different names in the past, we have developed three new distinct service areas to enable us to give these services added focus and reduce risk in London's communities through other means which do not fit in with our Prevention, Protection and Response services.

Our three new services are designed to ensure that people both feel safer and can take positive action to make themselves safer, in their home, at work or in a public place. We will do this by enabling Londoners to be better prepared for and recover more quickly from an incident. These new services are outlined below.



## Preparedness

Working in partnership, we will work with local communities to help them be ready for a range of possible incidents, such as flooding, supporting those of you who need our services prior to our arrival on scene. We will work with partners across London so that communities can play an active part in reducing risk, so that they are prepared for an emergency.



## Recovery

We will improve our support for all of London's communities after an incident has occurred to enable individuals and communities to recover more quickly from hazardous events. We will work with communities and other organisations to help everyone become active partners in preventing future emergencies and support the return to normality as quickly as possible.



## Engagement

Further improved community engagement will help increase awareness of our services and better serve London's seldom heard communities. This service will enable us to understand a community's specific needs, wants and expectations so that we can tailor our services to improve outcomes for all. We will work to develop strong partnerships with London's most vulnerable groups.

We will work to reassure communities to reduce their concerns relating to people and places identified by Londoners in our Assessment of Risk and enable them to access our services and those of partners which make the most difference to their safety. We will work to support communities through partner agencies to reduce the mental impact of incidents and close the gap between perceived risk and actual risk in London's communities.



## How we work in partnership

We know that the most effective and efficient way to deliver our services is often working in collaboration such as shared services and joint procurement. We work with partners across London at a local level through local authorities and community partnerships, pan-London through the London Resilience Partnership, with our neighbouring services sharing resources and risk information. We also work at a national level, through National Resilience and the National Fire Chiefs Council (NFCC).

Each of these partnerships whether local, pan-London, across borders or nationally aims to do the same things: prevent fires and other incidents and mitigate the impacts identified risks. In the future, we also want to build on our strong partnership work and influence wider public safety in London by supporting the Mayor to meet climate change targets whilst working with blue light partners to improve public safety and partner nationally for economies of scale.

Going forward we want to build on our strong partnership work and influence wider public safety in London.

# How our services will better meet your needs

## Prevention services

Prevention services are targeted to the most vulnerable and delivered by teams who understand the needs of local communities.

### Outcomes for Londoners

Communities will access this service easily through in-person and virtual channels. We will have a wide range of services in place to support reducing risk in the homes of those who are most vulnerable to fire and other hazards.

## Protection services

Protection services meet the needs of communities, enforce safety legislation, and supply guidance.

### Outcomes for Londoners

Communities and businesses will understand the Brigade's role in protection activities. They will easily receive advice and guidance related to fire safety from the Brigade. The highest risk premises will be targeted and prioritised.

## Preparedness services

Preparedness services are well known and accessible, enabling individuals and businesses to respond to emerging risks

### Outcomes for Londoners

Communities will be aware of the Brigade's preparedness services and how to access them. They will be proactively engaged by the Brigade concerning emerging risks. They will understand how they can be active partners in risk reduction and make themselves and their properties safer from a range of risks.

## Response services

Response services are still critical for London Fire Brigade. Staff are equipped to respond quickly to create the best outcomes for communities.

### Outcomes for Londoners

Communities can easily access response services through a range of channels. Aftercare will be offered routinely. Communities will be actively encouraged to supply feedback to the Brigade so that we can improve our services.

## Recovery services

Recovery services support those in need to mitigate the impact of an incident, with London Fire Brigade and partners working hand in hand proactively supplying post-incident care.

### Outcomes for Londoners

Communities will be consistently offered the right services after an incident to support recovery and mitigate the effects of an incident. This will be well known across all of London's communities and London Fire Brigade. Communities will have access to tailored services to reassure them and enable them to become active partners in their recovery.

## Engagement

Engagement is key to raising awareness of London Fire Brigade services and with partners supporting communities in times of need.

### Outcomes for Londoners


Communities will easily engage with the right people with the right skills to address their concerns within London Fire Brigade and fire and rescue related risks within their communities. Engagement is interactive and informative for both communities and London Fire Brigade. It delivers reassurance and helps to build trust across all of London's diverse communities.



# Our strategy for change

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.

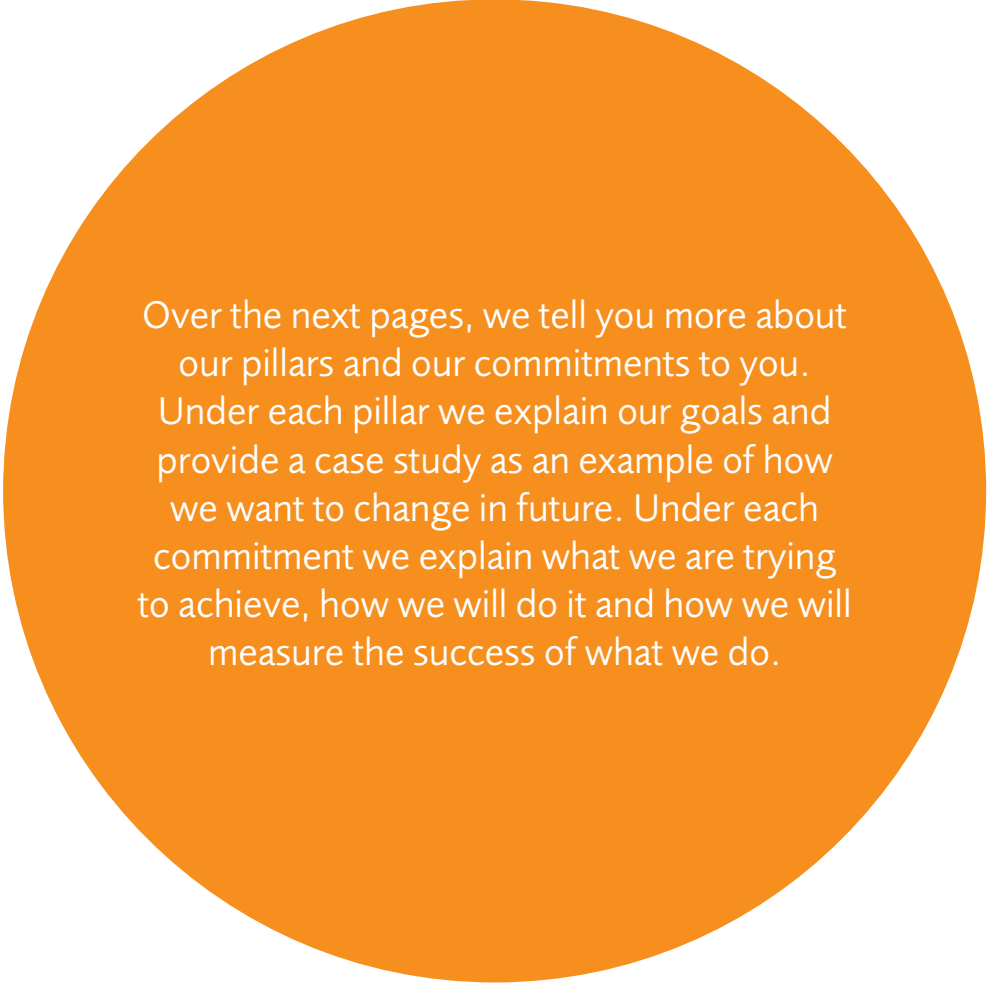
This plan sets out how we intend to achieve our purpose over the coming years. It remains anchored in the purpose and vision we established in response to the recommendations from the Grenfell Tower Inquiry. It describes four new pillars that the Brigade will work to over the life of the plan and eight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



We want to work in the heart of the communities we serve to help keep Londoners safe.



# Our pillars and commitments



Over the next pages, we tell you more about our pillars and our commitments to you. Under each pillar we explain our goals and provide a case study as an example of how we want to change in future. Under each commitment we explain what we are trying to achieve, how we will do it and how we will measure the success of what we do.

OUR PURPOSE AND VISION

# Trusted to serve and protect London

OUR FOUR PILLARS

**ENGAGING WITH YOU**

**PROTECTING YOU**

**LEARNING FROM YOU**

**REPRESENTING YOU**

OUR EIGHT COMMITMENTS

**COMMITMENT 1**  
We will work with you to provide localised services that meet your needs



**COMMITMENT 2**  
We will make it easy for you to access our services



**COMMITMENT 3**  
We will adapt our services as your needs change



**COMMITMENT 4**  
We will design services around your needs and concerns



**COMMITMENT 5**  
We will enable our people to be the best they can be, to serve you better



**COMMITMENT 6**  
We will work together to provide the best possible services to meet your needs



**COMMITMENT 7**  
We will be driven by evidence to give you the value you expect



**COMMITMENT 8**  
We will work with other organisations to secure a safer future for everyone



OUR SIX SERVICES

**PREVENTION  
PROTECTION  
PREPAREDNESS  
RESPONSE  
RECOVERY  
ENGAGEMENT**

Our **pillars** and **commitments** are a direct response to feedback from Londoners. They address you directly, emphasising our focus on what Londoners have told us over the last year, and our understanding of the expectations set.

## ENGAGING WITH YOU



### Working with you to understand your needs and concerns

Londoners told us they want a more localised service, so we will ensure you have more influence about what we do locally to reduce your risk. Londoners also said they wanted easier access to our services. We will help you engage with us in more accessible and inclusive ways that suit you.

We will:

- work with communities to better understand risk at a local level and agree plans to work together to reduce that risk
- move away from a one-size fits all approach and tailor our services to the needs of individuals, offering online services for those who can access them.

### Case Study: Lewisham Road Fire

In the early hours of Friday 1 April 2022, a very visible fire broke out in Lewisham. The incident was used to help the Brigade test a new way of supporting people in the local area to access Home Fire Safety Visits following a serious incident.

Using pictures taken at the scene the Brigade created an advert to run across Facebook and Instagram targeted at people living in Lewisham.

The advert asked people to check their fire safety and directed them to the online Home Fire Safety Checker. This reached 7,480 people with 23 people completing an online fire safety triage and seven people completing a full online fire safety self-assessment.

This was the first time we have used this approach, and we will do more of this to improve people's access to our services.



# PROTECTING YOU



## Supplying the right services to keep you safe

We are expected to predict demand, understand risks that could affect you, and adapt as your needs change. We will put improved focus on finding future risks and update our services for rescue operations. We'll also design services around your needs and provide services that better meet the needs of everyone before, during and after an incident, based on what Londoners have told us they would like to see.

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

### Case Study: 999Eye

Control officers can now access vital live incident footage from the smart phone cameras of Londoners, using 999Eye. Callers send live stream videos of incidents straight into the Brigade's Control centre. This new technology provides Control officers with greater situational awareness at the crucial early stage of an incident and enhances their decisions about what resources are needed at the incident.

When a 999 call is received by the Brigade, the caller may be asked if they would like to provide a live video stream of the scene using their

smartphone. The Control Officer then sends a text message with a secure, one-time-use link that opens a live stream direct from the phone to the Control room. There is no cost to the caller and no other data is taken from or stored on the caller's phone. This is an example of how we can make better use of technology to improve how we respond to incidents and provide other services. We intend to continue this service and introduce pre-incident guidance to help reassure anyone calling us and let them know what to do to keep themselves safe before our arrival.

# LEARNING FROM YOU



## Listening and developing together to achieve our best

We will be learning from you to understand what we need to do to better train and equip our staff to provide you with the services that you need. We will focus on our internal culture, to ensure we have shared excellence across all departments. We will focus on staff wellbeing and developing our talent.

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
- make sure that, across the Brigade, we are all focused on working together to provide better services to the public and that each of us understands how we contribute to protecting London.

### Case Study: New Providence Wharf

On Friday, 7 May, 2021, a fire occurred in New Providence Wharf, East London. A smoke ventilation system failed resulting in the building acting like a 'broken chimney'. This meant that the only escape route for residents was smoke logged.

In response to the emergency, the Brigade evacuated all the residents of the building, who were advised to go to a rest centre set up at a nearby hotel. With 200 people present in the centre, the Brigade offered support, talking with residents and gaining an understanding of their wants and needs.

Our response focused on delivering a community-centred approach. The aftercare for the community in the rest centre included:

- Conversations with residents to discuss their personal and cultural needs.
- Establishing an understanding of their expectations of support from the Brigade.

- Establishing a preferred channel of communication with residents.
- Advice and reassurance from the Borough Commander and local crews.
- Follow-up meetings with residents to discuss their ongoing safety concerns.

The response to the New Providence Wharf fire showed the significant changes the Brigade has made since the Grenfell Tower fire. An increased number of firefighters and appliances were initially sent to the incident. This is now seen as standard for high-rise fires. Community engagement was targeted, resulting in key aftercare and extended support for the community. There was vital collaboration across the Brigade with familiarisation visits conducted by crews. There was an ongoing presence after the incident, which was essential for building trust. We intend to build on this approach in future.

# REPRESENTING YOU



## Investing in what matters most to you to deliver public value

Londoners expect us to be efficient, to know what works and therefore how best to use your money to improve your safety. We will move from being very experience-led to become more evidence-led. We will work with other organisations to secure a safer future for everyone.

We will:

- use data better so that we make evidence-led decisions to improve our services and drive productivity
- work with, and sometimes lead, other organisations to address people's wider concerns about their safety, including protecting the environment.

### Case Study: Working in partnership

The outbreak of the Covid-19 pandemic led to the biggest blue light collaboration ever between London's three emergency services. The London Ambulance Service (LAS), Metropolitan Police Service (MPS) and local authorities asked the Brigade for help in response to the pandemic. We responded by launching Operation Braidwood. This was a large-scale deployment of firefighters to help our partners and the NHS. We developed the following response to support the LAS and NHS across London:

**Ambulance Driver Assist** – We provided drivers to help crew ambulances to alleviate the shortage of LAS drivers.

**Pandemic Multi-Agency Response Team** – Individual firefighters formed teams with staff from the LAS and MPS to respond where people who may have had Covid-19 had died at home and needed specialist transport to a mortuary.

**Mortuary Body Handling** – Individual firefighters volunteered to help mortuary staff to provide additional resources if needed. Staff received training and were ready to respond, although this role remained on stand-by during the pandemic.

**Personal Protective Equipment (PPE)** – The Brigade Distribution Centre became a hub for receiving large deliveries of personal protective equipment and distributing it to partners across all London's boroughs. The success of these projects was the result of effective collaboration between the Brigade and our blue light partners, the NHS, the Greater London Authority and local authorities.

We will develop these partnerships and look for more opportunities to continue to work with blue light partners and others to provide a safer future for everyone.

# ENGAGING WITH YOU: Community-focused

## Commitment 1 We will work with you to provide localised services that meet your needs

In this commitment, we want to work towards providing more localised services and giving you more influence about what we do locally to reduce risk in your communities.

We want to build trust between the Brigade and you, enhance our understanding of local risk profiles and vulnerabilities, support the proper provision of services according to need and create opportunities for more integration within our communities.

### How we will achieve this

**Empower local Brigade leadership** – Fire stations will be given greater control and influence to adapt **prevention** and **protection** activities to local risks.

**Local community engagement** – Community engagement sessions will run in each local area to enable us to better target **prevention** and **protection** activities to reach you and all of London's diverse communities.

**Local risk analysis** – Data will be available down to an individual property level to allow local areas to plan their **prevention** and **protection** activities to reduce local risks.

**Using technology to support local delivery** – Technology will be used to enable local Brigade staff to easily capture and share local risk information to enhance **prevention**, **protection** and **response services**.

### What you said

I believe it would be useful to educate members of the public on the work of the fire brigade and to stress that the fire brigade is an essential part of the community with a local presence.

I have a good impression of LFB but think they can do more to interact with the community and should never stop trying to improve services.

### How we will measure our improvement

- Community Satisfaction Ratings
- Development of community impact tool
- Staff composition (eg gender, ethnic diversity and people with disabilities)



# ENGAGING WITH YOU: Service-led

## Commitment 2 We will make it easy for you to access our services

In this commitment, we're moving away from a one-size fits all, to tailoring our approach to meet your needs. In doing so we will become more accessible and inclusive.

We want to increase public access and understanding of the services we provide, and their value. We want to improve how we can meet your needs by finding out how we can adapt our services to suit you.

### What you said

If they seem more approachable, we will probably take more steps to be safer.

Direct interaction is the best way to understand your community.

### How we will achieve this

#### Online prevention and protection services

– You will be able to easily access answers to common questions, understand our services and request relevant **preparedness, recovery** and **engagement services**.

**Flexible ways to access services** – We will improve our understanding of your personal circumstances and needs to help us better target our **prevention** and **protection** activities.

**Non-emergency line** – You will be able to access services through a broader range of methods and get non-emergency **preparedness, response** and **recovery services** for advice and reassurance.

**Harnessing the power of social media** – We will use digital technology to help us understand your needs in more detail so we can adapt our **prevention** and **protection services** to support you.

**Community-led fire stations** – We will place our fire stations at the heart of your communities to ensure we are accessible and inclusive to all Londoners so that everyone can access our **prevention, protection** and **response services**.

### How we will measure our improvement

- Number of triages via our online Home Fire Safety Checker



# PROTECTING YOU: Adapting to change

## Commitment 3 We will adapt our services as your needs change

In this commitment, we want to become more proactive and flexible.

We want to meet you and your communities' evolving needs, while predicting future needs. We will also deliver a fit-for-purpose service based on evidence. This will improve our ability to respond to new risks such as those relating to the built environment and climate change.

### How we will achieve this

**Future fit** – We will look to the future to ensure we are able to adapt our **prevention, protection and response services** to the evolving needs of London's communities.

**Adapting to changing demands** – We will find underlying trends in our services and forecast to ensure we adapt our **prevention, protection and response services** for future demands.

**Predicting future needs** – We will use advanced modelling techniques to enable us to adapt our **prevention, protection and response services** to changing risks.

**Replacement mobilising system** – We will improve the way we mobilise and coordinate our **response services** to improve outcomes for you.

**Incident management improvements** – Our command units, breathing apparatus and radios will be enhanced for improved incident management and **response**.

**Modern fire and rescue technology, training and tactics** – Cutting edge fire and rescue technology and tactics will be adopted to improve our **response services** according to your needs.

### What you said

Be as proactive as possible in dealing with situations that confront LFB arising from poor/bad building and other safety regulations; to challenge these wherever possible.

I think understanding the diversity within communities and how that affects behaviours and level of risk.

**Shared situational awareness** – We will improve the sharing of information at operational incidents within the Brigade, and with partners to improve our **response services**.

**Caller awareness** – We will offer you more support when you make a 999 call to help you give us the information we need to assess risk and provide better **response services**.

### How we will measure our improvement

- First appliance arrival
- Second appliance arrival
- To get a fire engine anywhere in London within 10 minutes
- Alleged fire risks within three hours
- Ratio of high-risk audits completed



# PROTECTING YOU: Driven by outcomes

## Commitment 4 We will design services around your needs and concerns

In this commitment, we want to move from being focused on targets to being focused on outcomes.

We will deliver our services according to your needs. We will improve how we communicate our services to London's communities. We will support the wellbeing of our communities after an incident has occurred.

### How we will achieve this

**Improve awareness of our services** – We will do more to promote our **prevention, protection and response services** so that everyone is aware of what we offer, how to access them and the value these bring to London's communities.

**Closer partnership working** – We will support you with guidance to make every interaction meaningful, so our **prevention, protection and response services** are more targeted and meet your needs.

**Enhanced support services** – Through proactive and continued support, through all stages of our **preparedness, recovery and engagement services**, we want to increase trust in the Brigade.

**Automatic service recommendations** – We will enable everyone to easily find our **prevention, protection and response services** and confidently recommend wider Brigade and partner services.

**Live incident updates** – We will support you during our **response** to an incident by sharing guidance and signposting you to other organisations if necessary.

### What you said

It would make me feel like less of a number or a job to them and more like a human. If I knew they could communicate with me according to my needs, I would be more willing to phone them.

More information on who to contact in non-emergency situations, e.g. what to do when drain flooding occurs that isn't affecting electricals but there is standing water – who to contact, how to clean, etc and who to help with the aftermath of a fire/flood.

### How we will measure our improvement

- Station staff time spent on prevention and protection activity
- Percentage of high-risk home fire safety visits
- False alarms due to Automatic Fire Alarms (AFAs) in non-domestic buildings



# LEARNING FROM YOU: Best people

## Commitment 5 We will enable our people to be the best they can be, to serve you better

In this commitment, we want to ensure there is shared excellence across the Brigade.

We want to support our people to develop the skills they need. We will do this by building accessible training into their roles and by investing in them through modern training systems and assets. We will improve the provision of our **prevention, protection** and **response services** by developing, tracking and allocating skills, capability and experience according to need and risk.

### How we will achieve this

**Deliver togetherness** – We will support London to realise people's ambitions around inclusion and diversity.

**Flexible workforce** – According to your needs, we will increase our ability to deliver services flexibly.

**Enhance workforce modelling** – We will better predict and prepare for changes to service delivery requirements.

### How we will measure our improvement

- Number of reportable safety events
- Percentage of managers who have completed training against plan
- Pay gap
- Staff sickness



### What you said

A better understanding of how the LFB would react to different types of emergencies. Living in a high-rise building I worry about how the fire brigade are equipped to tackle a fire here.

Employ a more diverse workforce and you will gain the knowledge you need.

**Organisational Learning Model** – We will improve our ability to learn together and develop so we have the right skills to meet your needs.

**Improved training systems and assets** – Staff will be equipped with the right skills and career development opportunities to serve you better.

**Talent development** – We will develop clear career pathways for all our staff to ensure that talent is developed, and we have the right skills for specialist roles.

**Staff wellbeing** – We will improve staff wellbeing and be inclusive of all diverse needs.

**Staff safety** – Staff health and safety will be better prioritised, and we will ensure proper measures are in place to support our staff members throughout their careers.

**Improved employee experience** – We will prioritise interventions based on evidence for all staff, to improve awareness of wider health and wellbeing offerings.

**Leadership development** – We will deliver a suite of leadership courses for all staff to enhance leadership throughout the organisation.



# LEARNING FROM YOU: Working together

## Commitment 6 We will work together to supply the best possible services to meet your needs

In this commitment, we want to ensure we are working as one Brigade, ending any siloed working.

We want to have a culture that learns from its people and the people it serves. We want to be set up for success by empowering leaders at all levels in the organisation. We want to improve collaboration across all our functions and create effective service delivery. We will deliver services based on outcomes, while keeping our current performance standards. We will learn from our communities and support local LFB leaders to respond effectively to community risk.

### How we will achieve this

**Support the frontline** – Our support services will better prioritise the improvements that our frontline staff ask for. This should free up more time for our frontline staff to be focused on delivering our **prevention, protection and response services** to you.

**Improve collaboration** – We will work with our partners and other parts of the Greater London Authority to deliver more value and reduce the risk of duplicated effort.

**Improve technology to support frontline services** – We will streamline our support services to ensure that frontline service delivery of our **prevention, protection and response services** is optimised.

### What you said

It would be reassuring to know that the fire brigade had assessed the building I work in for risks, and given advice on how to proceed in an emergency.

When fires, crashes or floods occur ensure that the media and social media local to those incidents are reported, using the opportunity to offer guidance and request feedback.

**Support our staff** – We will offer a single, easy-to-use staff support system to enable improved staff experience and productivity of our **prevention, protection and response services**.

### How we will measure our improvement

- People Survey



# REPRESENTING YOU: Delivering value

## Commitment 7 We will be driven by evidence to give you the value you expect

In this commitment, we move from being very experience-led to becoming more evidence-led.

We want to improve workforce productivity and use this to achieve more efficient and effective use of our resources and risk management. We also want to drive efficiencies that support value-for-money and enable us to re-invest efforts to enhance the effectiveness of frontline delivery.

### How we will achieve this

**Measure outcomes** – We will be held to account for the value of our services we deliver and quality of our **prevention, protection** and **response service** provision.

**Agile services that deliver value** – We will work with you to identify the most valuable services to **prevention, protection** and **response** to emergencies and where we can improve these.

### What you said

Tell us specific things to do to prevent fires based on the type of building we live in. It feels like taking that extra step with advice would increase understanding.

If LFB is seen to care more about the community they serve it must have a positive impact on how people view them.

### How we will measure our improvement

- Number of fire deaths
- Number of fire injuries
- Number of fires
- Accidental fire deaths in the home



# REPRESENTING YOU: Safer future

## Commitment 8 We will work with other organisations to secure a safer future for everyone

In this commitment, we want to not just influence partnerships with other organisations but also lead them.

We want to formalise the way we partner with other organisations so we can easily work with them. We also want to shape policy and improve effectiveness through these partnerships. It is vital we gain an understanding of the built environment and risk across London to support wider societal priorities such as sustainability.

### How we will achieve this

**Adopt National Operational Guidance** – We will fully integrate national guidance into London Fire Brigade to deliver our services to national standards.

**Sharing services and learning** – We will work with partners to deliver better outcomes and value across the UK's fire and rescue services.

**Net-zero 2030** – We will deliver environmentally sustainable outcomes for London through adjustments to the way we deliver our services.

### What you said

Be as proactive as possible in dealing with situations that confront them arising from poor/bad building and other safety regulations; to challenge these wherever possible.

Preparing for eventualities is about being prepared and the Fire Brigade can be of enormous help here.

### How we will measure our improvement

- During the first year of the plan we will be developing how we measure the effectiveness of our partnerships and the opportunities for improvement.



# Meeting the Mayor's priorities

LFB is committed to supporting the priorities of the Mayor of London as outlined in his 2021 manifesto, The London Plan and London's long-term recovery from Covid-19. In his 2021 manifesto, the Mayor says, "The coming years are going to be dominated by how London responds to the pandemic and the damage it has caused to the city."

LFB have committed, along with other major London partners, to be an Anchor Institution – an

organisation which is committed to driving change and economic recovery for London and Londoners through their procurement, recruitment and presence in London's communities. We have provided key support for London through the Covid-19 pandemic and will continue to support London in its recovery to be the best place to live and work in the world.

**These are some of the key ways we are working to support the Mayor and his priorities over the course of this plan:**

## ENGAGING WITH YOU

### Community-focused and service-led to:

- **Build strong and inclusive communities** through better community engagement, putting firefighters at the heart of the communities they serve to promote fairness and equality.
- **Make the best use of our fire stations** by opening them up to the public, ensuring they are inclusive buildings, where every Londoner feels safe, and are places which help keep our communities safe.

## REPRESENTING YOU

### Delivering value and safer future to:

- **Increase efficiency** by delivering a highly productive fire and rescue service and working as a committed Anchor Institution with the wider London partners to help **reverse the pattern of rising unemployment and lost economic growth**.
- **Improve London's resilience** through better collaboration with our blue light partners. We will also support the **Mayor's plans to move London towards a greener future and net-zero carbon emissions by 2030**.
- **Stand up for London** by influencing London's changing built environment and upholding the highest levels of fire safety to support **affordable housing** and support the **delivery of the homes Londoners need**.

## PROTECTING YOU

### Adapting to change and driven by outcomes to:

- **Create a healthy city and narrow social, economic and health inequalities** by ensuring that we meet communities needs before during and after an incident.
- Adapt to changing risks, **tackling fire related crime**, and keeping Londoners' safe in their homes, on London's changing transport systems, in their work and in public spaces
- Protect **global London** and its infrastructure to recover from the pandemic by preventing disruption and help to protect against further shocks by working with blue light partners to reduce the risk presented by marauding terror attacks and other major threat to the Capital.

## LEARNING FROM YOU

### Best people and working together to:

- **Help young people to flourish with access to support and opportunities** through our London-wide cadet scheme and providing an excellent place for people to work, providing jobs where Londoners can develop new **skills**, promoting a fair and inclusive workplace.
- Work together to support the **city's recovery** from the Covid-19 pandemic and build a greener, fairer, safer, and more prosperous city by **supporting our communities, including those most affected by the virus**.



# Our culture

In order to serve you better, we want to improve the internal culture at the Brigade.

In 2021, we launched an organisation-wide independent review into our culture, appointing Nazir Afzal OBE as the Chair of the review. He is looking into several areas, from how we support our newest trainees, to how we support staff who are neurodivergent. London is home to an increasingly diverse group of people and it is important that, as an organisation, we are representative of the communities we serve and that our services are accessible to all Londoners.

We want our culture to be shaped by increasing the talent and diversity of our workforce at all levels. We want to represent you and your communities and embrace diversity. This will enable us to be at the centre of your communities, make better decisions, increase public trust, and ensure that every member of staff would recommend working for the Brigade to their family and friends.

It is too early for us to know what the review into our culture will recommend. We look forward to receiving the outcome of the review and commit to addressing its recommendations. We will review and revise this plan and its supporting delivery plan if necessary. From what we know about ourselves, we expect to have to consider at least the following in relation to both our people and our culture:

- The impact of policies, processes, systems, and ways of working.
- The way in which policies, processes and systems are applied and interpreted by staff.

- The behaviours and decisions of leaders at all levels and the impact they have.
- The impact of individual or group behaviour.
- The impact of team-based customs and traditions across all parts of the Brigade and how we can create solid teams that enable everyone to thrive.
- The impact of barriers to progression, real and perceived.
- The difference in experiences of staff, based on, but not limited to their:
  - age
  - disability
  - gender identity and gender reassignment
  - marriage and civil partnership
  - pregnancy and maternity
  - race
  - religion or belief
  - sex
  - sexual orientation
  - and other forms of difference, including neurodiversity, occupational group and rank.



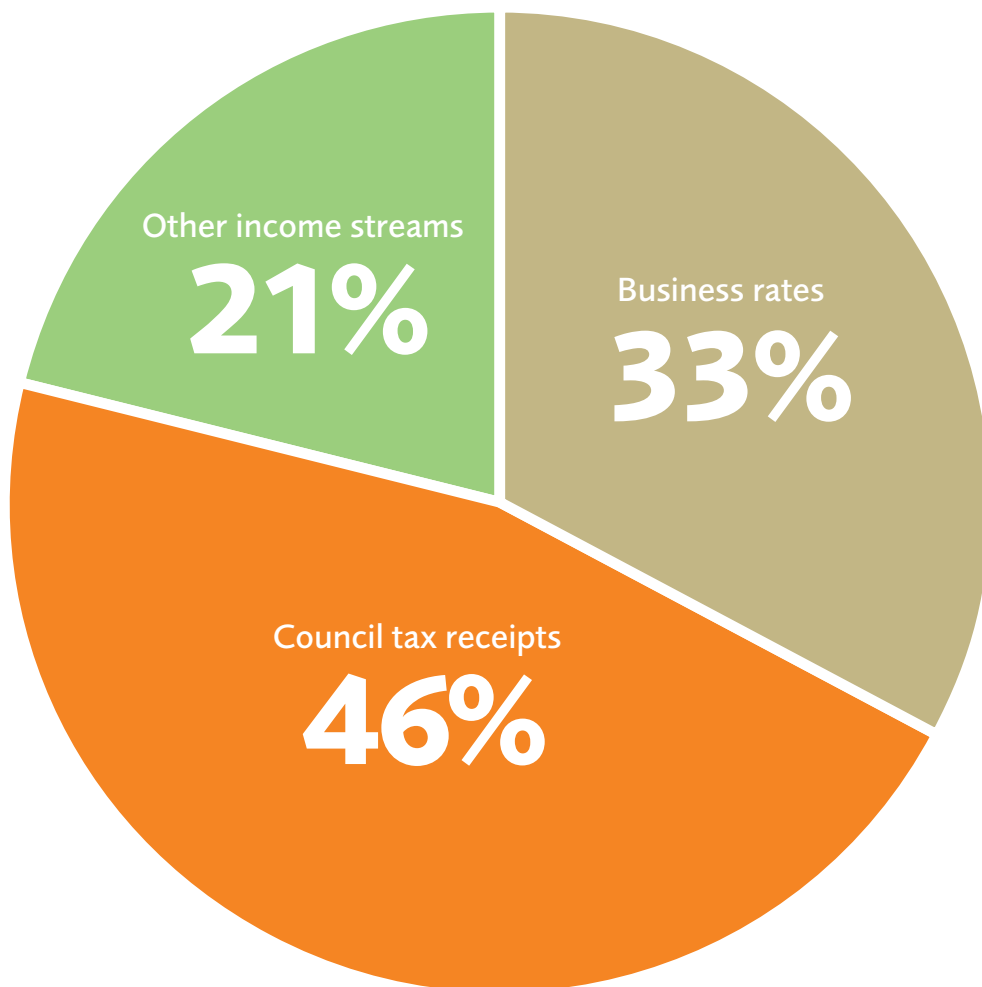
**Making the best  
of our resources**

## How London Fire Brigade is funded

London Fire Brigade has an annual budget of around £450 million with current reserves of £87.5 million. As one of the Greater London Authority's functional bodies, our core funding is set and approved by the Mayor of London.

These funds are drawn mainly from a combination of business rates, council tax receipts and government grant funding. We also receive funds from a small number of other income streams as illustrated below. All figures are for the financial year 2021/22.

### LFB income 2021/22





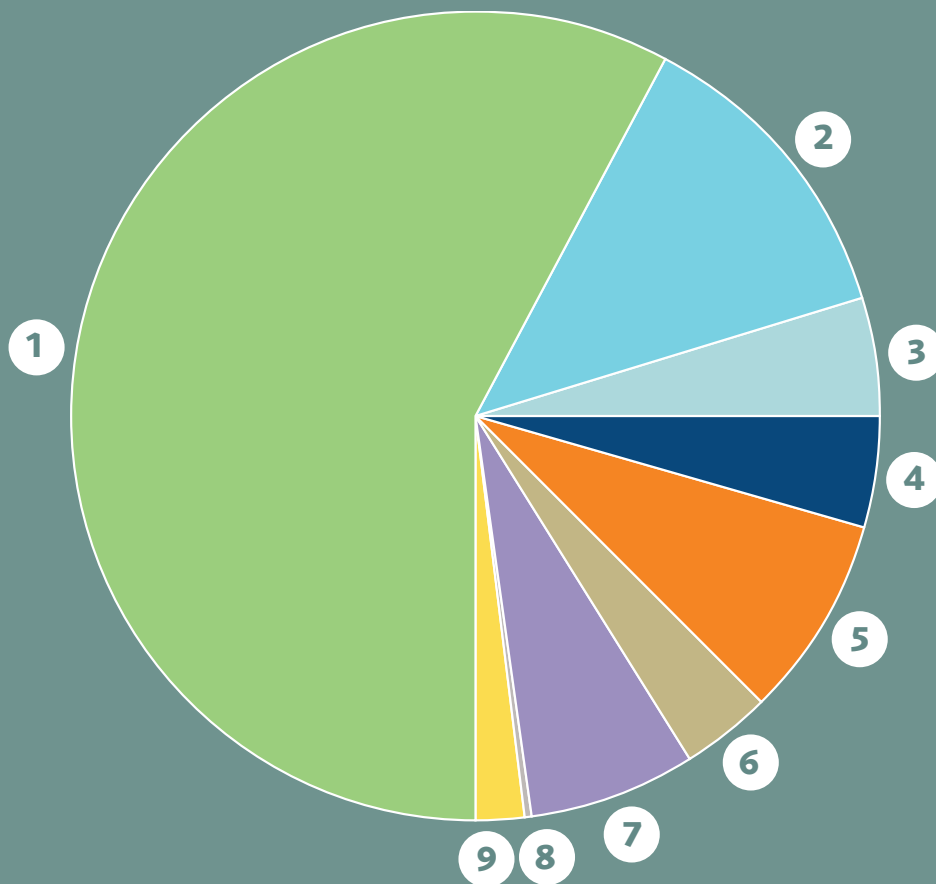
# What do I pay for my Fire Brigade?

In 2021/22 for a Band D property, London Fire Brigade received £56.87, or £1.09 a week.

## What does London Fire Brigade use my money for?

We use the money we receive to fund every part of our functions, from fire engines and operational equipment to staff and office costs. The largest part of our budget is spent on salaries and other costs associated with the employment of over 5,800 staff.

The **chart below** shows a breakdown of our expenditure. Throughout every stage of budgeting, we remain conscious that every penny of that is taxpayers' money and we recognise we have a duty to deliver the best possible value for money for you with everything we do.



1 Operational staff 2 Other staff 3 Employee related 4 Pensions 5 Premises  
6 Transport 7 Supplies and services 8 Third party payments 9 Capital financing costs

# Future funding

This plan will be delivered in a challenging financial environment. We are already facing a budget gap of £13.5 million and this, along with budgetary pressures arising from the Covid-19 pandemic and the rising cost of living, especially the price of utilities and fuel, will continue to have

an impact on our resources. We will continue to seek efficiencies in the way we work so that we improve the value we offer to London and will seek to engage with you further on our priorities as our financial position becomes clearer.

## Medium-Term Financial Strategy 2022–2025

The Medium-Term Financial Strategy sets out the proposed revenue budget for this financial year (2022/23) and financial forecasts for a further two financial years. The table below sets out a summary of the financial position in each of those

years. These figures are for funding approved by the Mayor and do not include funding from other streams which make up the final part of our budget. These amounts will not be known until nearer the time.

### Budget – Mayoral funding

2022/23	2023/24	2024/25
<b>£421.8 million</b>	<b>£435.7 million</b>	<b>£452.8 million</b>

I believe it would be useful to educate members of the public on the work of the fire brigade and to stress that the fire brigade is an essential part of the community with a local presence.

### Further information

Further information on all aspects of our income and expenditure is available on our website [london-fire.gov.uk](http://london-fire.gov.uk) under 'Our Decisions – Budget'.



# Measuring our improvement

# To measure our success, we propose a set of Key Performance Indicators

These will allow us, the public and other stakeholders to be able to independently assess our progress against the commitments outlined in this plan. Some of these performance measures haven't changed, some have new targets and some measure new areas of performance. There are more measures of community satisfaction and measures that focus on results. We have also introduced new measures on training, wellbeing, and diversity of our staff.

We have four targets to measure how quickly we arrive at incidents and we have met all of them over the last year. Three of these remain unchanged in our proposals and are listed below. We propose to remove the target of a fire engine arriving in

12 minutes on 95 per cent of occasions, as we consider it unnecessary to have two such closely related targets. We will continue to aim to arrive as quickly as we can to all emergency incidents. We are proposing to formally review and, where appropriate, change our Key Performance Indicators each year. This enables us to respond to feedback and allows us to introduce new indicators as our understanding of your expectations develops.

Our full metrics document is available online: <https://london-fire.gov.uk/media/6686/crmp-metrics-30-may.pdf>

## These are the measures we propose for 2023/24:

	MEASURE	TARGET
ENGAGING YOU	Community satisfaction rating	Improvement over time
	Development of community impact tool	In development
	Staff composition (gender, ethnic diversity and people with disabilities)	Reflective of London
	Number of triages via our online Home Fire Safety Checker	16,500 in a year
PROTECTING YOU	To get the first fire engine to an incident	Pan-London average 6 minutes
	To get the second fire engine to an incident	Pan-London average 8 minutes
	To get a fire engine anywhere in London within 10 minutes	90%
	Ratio of high-risk fire safety audits completed	90%
	Alleged fire risks addressed within three hours	75%
	Station staff time spent on prevention activity	In development
	Station staff time spent on protection activity	In development
	Percentage of high-risk home fire safety visits within target	75%
	False alarms due to Automatic Fire Alarms (AFAs) in non-domestic buildings	20,000 in a year
LEARNING FROM YOU	Number of reportable safety events	59 per annum
	Percentage of managers who have completed training against plan	90%
	Pay gap	0%
	Staff sickness	5.7%
	Staff wellbeing	In development
REPRESENTING YOU	Number of fire deaths (five year rolling average)	50
	Number of fire injuries (five year rolling average)	1,000
	Number of fires – Flat/House and bungalow/Care home	2,400/1,700/330
	Accidental fire deaths in the home	35



**Help shape our  
services for  
your community**

**What is the Community Forum?** It is a group of people who provide their views, life experience and opinions to inform our transformation – helping us to put London's communities at the heart of everything we do.



As a member of the Community Forum, you will be able to:

- Act as a critical friend to the Brigade.
- Act as a voice for your local community.
- Help shape how the Brigade is run.
- Help shape how we can engage better with people and communities.
- Develop personal skills and meet new people.
- Gain knowledge and understanding of how the Brigade works.

## How can you get involved?

Sign up here and express your interest. We look forward to hearing from you:

[london-fire.gov.uk/about-us/what-we-do/community-engagement-your-london-fire-brigade/community-forum/](https://london-fire.gov.uk/about-us/what-we-do/community-engagement-your-london-fire-brigade/community-forum/)

## Further reading

### **Delivery Plan 2023–29**

<https://london-fire.gov.uk/media/6685/crmp-delivery-plan-30-may.pdf>

This supporting document outlines the key outcomes for each programme and the projects and initiatives contained within each commitment.

### **How we measure ourselves**

<https://london-fire.gov.uk/media/6686/crmp-metrics-30-may.pdf>

This supporting document has our key performance indicators which will help us measure our success

If you require further  
information about  
London Fire Brigade and  
our plan to keep London safe,  
please contact us:

**[consultation@london-fire.gov.uk](mailto:consultation@london-fire.gov.uk)**



LONDON FIRE BRIGADE



# DRAFT

**Your London Fire Brigade**  
**2023  2029**  
**Our plan to keep London safe**



# DRAFT

## **Welcome to your London Fire Brigade**

We have worked in **partnership with Londoners** to create this draft plan and together, we have found the risks communities may face and how the Brigade can help prevent incidents and protect you from danger.

We would now like to hear what you think about our plans.

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## **Introducing our plan**

London Fire Commissioner

Welcome to ‘Your London Fire Brigade’. I love London. I was born here and have lived and worked here most of my life. It is one of the world’s most diverse cities and I am proud to call it home. I have spent over 20 years in London Fire Brigade and have been present at some of London’s greatest tragedies – the Croydon tram crash, the Grenfell Tower fire, and the multiple terror attacks. In those moments I have witnessed great courage and professionalism

from fellow firefighters, often in the face of unimaginable danger. I also saw the unfailing strength of London's communities, their dignity and generosity, tolerance and kindness.

This is our first London plan since the tragic Grenfell Tower fire. It acknowledges that much has already changed in London Fire Brigade, but that we owe it to the bereaved and survivors, all Londoners and our staff to do much more. This plan has been written after many hours with Londoners, listening to you and learning from you. It sets out how we want to keep London safe and draws on all our experience.

This is what you told us.

- You told us that the failings that led to the Grenfell Tower fire mean that you don't always feel safe in high-rise blocks of flats. As well as responding quickly and effectively to fires, this plan explains how we will continue to work with local councils, the government and builders to make sure that those buildings are safe.
- You told us that you are worried about climate change. I am too – the floods in London in 2021 meant we attended over 4000 incidents in one afternoon, one of our busiest ever. This plan explains how we are going to change as the risk in London changes.
- Terrorism continues to concern you. You have told us this plan needs to make sure that our firefighters have the right equipment and training to deal with it.
- And you have told us that while you trust us, you don't always see enough of us or know everything we can do for you. You saw how important we were to London during the Covid-19 pandemic, with many hundreds of firefighters crewing ambulances and it reminded you of how much more we can offer.

This plan is about making sure we change how we do things to give you what you need. This means that:

- We must continue to maintain the best attendance times in the country. Getting that first fire engine to you in under six minutes is important to us and you.
- When I walk into a fire station, I'll see local people using it as their own, getting support for things that matter to them in their everyday lives.
- It means modernising our online services so if you can't see us in person, you can still get good advice from us.
- If I speak to a Londoner on their high street they will always know where their nearest fire station is and what we can do for them, and our staff – firefighters, inspectors, cadets and outreach workers – will spend more time working in their local communities.
- Firefighters get better and more realistic training to make sure they are prepared to respond to the changing risk in London and that we give them the time and support to do that properly.
- We won't just leave after an incident but we'll ensure we stay and are there for you long afterwards to really make sure you are safe and to prevent anything happening again.

I hope this plan, written as we approach our 160th year, makes sense to you, reflects what you told us and ensures that the London Fire Brigade continues to be trusted to serve and protect the world's greatest city. We want your views to be at the centre of this plan so that we can keep London and Londoners safe in the years to come – I am looking forward to hearing what you think.



# DRAFT

## Deputy Mayor for Fire and Resilience

The world feels very different from when the London Fire Brigade (LFB) published its last London Fire Plan (LSP) in 2017. Just a matter of weeks after the start of the LSP, the tragic fire at Grenfell Tower led to 72 people losing their lives. Many more lost homes, possessions, and loved ones. This rightly led to increased scrutiny of the Brigade and its response on the night. While London's firefighters showed enormous bravery that night, the Grenfell Tower Inquiry Phase 1 report and a critical report by Her Majesty's Inspectorate of the Constabulary and Fire & Rescue Services (HMICFRS) prompted deep reflection about how the Brigade, as an organisation, serves London. This, alongside many conversations with Londoners, has formed the basis of this new draft strategy – Your London Fire Brigade. The focus of this plan is on Londoners and how the LFB better serves, reflects and engages with the communities across the city it exists to protect.

The Brigade has much to be proud of. The pandemic brought with it challenges for the Brigade, both organisationally and personally for the people who work there. It demonstrated the best of the LFB, as we saw it step up to play a major part in London's response to COVID 19. We saw firefighters driving ambulances and supporting, with dignity,

those who died in the community, they provided a hub for the delivery of PPE and supported London's vaccination programme. At the same time, the LFB continued their core work of response and retained the best attendance times to incidents in the country.

This plan lays out the work now needed for the LFB to respond to the challenges ahead, many of which are brought by a rapidly growing and more complex built environment in London, where some boroughs have as many high-rise residential properties as other major cities in the UK. Even before this plan is rolled out next year, we can expect more scrutiny of the Brigade and the sector, including through reports from the GTI and Manchester Arena Inquiry and through the findings of the Independent Culture Review initiated by the London Fire Commissioner.

Ultimately though, this plan is about what Londoners want from their fire and rescue service. This plan has been developed in consultation with Londoners and sets out a new way of working. Not only does it describe what change the Brigade will deliver over the coming years, it also shows how the Brigade will deliver it. This includes a significantly increased level of interaction with London's communities, both before, during and after incidents, and having an increased focus on the most vulnerable Londoners.

The plan also outlines a number of ways in which the LFB has to adapt to new and increased risks. The LFB is often on the front line when it comes to the impacts of climate change. This plan identifies flooding and wildfires as events that happen with increasing regularity and commits the Brigade to support efforts to tackle climate change, including the Mayor's priority for the entire GLA family to become net-zero by 2030.

The LFB, as an emergency service in a world city, is also regularly the first responder to terror incidents. Over the coming months and years, a step change in how the LFB responds to terror incidents is being introduced thanks to an agreement between the Fire Brigades Union and the LFB. This includes enhanced training and equipment for all London's firefighters.

Finally, since the last LSP, the way the LFB is governed has changed in order to increase the accountability of the Brigade. The London Fire and Emergency Planning Authority (LFEPA) was abolished in 2018 and the Commissioner took on the legal responsibility of the fire authority, with oversight from the Mayor, myself as Deputy Mayor for Fire and Resilience on behalf of the Mayor, the London Assembly and other stakeholders including government, local government, the HMICFRS, and London's communities. Please do read and respond to this consultation which will shape the future work of your London Fire Brigade.

## What do Londoners want from London Fire Brigade?

In developing this plan, we have set out to listen and learn from you, the people we serve.

London Fire Brigade (LFB) is undergoing considerable change. This plan is important because it is the first since the tragic fire at Grenfell Tower on 14 June 2017 where 72 people died. As a result of that fire, the Brigade received specific recommendations from both the Grenfell Tower Inquiry (GTI) and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) about how we needed to improve. Since then, we have been committed to doing everything we can to learn the lessons from that tragedy and address those areas for improvement.

So far, we have:

- Introduced smoke hoods to help rescue people
- Introduced new 32m and 64m high reach ladders to help tackle fires in high-rise buildings
- Rolled out an extensive programme of training for how the Brigade responds to high-rise fires. This included when the 'stay put' guidance is no longer practical, and when a mass evacuation must be carried out.
- Introduced an online Home Fire Safety Checker, as well as increasing fire safety visits to support businesses.
- Improved how we handle emergency calls to our Brigade Control to make sure that Every Contact Counts.
- Set clearer expectations about how we treat each other and the people we serve. We now test for this when recruiting and promoting people.
- Set leadership goals and performance discussions against these expectations so that we practice them.
- Trained assessors for recruitment and promotions, including how to manage and mitigate unconscious bias.
- Supported London and our blue light partners through the coronavirus pandemic.

In his first month as London Fire Commissioner, Andy Roe launched the Brigade's Transformation Delivery Plan which set out how we would address the GTI and HMICFRS recommendations.

The Transformation Delivery Plan moved us forward and has formed the foundation for this community-focused plan. We now want to hear your views on our detailed plans.

This plan pulls together **all our** existing work as well as our ideas for the future, so that we have one plan which sets out our priorities. Where needed, we will produce supporting strategies or more detailed plans, for example, to be clear about our prevention work. We also know that we will need to adapt this plan in the future; following the next stage of the GTI and we are expecting the outcome of a recent inspection from HMICFRS later in the summer. We will involve you as our plans develop so that we can be sure we continue to meet your needs.

## Protecting the London, we love

We want to protect the London we love with a purpose, to be trusted to serve and protect you. To create this plan, **we've been out in our communities, speaking to Londoners directly to find out what you want from us and how we can transform our services to meet your expectations. As part of that, we undertook a public consultation exercise in autumn 2021, on the principles that we proposed to base this plan on, and our Assessment of Risk in London. We made several revisions to the assessment as a result of Londoner's responses. You can read more about how that assessment has changed here.**

**Here's what Londoners told us over the last year:**

# Trusted to serve and protect London

## Trust

"Trust to me is reliability, responsiveness and care"

"Trust is the belief that when LFB need to serve and protect London, they will do it the best way they can"

## Serve

"Serve means they do their job, be responsive, have people's best interests at heart and do the right thing at all times"

"They will put the communities of London first and at the heart of what they do"

## Protect

"Protect means to keep people's lives safe prior to an emergency, during and after and ensure the safeguarding of the community is their top priority"

"We want to feel that the emergency services are here to help us when we are at our most vulnerable"

## London

"LFB must **w**ork for London's interests and ensure that the city is kept at its best"

"They must do what they can to protect people, animals and property in London"



How can we protect and serve you better?

**"I want to know more about what LFB do on top of fighting fires"**

**"Keeping communities informed and up to date will reduce anxiety amongst Londoners and curb the spread of false information"**

**"After each incident, I would like information on what LFB can do to support me, what I can do to help myself, and what can we do together"**

**"LFB should raise awareness of their role and the equipment they have to attend non-fire-related incidents"**

**"I want to know more about how LFB works with the disabled, to ensure their safety is protected"**

**"I want LFB to keep me up to date on fires in my area"**

**"I want to know more about LFB's specialist roles and responsibilities"**

**"I wish LFB understood the specific needs of my community and could tailor their engagement approach with us based on this"**

## The London we love

607 square miles

Over two thirds of England's high-rise buildings

Around 9 million residents & 300 spoken languages

Twice the population density of the UK's next most densely populated metropolitan city

To continue to protect the London we love, we must look at its history, infrastructure, communities, and its changing needs. London has been the major hub of the United Kingdom since the Middle Ages and London Fire Brigade has been part of that history for over 150 years.

This long-shared history means that today London is not only vital to the UK and global economy, but one of the best places in the world to live and do business<sup>1</sup>. Only four cities appear in all the major measures of global cities, and London is one of them.

London has almost 9 million people living in it. The City of Westminster alone has a population density of over 100 times the national average. At 6 percent, London has the highest population growth rate of any United Kingdom region in the last five years<sup>2</sup>. This trend is expected to continue and over the next 10 years it will grow to nearly 10 million.

More than 1 million Londoners are over the age of 65 with 28 percent of them living alone. This figure is due to increase by 86 percent by 2050. Approximately 1.4 million disabled people live in London. 1.3 million of them are aged 16 to 64 years. London is home to nearly half a million young people between the ages of 18 and 21. These people are often students living alone for the first time in purpose-built accommodation or in shared converted accommodation. London is uniquely diverse with over 40 percent of the population describing themselves as ethnically diverse. It is home to one of with largest LGBTQ+ communities in the world.

The pride of London is that we are a uniquely diverse city with over 40 percent of the population describing themselves as black, Asian and other ethnically diverse communities. It is home to one of the largest lesbian, gay, transexual, transgender (LGBTQ+) communities in the world.

London's skyline has changed from a sprawling low-rise city to a high-rise metropolis. London has one of the highest number of skyscrapers in Europe, with over 8,000 high-rise buildings. Around 85 percent of the high-rise fires in the UK happen in London.

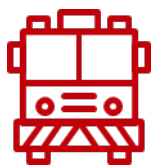
London's infrastructure runs in the air, under and over ground. It has many large train stations, the international channel tunnel railway and the new Elizabeth line, which expects to serve over 200 million passengers each year. London's mainline train stations have a joint footfall of more than 470 million each year, which is one of the highest in the world. London is home to one of the busiest international airports. Pre-pandemic London hosted over 30 million tourists a year and we expect this to continue following the Capital's recovery from COVID.

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<sup>1</sup> Mayor of London Economic Development Strategy 2018

<sup>2</sup> HMIC FRS London Profile 2019

To keep you safe we have invested in:



142 Fire Engines (one of which is electric, with more to follow) strategically placed across London's 33 boroughs'



c.5850 dedicated and professional staff serving more than 9 million Londoners



102 land-based fire stations, spread across London's communities

11 aerial appliances, for high reach firefighting and rescues

14 fire rescue units for technical rescues

2 dedicated chemical, biological, radiological nuclear response teams for high threat response

2 Fireboats, with one immediately available at a dedicated river station for rescues and firefighting on the Thames.

10 inflatable boats for rescues on our water ways

A range of national capabilities which including 5 powerboat flood rescue teams, 5 urban search and rescue teams, and 6 high-volume pumps.

A dedicated control room answering all your 999 calls and coordinating our response

4 community and fire safety dedicated teams

1 Operational Support Centre, 2 breathing apparatus satellite charging hubs, 6 operational support vehicles, 3 bulk foam vehicles and 3 hose layers

## Our understanding of risk

As an organisation that has been part of this city for over 150 years, we have developed a good understanding of where the risks lie for our communities. The conversations we have had with **Londoners** so far have helped us to build on this understanding and helped inform both our Assessment of Risk and our response to it.

Quotes

"It would be reassuring to know that the fire brigade had assessed the building I work in for risks and given advice on how to proceed in an emergency situation."

"I personally would like more info on what to do in the event of flooding"

### **How we define risk**

Risk is defined as a combination of the likelihood and consequences of hazardous events. This allows the risk of incidents that may have happened only rarely, or never, such as a terrorist incident and severe drought to be assessed alongside common risks such as accidental fires in the home or road traffic collisions. Where we describe a risk as being high or very high, this could be because of how likely it is to occur, how great an impact it could have or a combination of both.

### **Our Assessment of Risk**

We use a range of methods to assess risk including historical incidents, data collection, the London Risk Register and horizon scanning. The assessment identifies and assesses current risks as well as potential new ones to give us a clear understanding of what is most likely to cause harm now and in the future. This underpins our plan so that we can make sure that the changes we are making have the biggest impact on our highest risks.

We asked Londoners what risks they faced and how we can prevent and protect them. The feedback we received helped inform our Assessment of Risk and this plan.

### **Our approach to assessing risk**

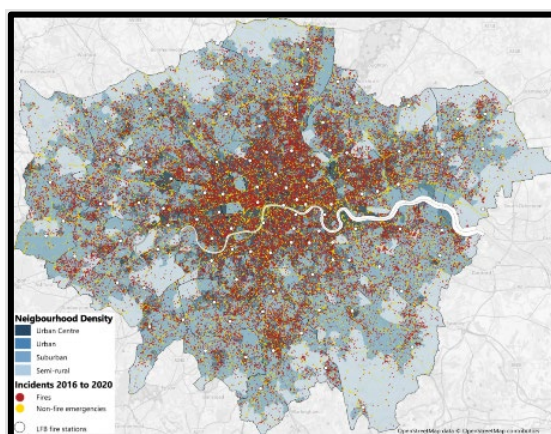
We take a three-step approach to mitigate risk.



Our Assessment of all the risks that we might need to attend, both fire and non-fire.

Risk identifies and assesses

Our response to that assessment sets out the actions we will take to reduce those risks and respond to them if they happen.



This map shows the location of all incidents over the last five years. It also shows how our 102 land-based fire stations are located to provide a good response to our highest risk incidents. The map is shaded to show the concentration of risk by neighbourhood. Most risks are more likely to occur where there are more people or buildings. We have categorised London into four neighbourhood density zones: urban centres, urban areas, suburban and semi-rural. This map illustrates that risk is concentrated in urban centres. The map does however also illustrate that high-risk hazardous events do occur across the whole of London.

**Assessment of Risk: our approach**

We have taken a people-related approach to risk in London, putting your concerns and vulnerabilities at the centre of our risk identification and assessment. We have considered these alongside three others:



People-centred risks



Exceptional risks



Day to day risks



Emerging and future risks

**People-related risks**

Using our understanding of what factors increase someone's vulnerability to fire and rescue incidents, we have combined this with Londoners concerns about fire and other types of emergencies. Together they give us an understanding of people-related risks. They can arise from people and their behaviours or from the places where people live, work or stay. The people-related risks are summarised as:



**Population**

A concern that changes in size of population can increase risk



**Physical vulnerability**

A concern that certain vulnerabilities increase an individual's risk



**Social vulnerability**

A concern that certain socio-economic factors increase an individual's risk



**Behavioural vulnerability**

A concern that certain behaviours increase an individual's risk

Those relating to places are summarised as:



**Building location**  
Density of building, volume of high-rise buildings, low traffic neighbourhoods



**Building occupancy/use**  
Hospitals, care homes, school and colleges, entertainment and cultural venues, tunnels, railway stations



**Building ownership & management**  
Poor escape routes, poor fire safety management, poor energy performance



**Building and configuration construction**  
Cladding, woodern frame buildings, modern methods of construction

These categories of risk summarise the areas where Londoners are concerned for their safety.

When these concerns are realised, they become hazardous events which we can rate. They may occur more frequently and so are included within day-to-day risks, or be thankfully rarer, and included within our exceptional risks. You can see the ratings of all these in our Assessment of Risk. The highest of these risks are these:

### Day to day risks



**Road traffic collisions**



**Fires in large public and commercial buildings**



**Outdoor fire near urban areas**



**Fires in the home**

### Extraordinary risks

On occasions, London experiences a major incident. These extraordinary events can cause major loss of life and disruption and place significant strain on the emergency services. Londoners told us that they are particularly concerned about these. The major incidents we must prepare for are:



Terror related incidents



Major fires



Influenza type pandemic



Urban flooding

### **Emerging and future risks**

As well as current risks, we must also identify future risks so that we are able to adapt the services we provide to meet London's changing needs. These are:

Population change



Changing built environment



Sustainability and climate change



Security and resilience



Londoners told us that they are particularly concerned about risks that could arise under these areas, especially climate change.

You can read more about our approach to assessing risk and how we have rated them in our Assessment of Risk in London here (link to AoR on website). We will update this assessment every year.

RAFT

## Our response to risk

Our understanding of risk continues to change as London changes. We therefore are continually updating our services in response to changing risks, such as our new enhanced capabilities to deal with marauding terrorist attacks. However, we are confident that with continued updates to our capabilities, we have the right balance of resources and capabilities to deal with all currently foreseeable risks in London that we might be expected to respond to either on our own or with blue light partners. We will continue to update our understanding of risk throughout the life of this plan and keep the balance of our resources under review so that we are able to ensure our prevention, protection and response activities are always best be used to prevent fires and other incidents and mitigate the impact of identified risks on Londoners.

However, we know that there are improvements we can make to our Prevention, Protection and Response services to make Londoners safer. We will start by improving these services in the following ways:

- Productivity improved
- Quality enhanced
- People focused
- Adaptable to change
- Flexible to need

We will bring together existing services into three newly defined service areas, these are:

Preparedness, Recovery and Engagement.

This will mean that you, as Londoners, are cared for, are safer during, and after, an incident and your needs are put at the centre of our service.

We will continue to provide our current services at least to their current levels and respond to local risks through increases in services delivery for specific local risks.

### **Our current services**

Prevention, Protection and Response are our three statutory services which combine in an integrated way to keep you safe. We deliver a range of these services which aim to prevent fires and other incidents and mitigate the impact of all risks on London's communities. Below is a summary of the range of services we provide within these three core areas of work.

### **Prevention**

Our prevention services include:

- Home fire safety visits
- Youth engagement (school visits, junior fire-setters, cadets etc.)
- Community safety (road safety, water safety etc.)
- Safety campaigns and events

### **Protection**

Our protection activities include:

- Fire safety advice and support for businesses
- Regulation of premises that are protected under the Regulatory Reform Order (RRO)
- Fire safety licensing
- Fire investigation



- Fire engineering

## **Response**

We respond to a range of risks including:

- Fires and rescues
- Hazardous materials
- Road traffic collisions
- Multi-agency response
- Other emergencies

## **How we distribute our resources to Prevention, Protection and Response**

We are able to respond to meet your expectations whenever you call, every day of the year, 24 hours a day. We are an all-hazard fire and rescue service and respond to a broad range of risks across London. We work within our resources to deal with everyday risks while supporting professional training and delivering a range of prevention and protection work. We do this while maintaining the capacity and resilience to deal with the largest emergencies in London, nationally or internationally.

We aim to arrive and deal with all incidents as quickly as possible, to save life and reduce disruption. We do this wherever they occur in London, as we know any risk has potential consequences for all Londoners, wherever it occurs. Our intention over the life of this plan is to keep our existing borough level attendance targets<sup>3</sup> of the first appliance arriving within 6 minutes on average, and the second appliance within 8 minutes on average, and to maintain the current number of fire stations, fire fighters and fire appliances.

We provide most prevention and some of our protection services through our operational firefighters. In addition, we have central specialist teams who deliver prevention and protection services across the whole of London. We intend to continue to deliver our services making the best use of our specialist resources, so that you receive the service you need, when you need it, to keep you safe. We know that the location and resourcing of local fire stations is important to the way we deliver our services and to Londoners. We intend to maintain our current balance of prevention, protection, and response services across London to prevent fires and other incidents and mitigate the impact of all identified risks on London's communities throughout the life of this plan.

## **What we will do differently**

### **Prevention**

We intend to continue to supply our existing prevention services whilst finding opportunities to target high risks at a more local level. We will improve availability of our prevention services by making them easier to access online and in person. We believe that providing more services on-line will increase the number of people who use our services, while freeing up our resources to allow us to concentrate on targeting and tailoring our services to the most vulnerable groups within your communities identified in our Assessment of Risk. We will do this through better use of our data and partnerships to identify those at greater risk. We will also ensure that those in most need receive a more in-depth service so that they are supported in reducing their risk to fire and other emergencies. Firefighters' ability to help people change behaviours that can lead to more risk will be enhanced through targeted training and collaboration across all departments and partners. We will work with the National Fire Chief's Council (NFCC) to adopt national

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<sup>3</sup> These are measured from the time the call is passed to our crew at the fire station.

guidance for defining high-risk people, properties, and places so that we can better target our services to those that need them most. We will open our fire stations, wherever we can, to make them accessible to all of London's communities and spend more of our time working with communities and local people to help make them safer. Our intention is that our fire stations will be at the heart of the communities they serve, delivering the services that local communities want.

## **Protection**

We will prioritise our protection services against risk and aligned to National Standards. We will provide each premises with services relevant to their risk profile and needs and will target our re-inspection resources where they will make the greatest difference to reducing risk. We will continue to work with local business owners to ensure that they follow the Regulatory Reform Order (RRO) providing support and guidance to help them understand and follow legislation. We will continue our work with the NFCC to ensure that there is a consistent approach to finding the highest risk properties across England and apply this in London. Our Fire Safety Checks, delivered by operational fire fighters, will continue to be effectively targeted at lower risk premises offering advice and guidance to London's business owners. This will increase the ability of our specialist officers to target high-risk properties identified in our Assessment of Risk. We will make more of our advice available online so that it can be accessed whenever you need it, at the touch of a button. This will enable us to reach more business communities across London and target our face-to-face protection services at the most high-risk buildings such as residential high-rise premises.

## **Response**

We will continue to make improvements to our response to London's highest risks by continually upgrading and introducing new equipment and training, such as our new smokehoods and extended reach aerial appliances. We will become more flexible in how we use our operational resources so that we can continue to provide an excellent response when you need us in an emergency while improving our productivity so that we can deliver more prevention and protection activities and train our staff to the high standards you and we expect. We will review the location of our specialist appliances so that they are in the best locations to deliver a good response to our highest risk incidents identified in our Assessment of Risk. We will develop more proactive support for communities before, during and after an incident. Firefighters and other specialist staff will follow up and engage with those affected so that you receive the right support and advice and can access other services to make you safer. We will continue to adopt modern fire and rescue technology and tactics to enable us to respond better to all types of risk and work with partners to anticipate future needs so that we can adapt and prepare for what is to come.

## **We will introduce three new services**

With the range of risks facing London, we know that we cannot always prevent and protect everyone from all foreseeable risks. Though we have often delivered these services under different names in the past we have developed three new distinct **service areas to enable** us to give these services added focus and reduce risk in London's communities through other means which do not fit in with our Prevention, Protection and Response services. Our three new services are designed to ensure that people both feel safer and can take positive action to make themselves safer, in their home, at work or in a public place. We will do this by enabling Londoners to be better prepared for and recover more quickly from an incident. These new services are outlined below.

## **Preparedness**

Working in partnership, we will work with local communities to help them be ready for a range of possible incidents, such as flooding, supporting those of you who need our services prior to our arrival on scene. We

will work with partners across London so that communities can play an active part in reducing risk, so that they are prepared for an emergency.

### Recovery

We will improve our support for all of London's communities after an incident has occurred to enable individuals and communities to recover more quickly from hazardous events. We will work with communities and other organisations to help everyone become active partners in preventing future emergencies and support the return to normality as quickly as possible.

### Engagement

Improving our community engagement further will help increase awareness of our services and better serve London's seldom heard communities. This service will enable us to understand a community's specific needs, wants and expectations so that we can tailor our services to improve outcomes for all. We will work to develop strong partnerships with London's most vulnerable groups. We will work to reassure communities to reduce their concerns relating to people and places identified by Londoners in our Assessment of Risk and enable them to access our services and those of partners which make the most difference to their safety. We will work to support communities through partner agencies to reduce the mental impact of incidents and close the gap between perceived risk and actual risk in London's communities.

### How we work in partnership

We know that the most effective and efficient way to deliver our services is often working in collaboration such as shared services and joint procurement with others. We work with partners across London at a local level through local authorities and community partnerships, pan-London through the London Resilience Partnership, with our neighbouring services sharing resources and risk information, and at a national level, through National Resilience and the National Fire Chief's Council (NFCC). Each of these partnerships whether local, pan-London, across borders or national aims to do the same things: prevent fires and other incidents and mitigate the impacts identified risks. In the future, we also want to build on our strong partnership work and influence wider public safety in London by supporting the Mayor to meet climate change targets whilst working with blue light partners to improve public safety and partner nationally for economies of scale.



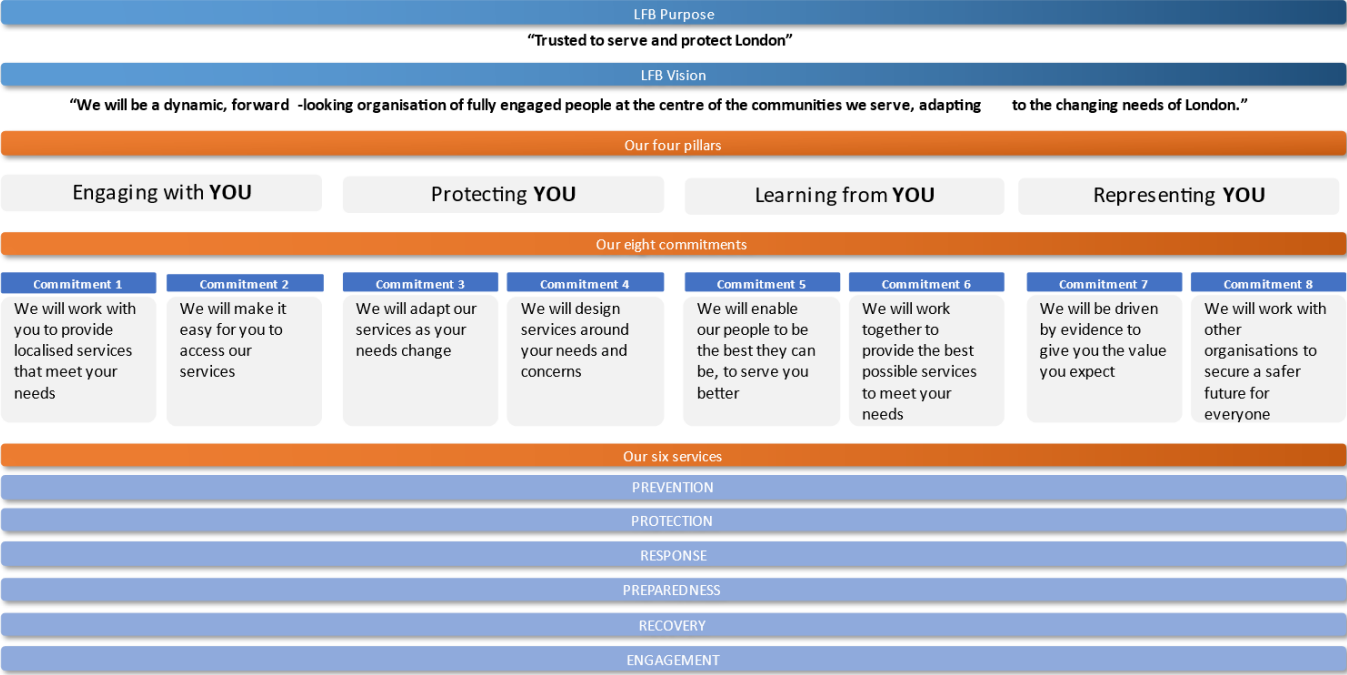
## How our services will better meet your needs

<i>Prevention services are targeted to the most vulnerable and delivered by teams who understand the needs of local communities</i>	<i>Protection services meet the needs of communities, enforce safety legislation, and supply guidance</i>
<b>Outcomes for Londoners</b>	<b>Outcomes for Londoners</b>
Communities will access this service easily through in-person and virtual channels. We will have a wide range of services in place to support reducing risk in homes and businesses and ensure that we target those who are most vulnerable to fire and other hazards.	Communities and businesses will understand the Brigade's role in protection activities. They will easily receive advice and guidance related to fire safety from the Brigade. The highest risk premises will be targeted and prioritised.
<i>Preparedness services are well known and accessible, enabling individuals and businesses to respond to emerging risks</i>	<i>Response services are still critical for London Fire Brigade. Staff are equipped to respond quickly to create the best outcomes for communities</i>
<b>Outcomes for Londoners</b>	<b>Outcomes for Londoners</b>
Communities will be aware of the Brigade's preparedness services and how to access them. They will be proactively engaged with the Brigade concerning emerging risks. They will understand how they can be active partners in risk reduction and make themselves and their properties safer from a range of risks.	Communities will easily access response services through a range of channels. After-care will be offered routinely. Communities will be actively encouraged to supply feedback to the Brigade so that we can improve our services.
<i>Recovery services support those in need to mitigate the impact of an incident, with London Fire Brigade and partners working hand in hand proactively supplying post-incident care</i>	<i>Engagement is key to raising awareness of London Fire Brigade services and with partners supporting to communities in times of need</i>
<b>Outcomes for Londoners</b>	<b>Outcomes for Londoners</b>
Communities will be consistently offered the right services after an incident to support recovery and mitigate effects of an incident. This will be well known across all of London's communities and London Fire Brigade. Communities will have access to tailored services to reassure them and enable them to become active partners in their recovery.	Communities will easily engage with the right people with the right skills to address their concerns within London Fire Brigade and fire and rescue related risks within their communities. Engagement is interactive and informative for both communities and London Fire Brigade. It will deliver reassurance and help build trust across all of London's diverse communities.

## Our Strategy for Change

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 coming 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.



Over the next pages, we tell you more about our pillars and our commitments to you. Under each pillar we explain our goals and provide a case study as an example of how we want to change in future. Under each commitment we explain what we are trying to achieve, how we will do it and how we will measure the success of what we do.

## Our pillars

Our pillars and commitments are a direct response to Londoners feedback. They address you directly, emphasising our focus on what Londoners have told us over the last year, and our understanding of the expectations set.

### ENGAGING WITH YOU

Working with you to understand your needs and concerns.

Londoners told us they want a more localised service, so we will ensure you have more influence about what we do locally to reduce your risk. Londoners also said they wanted easier access to our services.

We will help you engage with us in more accessible and inclusive ways that suit you.

We will:

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

#### Case Study: Lewisham Road Fire

In the early hours of Friday 1 April 2022, [a very visible fire broke out in Lewisham](#). The incident was used to help the Brigade test a new way of supporting people in the local area to access Home Fire Safety Visits following a serious incident.

Using pictures taken at the scene the Brigade created an advert to run across Facebook and Instagram targeted at people living in Lewisham.



**London Fire Brigade**

Sponsored ·



**FIRE ON LEWISHAM ROAD:** We're asking you to check your fire safety after 10 fire engines and around 70 firefighters were called ...[See more](#)



LONDON-FIRE.GOV.UK/SAFETY

**Check your fire safety**

It could happen to any of us. Ma...

[LEARN MORE](#)



Like



Comment



Share

The advert asked people to check their fire safety and directed them to the online [Home Fire Safety Checker](#).

This reached **7,480** people with **23** people completing an online fire safety triage and **7** people completing a full online fire safety self-assessment.

This was the first time we have used this approach, and we will do more of this to improve people's access to our services.

## PROTECTING YOU

Supplying the right services to keep you safe

We are expected to predict demand, understand risks that could affect you, and adapt as your needs change. We will put improved focus on finding future risks and update our services for rescue operations. We'll also design services around your needs and provide services that better meet the needs of everyone before, during and after an incident, based on what Londoners have told us they would like to see.

### We will design services around your needs and concerns

we want to provide services that meet the needs of people before, during and after an incident.

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

### Case Study: 999Eye

Control officers can now access vital live incident footage from the smart phone cameras of Londoners, using 999Eye. Callers send live stream videos of incidents straight into the Brigade's control centre. This new technology provides Control officers with greater situational awareness at the crucial early stage of an incident and enhances their decisions about what resources are needed at the incident.



When a 999 call is received by the Brigade, the caller may be asked if they would like to provide a live video stream of the scene using their smartphone. The Control Officer then sends a text message with a secure, one-time-use link that opens a live stream direct from the phone to the Control room. There is no cost to the caller and no other data is taken from or stored on the caller's phone. A receipt is sent after the call for the caller's records.



This is an example of how we can make better use of technology to improve how we respond to incidents and provide other services. We intend to continue this service and introduce pre-incident guidance to help reassure anyone calling us and let them know what to do to keep themselves safe before our arrival.

## LEARNING FROM YOU

Listening and developing together to achieve our best

We want to learn from individuals and communities to understand what we need to do to better train and equip our staff to provide you with the services that you need. We will focus on our internal culture, to ensure we have shared excellence across all departments. We will focus on staff wellbeing and developing our talent.

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
- make sure that we are all focused across the Brigade, on working together to provide better services to the public and that each of us understands how we contribute to protecting London

### Case Study: New Providence Wharf

On May 7, 2021, a fire occurred in New Providence Wharf, east London. A smoke ventilation system failed resulting in the building acting like a "broken chimney". This meant that the residents' only escape route was smoke logged.

In response to the emergency, the Brigade evacuated all the residents of the building, who were advised to go to a rest centre set up at a nearby hotel. With 200 people present in the centre, the Brigade offered support, talking with residents and gaining an understanding of their wants and needs.

Our response focused on delivering a community-centred approach.

The after-care for the community in the rest centre included:

- Conversations with residents to discuss their personal and cultural needs.
- Establishing an understanding of their expectations of support from the Brigade.
- Establishing a preferred channel of communication with residents.
- Advice and reassurance from the Borough Commander and local crews.
- Follow-up meetings with residents to discuss their ongoing safety concerns

The response to the New Providence Wharf fire showed the significant changes the Brigade has made since the Grenfell Tower fire. An increased number of firefighters and appliances were initially sent to the incident. This is now seen as standard for high rise fires. Community engagement was targeted, resulting in key after-care and extended support for the community. There was vital collaboration across the Brigade with familiarisation visits conducted by crews. There was an on-going presence after the incident, which was essential for building trust. We intend to build on this approach in future.

## REPRESENTING YOU

Investing in what matters most to you, to deliver public value

Londoners expect us to be efficient, to know what works and therefore how best to use your money to improve your safety. We will move from being very experience-led to become more evidence-led. We

### **Case Study: Working in Partnership**

The outbreak of the Covid-19 pandemic led to the biggest blue light collaboration ever between London's three emergency services.

The London Ambulance Service (LAS), Metropolitan Police Service (MPS) and local authorities asked the Brigade for help in response to the pandemic. We responded by launching Operation Braidwood. This was a large-scale deployment of firefighters to help our partners and the NHS. We developed the following response to support the LAS and NHS across London:

**Ambulance Driver Assist** – we provided drivers to help crewing ambulances to alleviate the shortage of LAS drivers.

**Pandemic Multi Agency Response Team**– individual firefighters formed teams with staff from the LAS and MPS to respond where people who may have had Covid had died at home and needed specialist transport to a mortuary.

**Personal Protective Equipment** – the Brigade Distribution Centre became a hub for receiving large deliveries of personal protective equipment and distributing it to partners across London's 33 boroughs. The success of these projects was the result of effective collaboration between the Brigade and our blue light partners, the NHS, the Greater London Authority and local authorities. We will develop these partnerships and look for more opportunities to work with others to provide a safer future for everyone.

We are committed to continually work more closely with all our blue light partners.

## Engaging with you: Community focused:

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

In this commitment, we want to work towards providing more localised services and giving you more influence about what we do locally to reduce risk in your communities.

We want to build trust between the Brigade and you, enhance our understanding of local risk profiles and vulnerabilities, support the proper provision of services according to need and create opportunities for more integration within our communities.

#### How we will achieve this:

**Empower local Brigade leadership** – Fire stations will be given greater control and influence to adapt **prevention and protection** activities to local risks.

**Local community engagement** – Community engagement sessions will run in each local area to enable us to better target **prevention and protection** activities to reach you and all of London's diverse communities.

**Local risk analysis** – Data will be available down to an individual property level to allow local areas to plan their **prevention and protection** activities to reduce local risks

**Using technology to support local delivery** – Technology will be used to enable local Brigade staff to easily capture and share local risk information to enhance **prevention, protection and response services**.

I believe it would be useful to educate members of the public on the work of the fire brigade and to stress that the fire brigade is an **essential part of the community with a local presence**.



I have a **good impression of LFB** but think they can do more to interact with the community and should **never stop trying to improve services**

## Engaging with you: Service led:

### We will make it easy for you to access our services

In this commitment, we're moving away from a one size fits all, to tailoring our approach to meet your needs. In doing so we will become more accessible and inclusive.

We want to increase public access and understanding of the services we provide, and their value. We want to improve how we meet the needs of you and the different communities across London. By finding out how we can adapt services to suit your needs.

#### How we will achieve this:

**Online prevention and protection services** – You will be able to easily access answers to common questions, understand our services and request relevant **prevention and protection** visits and **preparedness, recovery and engagement** services.

**Flexible ways to access services** – We will improve our understanding of your personal circumstances and needs to help us better target our **prevention and protection** activities.

**Non-emergency line** – You will be able to access services through a broader range of methods and get non-emergency **preparedness, response and recovery** advice and reassurance.

**Harnessing the power of social media** – We will use technology to help us understand your needs in more detail so we can adapt our **prevention and protection** services to support you.

**Community-led fire stations** – We will place our fire stations at the heart of your communities to ensure we are accessible and inclusive to all Londoners so that they can access our **prevention, protection and response** services.

If they seem **more approachable**, we will probably **take more steps to be safer**



Direct interaction is the best way to **understand your community**

## Protecting you: Adapting to change:

### We will adapt our services to your needs and the needs of London

In this commitment, we want to avoid being seen as reactive and inflexible and become more proactive and flexible.

We want to meet you and your communities' evolving needs, while predicting future needs. We will also deliver a fit-for-purpose service based on evidence. This will improve our ability to respond to new risks such as those relating to the built environment and climate change.

#### How we will achieve this:

**Future fit** – We will look to the future to ensure we are able to adapt our **prevention, protection and response** services to the evolving needs of London's communities.

**Adapting to changing demands** – We will find underlying trends in our services and forecast to ensure we adapt our **prevention, protection and response services** for future demands.

**Predicting future needs** – We will use advanced modelling techniques to enable us to adapt our **prevention, protection and response services** to changing risks.

**Replacement mobilising system** – We will improve to the way we mobilise and coordinate our **response services** to improve outcomes for you.

**Incident management improvements** – Our command units, breathing apparatus and radios will be enhanced for improved incident management and **response**.

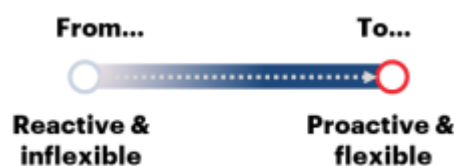
**Modern Fire and Rescue technology, training and tactics** – Cutting edge fire and rescue technology and tactics will be adopted to improve our **response services** according to your needs.

**Shared situational awareness** – We will improve the sharing of information at operational incidents within the Brigade, and with partners to improve our **response services**.

**Caller awareness** – We will offer you more support when you make a 999 call to help you give us the information we need to assess risk and provide better **response services**.

Be as **proactive as possible** in dealing with situations that confront LFB arising from poor/bad building and other safety regulations; to **challenge these wherever possible**.

I think **understanding the diversity within communities** and how that affects behaviours and level of risk.



## Protecting you: Driven by outcomes:

### We will design services around your needs and concerns

In this commitment, we want to move from being focused on targets to being focussed on outcomes.

We will deliver our services according to your needs. We will improve how we communicate our services to London's communities. We will support the wellbeing of our communities after an incident has occurred.

**How we will achieve this:**

**Improve awareness of our services** – We will do more to promote **our prevention, protection and response services** so that everyone is aware of what we offer, how to access them and the value these bring to London's communities.

**Closer partnership working** – We will support you with guidance to make every interaction meaningful, so our **prevention protection and response services** are more targeted and meet your needs.

**Enhanced support services** – Through proactive and continued support, through all stages of our **preparedness, response, recovery and engagement** we want to increase trust in the Brigade.

**Automatic service recommendations** – We will enable everyone to easily find our **prevention, protection and response** services and confidently recommend wider Brigade and partner services.

**Live incident updates** – We will support you during our **response and recovery** for an incident by sharing guidance and signposting you to other organisations if necessary.

More information on **who to contact in non-emergency situations**, e.g., what to do when drain flooding occurs that isn't affecting electricals but there is standing water - who to contact, how to clean, etc. and **who to help with the aftermath of a fire/flood**



*It would make me feel like **less of a number or a job to them and more like a human**. If I knew they could **communicate with me according to my needs**, I would be more willing to phone them*

## Learning from you: Best people:

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

In this commitment, we want to ensure there is shared excellence across the Brigade

We want to support our people to develop the skills they need. We will do this by building accessible training into their roles and by investing in them through modern training systems and assets. We will improve our provision of our **prevention, protection and response services** by developing, tracking and allocating skills, capability and experience according to need and risk.

How we will achieve this:

**Deliver togetherness** – We will support London to realise its ambitions around inclusion & diversity.

**Flexible workforce** – According to your needs, we will increase our ability to deliver services flexibly.

**Enhance workforce modelling** – We will better predict and prepare for changes to service delivery requirements.

**Organisational learning model** – We will improve our ability to learn together and develop so we have the right skills to meet your needs.

**Improved training systems and assets** – Staff will be equipped with the right skills and career development opportunities to serve you better.

**Talent development** – We will develop clear career pathways for all our staff to ensure that talent is developed, and we have the right skills for specialist roles.

**Staff wellbeing** – We will improve staff wellbeing and be inclusive of all diverse needs.

**Staff safety** – Staff health and safety will be better prioritised, and we will ensure proper measures are in place to support our staff members throughout their careers.

**Improved employee experience** – We will prioritise interventions based on evidence for all staff, to improve awareness of wider health and wellbeing offerings

**Leadership development** – We will deliver a suite of leadership courses for all staff to enhance leadership throughout the organisation.



A better understanding of how the LFB would react to different types of emergencies.  
Living in a high rise building I worry about how the fire brigade are equipped to tackle a fire here

Employ a more diverse workforce and you will gain the knowledge you need

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## Learning from you: Working together:

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

In this commitment, we want to ensure we are working as one Brigade, ending any siloed working.

We want to have a culture that learns from its people and the people it serves. We want to be set up for success by empowering leaders at all levels in the organisation. We want to improve collaboration across all our functions and create effective service delivery. We will deliver services based on outcomes, while keeping our current performance standards. We will learn from our communities and support local Brigade leaders to respond effectively to community risk.

#### How we will achieve this:

**Support the frontline** – our support services will better prioritise the improvements that our frontline staff ask for. This should free up more time for our front line staff to be focused on delivering our **prevention, protection and response services** to you.

**Improve collaboration** – We will work with our partners and other parts of the Greater London Authority, to deliver more value and reduce the risk of duplicated effort.

**Improve technology to support frontline services** – We will streamline our support services to ensure that frontline service delivery of our **prevention, protection and response services** is optimised.

**Support our staff** – We will offer a single easy to use staff support system to enable improved staff experience and productivity of our **prevention, protection and response services**.

It would be reassuring to know that the fire brigade had assessed the building I work in for risks and given advice on how to proceed in an emergency.

When fires, crashes or floods occur ensure that the media and social media local to those incidents are reported, using the opportunity to offer guidance and request feedback.



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

In this commitment, we move from being very experience-led to becoming more evidence-led.

We want to accurately calculate and manage workforce productivity and use this to guide more effective use of our resources and risk management. We also want to drive efficiencies that support value for money services and enable us to re-invest efforts to enhance the effectiveness of front-line delivery.

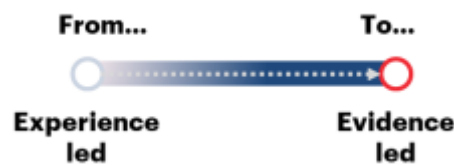
#### How we will achieve this:

**Measure outcomes** – We will be held to account for the value of our services we deliver and quality of our **prevention, protection, preparedness, response, recovery and engagement** service provision.

**Agile services that deliver value** – We will work with you to identify the most valuable services to **prevention, protection, preparedness, response, recovery and engagement** to emergencies and where we can improve these.

Tell us specific things to do to prevent fires based on the type of building we live in. It feels like taking that extra step with advice would increase understanding.

If LFB is seen to care more about the community, they serve it must have a positive impact on how people view them



## Learning from you: Safer future

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

In this commitment, we want to not just influence partnerships with other organisations but also lead them.

We want to formalise the way we partner with other organisations so we can easily work with them. We also want to shape policy and improve effectiveness through these partnerships. It is vital we gain an understanding of the built environment and risk across London to support wider societal priorities such as sustainability.

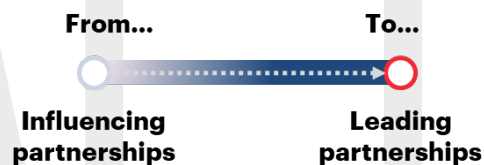
#### How we will achieve this:

**Adopt National Operational Guidance** – We will fully integrate national guidance into **London Fire Brigade** to deliver our services to national standards.

**Sharing services and learning** – We will work with partners to deliver better outcomes and value across the UK Fire and Rescue services

**Net Zero 2030** – We will deliver environmentally sustainable outcomes for London through adjustments to the way we deliver our services.

Be as **proactive as possible** in dealing with situations that confront them arising from poor/bad building and other safety regulations; to **challenge these wherever possible**.



Preparing for eventualities is about being prepared and the **Fire Brigade** can be of enormous help here.

## Meeting the Mayor's priorities

LFB is committed to supporting the priorities of the Mayor of London as outlined in his 2021 manifesto, The London Plan and London's long-term recovery from Covid-19. In his 2021 manifesto, the London mayor says, "The coming years are going to be dominated by how London responds to the pandemic and the damage it has caused to the city."

LFB have committed, along with other major London partners, to be an Anchor Institution, an organisation which is committed to driving change and economic recovery for London and Londoners through their procurement, recruitment and presence in London's communities. We have provided key support for London through the Covid-19 pandemic and will continue to support London in its recovery to be the best place to live and work in the world.

**These are some of the key ways we are working to support the mayor and his priorities over the course of this plan:**

### Engaging with you

#### **Community-focused and service-led to:**

- Build strong and inclusive communities through better community engagement, putting firefighters at the heart of the communities they serve to promote fairness and equality.
- Make the best use of our fire stations by opening them up to the public, ensuring they are inclusive buildings, where every Londoner feels safe, and are places which help keep our communities safe.

### Representing you

#### **Delivering value and safer future to:**

- Increase efficiency by delivering a highly productive fire and rescue service and working as a committed Anchor Institution with the wider Londoner partners to help reverse the pattern of rising unemployment and lost economic growth.
- Improve London's resilience through better collaboration with our blue light partners and support the mayor's sustainable ambitions through its strategy of achieving net zero carbon emissions by 2030 by accelerate the delivery of a cleaner, greener London and a green new deal.
- Stand up for London by influencing London's changing built environment and upholding the highest levels of fire safety to support affordable housing and support the delivery of the homes Londoners need.

### Protecting you

#### **Adapting to change and driven by outcomes to:**

- Create a healthy city and narrow social, economic and health inequalities by ensuring we meet communities needs before during and after an incident
- Adapt to changing risks, tackling fire related crime, and keeping Londoners' safe in their homes, on London's changing transport. systems, in their work and in public spaces
- Protect global London and its infrastructure to recover from the pandemic by preventing disruption and help to protect against further shocks by working with blue light partners to reduce the risk presented by marauding terror attacks and other major threat to the Capital.

## Learning from you

### **Best people and working together to:**

- Help young people to flourish with access to support and opportunities through our London wide cadet scheme and providing an excellent place for people to work, providing jobs where Londoners can develop new skills, promoting a fair and inclusive workplace.
- Work together to support the City's recovery from the Covid-19 pandemic and build a greener, fairer, safer, and more prosperous city by supporting our communities, including those most impacted by the virus.

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## **Our Culture**

In order to serve you better, we want to improve the internal culture at the Brigade.

In 2021, we launched an organisation-wide independent review into our culture, appointing Nazir Afzal OBE as the Chair of the review. He is looking into several areas, from how we support our newest trainees, to how we handle issues of neurodiversity. We welcome the fact that we employ an increasingly diverse group of people. We understand how important this is if we want to not only represent, but understand and provide services effectively and safely to others.

We want our culture to be shaped by increasing the talent and diversity of our workforce at all levels. We want to represent you and your communities and embrace diversity. This will enable us to be at the centre of your communities, make better decisions, increase public trust, and ensure that every member of staff would recommend working for the Brigade to their family and friends.

It is too early for us to know what the review will recommend. We look forward to receiving the outcome of the review and commit to addressing its recommendations. We will review and revise this CRMP and its supporting delivery plan if necessary. From what we know about ourselves, we expect to have to consider at least the following in relation to both our people and our culture:

- 1) the impact of policies, processes, systems, and ways of working;
- 2) the way in which policies, processes and systems are applied and interpreted by staff;
- 3) the behaviours and decisions of leaders at all levels and the impact they have;
- 4) the impact of individual or group behaviour;
- 5) the impact of team-based customs and traditions across all parts of the Brigade and how we can create solid teams that enable everyone to thrive;
- 6) the impact of barriers to progression, real and perceived; and,
- 7) the difference in experiences of staff, based on, but not limited to their:
  - age;
  - disability and neurodiversity;
  - gender reassignment and identity
  - marriage and civil partnership;
  - pregnancy and maternity;
  - race;
  - religion or belief;
  - sex;
  - sexual orientation; and,
  - other forms of difference, including occupational group and rank.

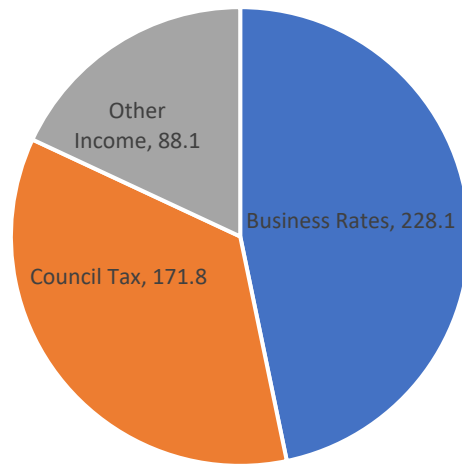
## **Making the best use of our resources**

### **How London Fire Brigade is funded**

London Fire Brigade has an annual budget of around £450 million with current reserves of £87.5 million . As one of the Greater London Authority's functional bodies, our core funding is set and approved by the Mayor of London.

These funds are drawn mainly from a combination of Business Rates and Council Tax receipts. We also receive funds from a small number of other income streams as illustrated below. All figures are for the financial year **2021/22**.

## London Fire Brigade income 2021/22



■ Business Rates ■ Council Tax ■ Other Income

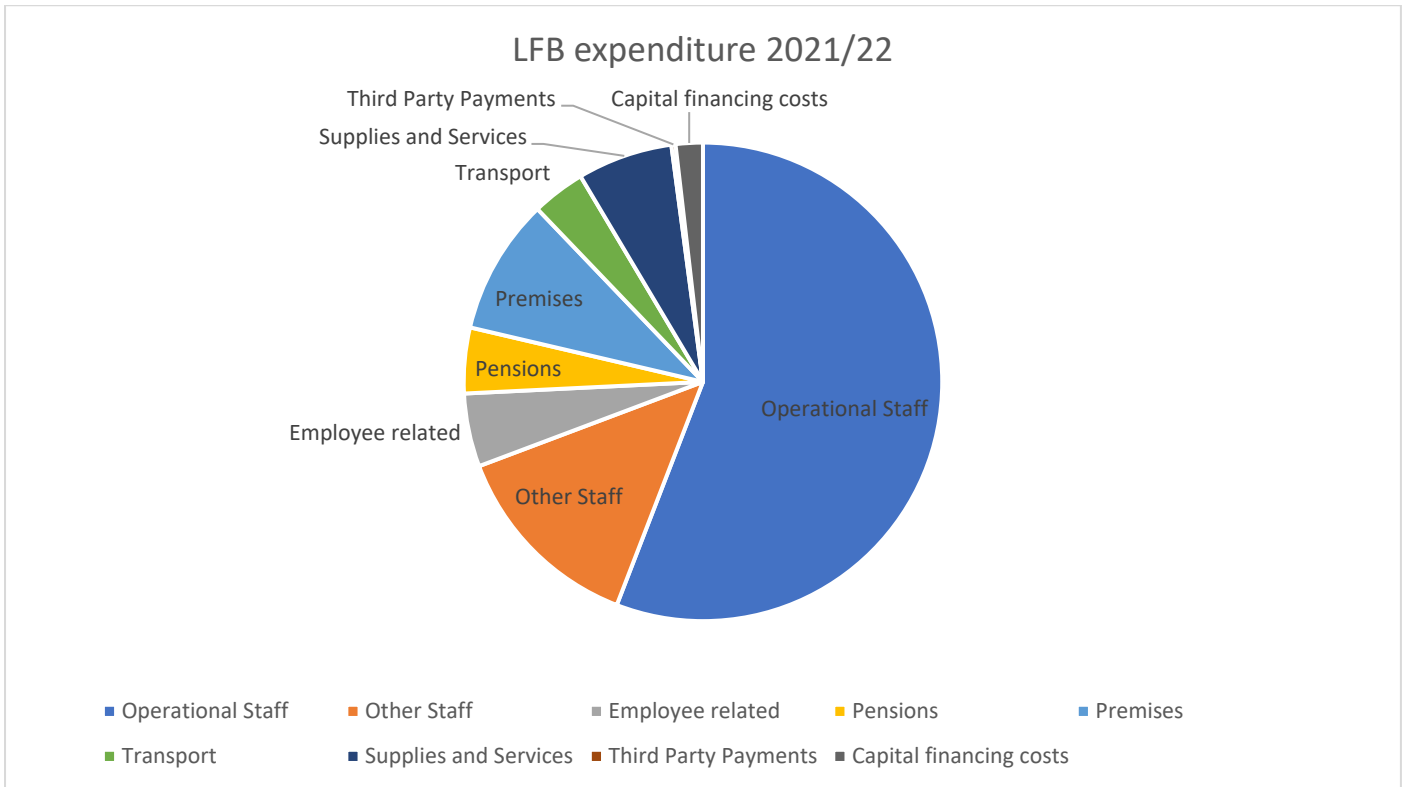
What do I pay for my Fire Brigade?

In 2020/21 for a Band D property, the London Fire Brigade received £55.82, or £1.09 a week.

What does London Fire Brigade use my money for?

We use the money we receive to fund every part of our functions, from fire engines and operational equipment to support staff and office costs. The largest part of our budget is spent on salaries and other costs associated with the employment of over 5800 staff. The chart below shows a breakdown of our expenditure.





Throughout every stage of budgeting, we are clear that, every penny of that is taxpayers' money. We recognise we have a duty to deliver the best possible value for money for you with everything we do.

#### Future Funding

This CRMP will be delivered in a challenging financial environment. We are already facing a budget gap of £13.5 million and this, along with budgetary pressures arising from the Covid pandemic and the rising cost of living, especially the price of utilities and fuel, will continue to impact on our resources.

We will continue to seek efficiencies in the way we work so that we improve the value we offer to London and will seek to engage with you further on our priorities as our financial position becomes clearer.

#### Medium Term Financial Strategy 2022-2025

The Medium-Term Financial Strategy sets out the proposed revenue budget for this financial year (2022/23) and financial forecasts for a further two financial years. The table below sets out a summary of the financial position in each of those years. These figures are for funding approved by the Mayor and do not include funding from other streams which make up the final part of our budget. These amounts will not be known until nearer the time.

Budget – Mayoral Funding		
2022/23 £m	2023/24 £m	2024/25 £m
421.8	435.7	452.8

## Quotes

"I believe it would be useful to educate members of the public on the work of the fire brigade and to stress that the fire brigade is an essential part of the community with a local presence."

## Further Information

Further information on all aspects of our income and expenditure is available here:

<https://www.london-fire.gov.uk/about-us/our-decisions/?SearchTerm=budget&SelectedDecisionStageId=-1&SelectedDecisionMakerId=-1&sort=4#results>

DRAFT

## Measuring our success

As I see it, LFB's prime function is to attend promptly, control & put out fires. A 'customer satisfaction' questionnaire after each incident would be useful.

*I think if people had a bit of extra support after a fire and more assistance on preventing them, the fire brigade **would be able to operate more efficiently**, and people would feel safer with them around.*

To measure our success, we propose a set of Key Performance Indicators. These will allow us, the public and other stakeholders to be able to independently assess our progress against the commitments outlined in this plan.

Some of these performance measures haven't changed, some have new targets and some measure new areas of performance. There are more measures of community satisfaction and measures that focus on results. We have also introduced new measures on training, wellbeing, and diversity of our staff.

We have four targets to measure how quickly we arrive at incidents and we have met all of them over the last year. We know how important it is that we maintain our existing attendance targets of achieving a first fire engine in an average of six minutes and a second in an average of eight minutes, so these remain unchanged. We have also reported our performance against two further targets, both of which focus on the longest time that you should have to wait for a fire engine. We propose to retain the target of a fire engine arriving in 10 minutes on 90 percent of occasions and to remove the target of a fire engine arriving in 12 minutes on 95 percent of occasions, as we consider it unnecessary to have two such closely related targets. We will continue to aim to arrive as quickly as we can to all emergency incidents.

We are proposing to formally review and, where appropriate, change our Key Performance Indicators on an annual basis. This enables us to respond to feedback and allows us to introduce new indicators as our understanding of your expectations develops. Our full metrics document is available online [here](#).

These are the measures we propose for 2023/24:

Measure	Target
Community Satisfaction Rating	Improvement over time
Development of community impact tool	In development
Staff composition (gender, ethnic diversity and differently abled)	Reflective of London
Number of triages via our Online Home Fire Safety Checker	16,500 in a year
To get the first fire engine to an incident	Pan-London average 6 minutes
To get the second fire engine to an incident	Pan-London average 8 minutes
To get a fire engine anywhere in London within 10	90%
Ratio of high-risk fire safety audits completed	90%
Alleged fire risks addressed within 3 hours	75%
Station staff time spent on prevention activity	In development
Station staff time spent on protection activity	In development
Percentage of high-risk home fire safety visits within target	75%

False alarms due to Automatic Fire Alarms in non-domestic buildings	20,000 in a year
Number of reportable safety events	59 per annum
Percentage of managers who have completed training	90%
Pay Gap	0%
Staff sickness	5.75%
Staff well-being	In development
Number of fire deaths	50
Number of fire injuries	1000
Number of fires	2,400/1,700/330
Accidental fire deaths in the home	35

We will continue to develop the way we measure our success and the effectiveness of our partnerships through the life of the plan to support our direction. These will be based on the following three criteria:

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# Join our Community Forum and help shape our services for your community

## What is the community forum?

It is a group of people who provide their views, life experience and opinions to inform our transformation – helping us to put London's communities at the heart of everything we do.

As a member of the Community Forum, you will be able to:

- Act as a critical friend to the Brigade
- Act as a voice for your local community
- Help shape how the Brigade is run
- Help shape how we can engage better with people and communities
- Develop personal skills and meet new people
- Gain knowledge and understanding of how the Brigade works

## How can you get involved?

Sign up here and express your interest. We look forward to hearing from you.

<https://www.london-fire.gov.uk/about-us/what-we-do/community-engagement-your-london-fire-brigade/community-forum/>

## Further reading

- **Delivery Plan 2023-29** – This supporting document outlines the key outcomes for each programme and the projects and initiatives contained within each commitment.

**How we measure ourselves** – This supporting document has our key performance indicators which will help us measure our success as we deliver our CRMP.





LONDON FIRE BRIGADE

# Your London Fire Brigade Delivery Plan 2023 - 2029

May 2022



# Contents

Introduction	3
Our Direction	4
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Programmes, projects and initiatives	9-17

# 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

### Commitment 2

We will make it easy for you to access our services

### Commitment 3

We will adapt our services as your needs change

### Commitment 4

We will design services around your needs and concerns

### Commitment 5

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

### Commitment 6

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

### Commitment 7

We will be driven by evidence so that our resources give you the value you expect

### Commitment 8

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

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

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.

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.

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.

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.

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.

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

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 so that our resources 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.



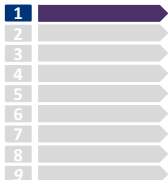
Employee Satisfaction

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

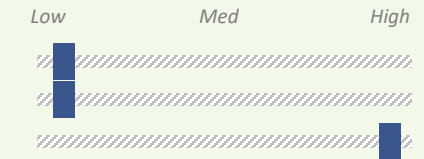
## PROGRAMME OUTCOMES:

- 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**

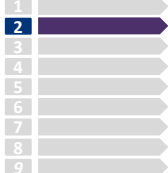


## PROGRAMME VALUE DRIVERS:

- 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)

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 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

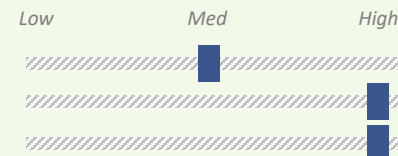
## PROGRAMME BENEFITS:

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**



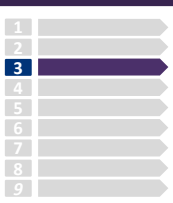
## PROGRAMME VALUE DRIVERS:

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.	<div style="display: flex; gap: 10px;"> <div style="background-color: #f8d7da; padding: 2px;">Digital All Channel Design</div> <div style="background-color: #f8d7da; padding: 2px;">Self-Service Capabilities Across Channels</div> <div style="background-color: #d1ecf1; padding: 2px;">Digital Self-Service Solutions (Pilot)</div> </div>
PO2.2 <b>Personalised Channels</b>	New	Improving understanding of the personal circumstances and needs of Londoners.	<div style="display: flex; gap: 10px;"> <div style="background-color: #f8d7da; padding: 2px;">Separated Channels For Different Risk Profiles</div> <div style="background-color: #f8d7da; padding: 2px;">Tailored Initial Point of Contact</div> </div>
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.	<div style="background-color: #f8d7da; padding: 2px;">Non-Emergency Channels</div>
PO2.4 <b>Service User Insights</b>	New	Identifying trends in community engagement, key interest topics and feelings about LFB	<div style="background-color: #f8d7da; padding: 2px;">Social Listening</div>
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.	<div style="display: flex; gap: 10px;"> <div style="background-color: #d1ecf1; padding: 2px;">Accessible, Inclusive Stations</div> <div style="background-color: #f8d7da; padding: 2px;">Physical Footprint to Expand Reach</div> </div>

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

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.

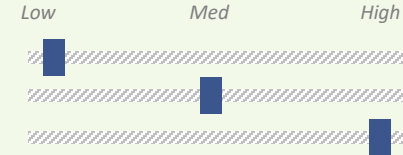
## PROGRAMME BENEFITS:

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**



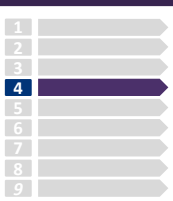
## PROGRAMME VALUE DRIVERS:

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 (New 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>	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 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.

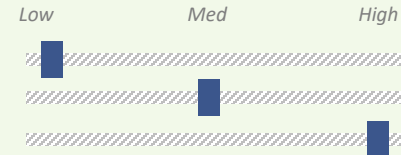
### PROGRAMME BENEFITS:

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**



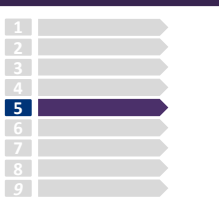
### PROGRAMME VALUE DRIVERS:

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)

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 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.

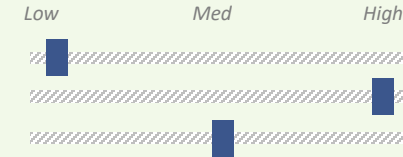
## PROGRAMME BENEFITS:

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**

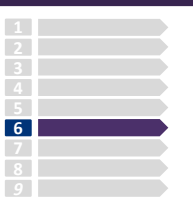


## PROGRAMME VALUE DRIVERS:

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: #90EE90;">Integrated Workforce Plans</span> <span style="background-color: #90EE90;">Fire Safety Training</span> <span style="background-color: #90EE90;">Flexible Resourcing Models</span> <span style="background-color: #90EE90;">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: #90EE90;">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: #90EE90;">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: #90EE90;">Improved Learning Experiences</span> <span style="background-color: #90EE90;">Real-time view of Skills &amp; Competency</span> <span style="background-color: #90EE90;">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: #90EE90;">Career Pathways &amp; Succession Plans</span> <span style="background-color: #90EE90;">Integrated Engagement, Retention &amp; Rewards</span> <span style="background-color: #90EE90;">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: #90EE90;">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.

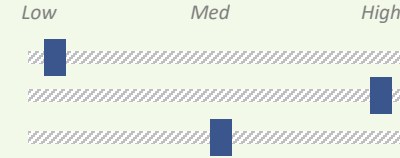
## PROGRAMME BENEFITS:

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**

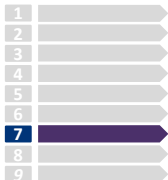


## PROGRAMME VALUE DRIVERS:

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	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 so that we 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.

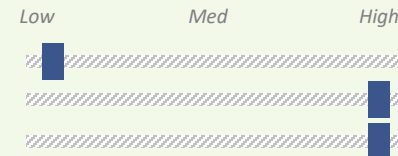
## PROGRAMME BENEFITS:

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**



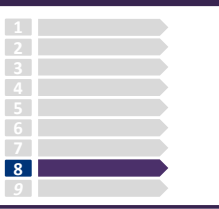
## PROGRAMME VALUE DRIVERS:

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: 2px;">Value-led KPI Definition</div> <div style="background-color: #f8d7da; padding: 2px;">Value-led KPI Measurement &amp; Analytics</div> <div style="background-color: #f8d7da; padding: 2px;">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: 2px;">Value-led Change Initiation</div> <div style="background-color: #f8d7da; padding: 2px;">Balance of Services across the Catalogue</div> <div style="background-color: #f8d7da; padding: 2px;">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.

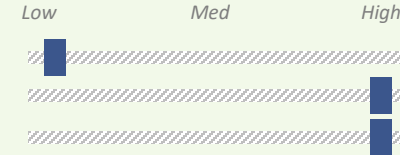
## PROGRAMME BENEFITS:

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:



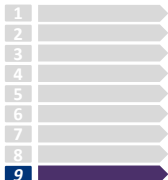
PROJECTS	TYPE	OUTCOME	INITIATIVES
PO8.1 <b>Adopting National Operational Guidance</b>	Existing	Adopting National Operational Guidance for LFB.	NOG Integration Phase 2
PO8.2 <b>Shared Procurement &amp; Service Delivery</b>	Adapted	Enable LFB to influence the national change agenda and achieve economies 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** 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.



# 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.

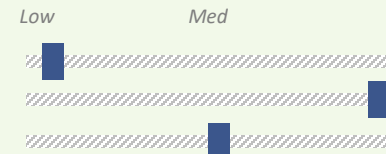
## PROGRAMME BENEFITS:

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 Initiative (Green), Adapted Initiative (Purple), New Initiative (Red)

<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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LONDON FIRE BRIGADE

# Draft LFB CRMP Metrics 2023 -



# Introduction

Our Community Risk Management Plan (CRMP) sets out LFB's plan for the next seven years. This document proposes a set of Key Performance Indicators (KPIs) which will allow us, the public and stakeholders to understand our progress against the commitments in the CRMP.

We have retained a number of the KPIs from the 2017 London Safety Plan. We have made some big changes to how we measure performance. We have new metrics around community engagement to support our commitment to working with communities to improve services. We also introduce measures of quality as well as activity. And, we have a new set of KPIs looking at training, wellbeing and diversity of our staff.

The Key Performance Indicators in this pack are for year 1 of our CRMP. The indicators and targets will evolve as we deliver on improvements and face new challenges. This also allows us to respond to feedback and to introduce indicators for unexpected events such as the Covid-19 pandemic.

We will report our progress against these Key Performance Indicators to the public and stakeholders regularly.

We have included three kinds of measures:

- Key outcome measures, showing us whether we are achieving our long term goals
- Key process measures, showing us whether we are making the improvements we believe will lead to achievement of our long term goals
- Any other measures which are of significant interest to the communities we serve



Engaging with YOU

Protecting YOU

Learning from YOU

Representing YOU

Our eight commitments

Commitment 1
We will work with you to provide localised services that meet your needs
Commitment 2
We will make it easy for you to access our services
Commitment 3
We will adapt our services as your needs change
Commitment 4
We will design services around <b>your</b> needs and concerns
Commitment 5
We will enable our people to be the best they can be, to serve you better
Commitment 6
We will work together to provide the best possible services to meet your needs
Commitment 7
We will be driven by evidence so that our resources give you the value you expect
Commitment 8
We will work with other organisations to secure a safer future for everyone

Our key performance indicators

Our Direction

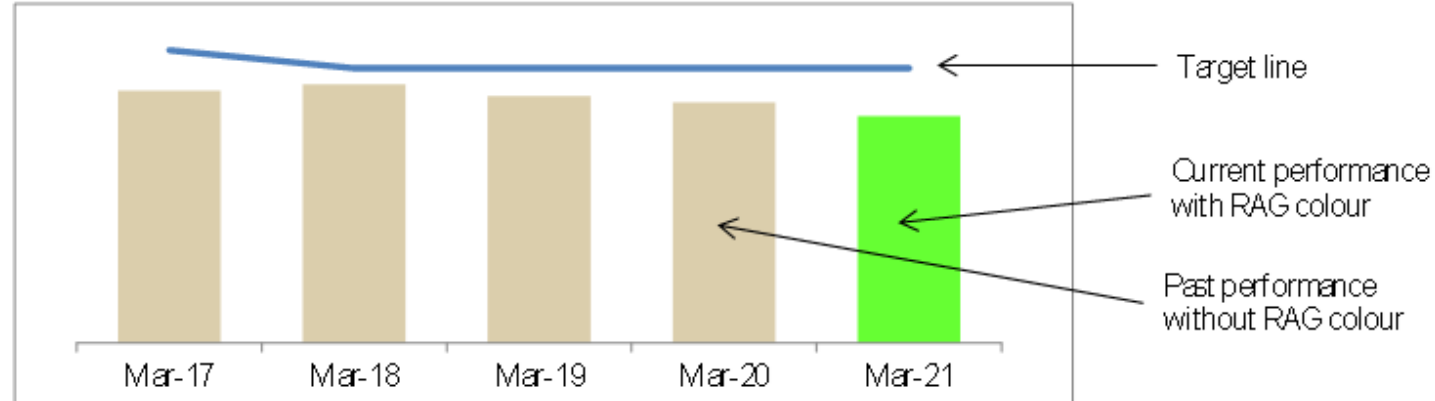
“Trusted to serve and protect London”

Key Performance Indicator	Target
<ul style="list-style-type: none"> <li>Community Satisfaction Ratings Prevention and Protection</li> <li>Development of community impact tool</li> <li>Staff composition (gender, ethnically diversity and differently abled)</li> </ul>	<ul style="list-style-type: none"> <li>Statistically significant improvement over time</li> <li>See footnote*</li> <li>Reflective of London</li> </ul>
<ul style="list-style-type: none"> <li>Number of triages via our Online Home Fire Safety Checker</li> </ul>	<ul style="list-style-type: none"> <li>16,500 triages</li> </ul>
<ul style="list-style-type: none"> <li>First appliance arrival</li> <li>Second appliance arrival</li> <li>First appliance arrival within 10 minutes</li> <li>Alleged fire risks addressed within 3 hours</li> <li>Ratio of high risk audits completed</li> </ul>	<ul style="list-style-type: none"> <li>Pan-London average of 6 minutes</li> <li>Pan-London average of 8 minutes</li> <li>90%</li> <li>90%</li> <li>75%</li> </ul>
<ul style="list-style-type: none"> <li>Station staff time spent on prevention activity</li> <li>Station staff time spent on protection activity</li> <li>Percentage of high risk home fire safety visits</li> <li>False alarms due to Automatic Fire Alarms in non-domestic buildings</li> </ul>	<ul style="list-style-type: none"> <li>See footnote*</li> <li>See footnote*</li> <li>75%</li> <li>20,000</li> </ul>
<ul style="list-style-type: none"> <li>Number of safety Reporting of Injuries, Diseases and Dangerous Occurrences Regulations</li> <li>Percentage of managers who have completed training against plan</li> <li>Pay gap (gender, ethnic diversity and differently abled)</li> <li>Staff sickness</li> </ul>	<ul style="list-style-type: none"> <li>59 per annum</li> <li>90%</li> <li>Continuous improvement with long term goal of equal pay</li> <li>5.75%</li> </ul>
<ul style="list-style-type: none"> <li>People Survey</li> </ul>	<ul style="list-style-type: none"> <li>See footnote*</li> </ul>
<ul style="list-style-type: none"> <li>Number of fire deaths (5 year rolling average)</li> <li>Number of fire injuries (5 year rolling average)</li> <li>Number of fires (Flats / Houses &amp; Bungalows / Care homes)</li> <li>Accidental fire deaths in the home (10 year rolling average)</li> </ul>	<ul style="list-style-type: none"> <li>50</li> <li>1,000</li> <li>2,400 / 1,700 / 330 per annum</li> <li>35</li> </ul>
<p>During the first year of the plan we will be developing how we measure the effectiveness of our partnerships and the opportunities for improvement.</p>	

\*footnote:  
LFB is currently developing data collection and reporting methodology for these measures, targets will be set in 2022.

# Current Presentation of Data

We publish a number of performance reports (e.g. Quarterly Performance Report) for the public and stakeholders. These reports include performance against our London Safety Plan indicators and commentary and data on key projects, risks and improvements. We normally present data about our delivery against targets as bar charts (see below).



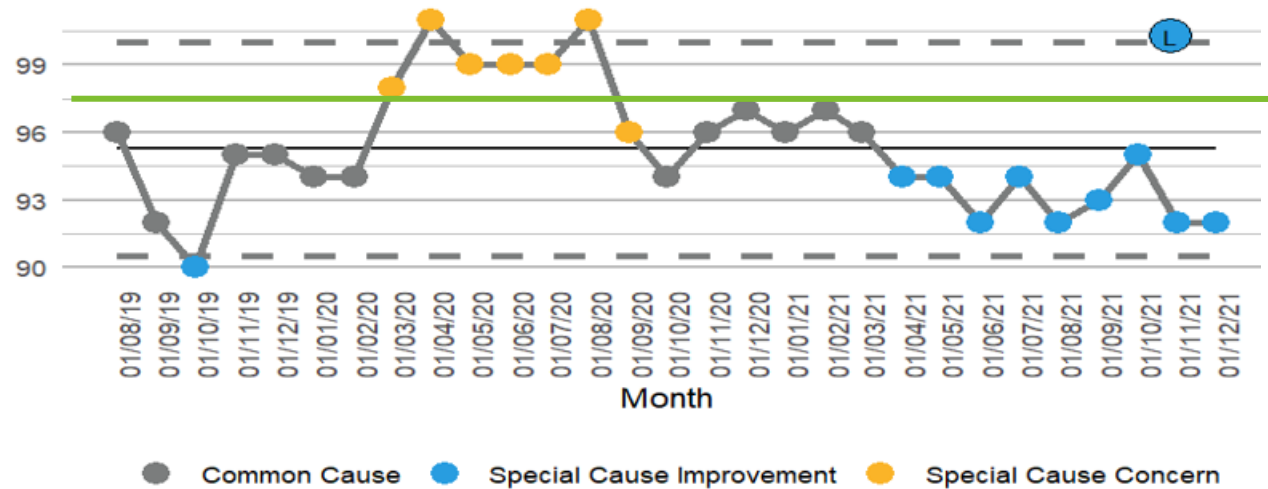
We will change the way we present data to provide more transparency around our performance. The next slide shows an example of a **control chart**. This is a tool for showing significant improvement or deterioration in performance. This tool is widely used in the public health sector. We will continue to publish summary tables.

# New Presentation of Data

The table below is an example of a control chart (also called a Statistical Process Control chart). It is a line chart with two added extras; an average line (the black line) and control limit lines (the upper and lower grey dashed lines) which show **the normal performance range of that process**.

If we see a data point outside of the control limits then it is considered an unusual event (statistical outlier) which requires attention and possible immediate action.

If we see a run of 6 or more data points in a row above or below the average then this shows a statistical shift in performance, which means that the improvement or deterioration is likely to continue if we don't take action.



A shift in performance or an outlier represent special cause (unexpected) variation and require attention, whereas performance within the normal limits is called common cause (expected) variation.

Significant improvement is shown as blue dots whereas significant concern is shown as yellow dots. A target is shown as a green line.

Target	Oct-21	Nov-21	Dec-21
98	95	92	92



LONDON FIRE BRIGADE

# Community Satisfaction



# Community Feedback Approach

**Rationale** | Close collaboration with Londoners will be a core part of how we monitor and improve performance

**Data** | We do not currently collect this data and will be developing reporting over the coming months

**Target** | To be set when initial (baseline) data have been collected

**Commitment** | 1. We will work with you to provide localised services that meet your needs

We aim to improve our performance through better conversations and collaboration with the communities we serve. And we want to measure our success here.

We will engage with Londoners in a number of ways to gather a representative and holistic picture of how well we are serving our communities. We will continue our YouGov polling, and will report on the measures shown in slides 9 to 11 in 2023. We are developing a social impact tool which measures the impact we are having on our communities. This has been piloted in 2022 and requires further work before we adopt it.

We also plan to develop ways for people to give direct feedback after interactions (such as response to incidents and prevention and protection work) with our staff.

Finally, we will continue to engage with focus groups to understand feedback from key sections of the community.

# Community Trust

**Rationale** | Having the trust of the community we serve is integral to the organisation

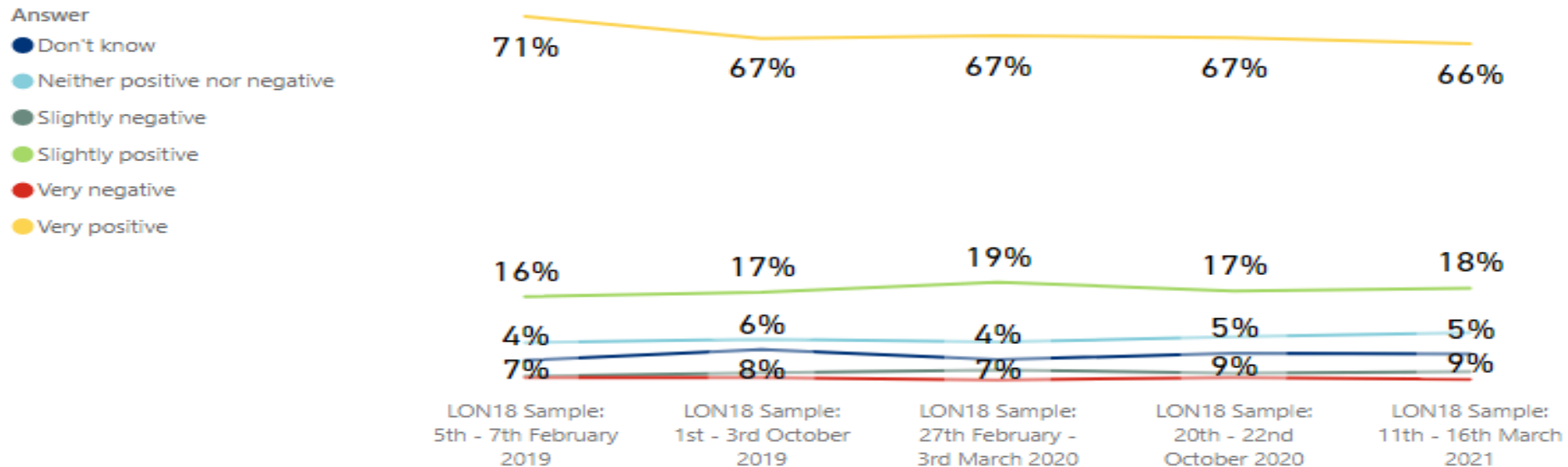
**Data** | We can see over the past two years performance has been stable, with a slight decrease.

**Target** | To see a positive statistical shift in the percentage of the community who feel very positive from the current 66%

**Commitment** | 1. We will work with you to provide localised services that meet your needs

We plan to use this question from the community survey: “In general, how positive or negative do you feel towards the London Fire Brigade (LFB)?”.

## Trends over time



# Community Satisfaction – Prevention

**Rationale** | To assess community satisfaction with our prevention activities whilst we develop better reporting

**Data** | Latest performance shows 57% of responders strongly agree

**Target** | To see a positive statistical shift from current performance

**Commitment** | 1. We will work with you to provide localised services that meet your needs

We plan to use this question from the community survey: “I trust the LFB to advise people how to be safe from fire in their home”

Answer ● Don't know ● Strongly agree ● Strongly disagree ● Tend to agree ● Tend to disagree



# Community Satisfaction - Protection

**Rationale** | To assess community satisfaction with our protection activities whilst we develop better reporting. Protection activities are focussed on business premises (e.g. audits, building consultations)

**Data** | Latest performance shows 50% of responders strongly agree

**Target** | To see a positive statistical shift from current performance

**Commitment** | 1. We will work with you to provide localised services that meet your needs

We plan to use this question from the community survey: “I trust the LFB to provide suitable advice on fire safety to businesses and building professionals”

## Answer

Answer ● Don't know ● Strongly agree ● Strongly disagree ● Tend to agree ● Tend to disagree







LONDON FIRE BRIGADE

# Response Measures



# Response times

**Rationale** | Response times are one of the key drivers for ensuring operational staff have the best chance of dealing with fires and other incidents effectively

**Data** | We have consistently met the response targets across all measures

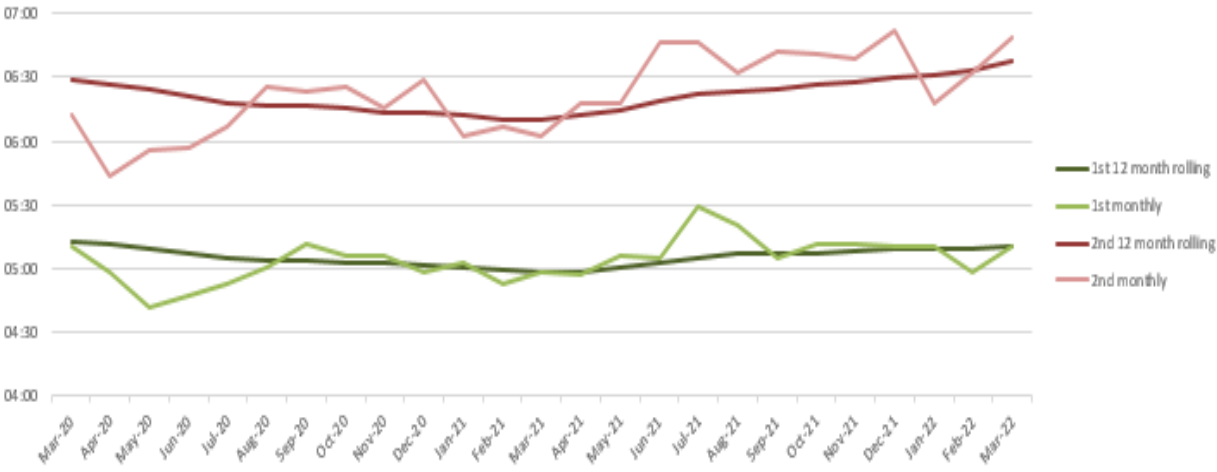
**Target** | To maintain the current response targets as the population and complexity of incidents in London increase

**Commitment** | 3. We will adapt our services as your needs change

We expect to respond to an incident by the first appliance arriving within 6 minutes and the second appliance arriving within 8 minutes. We also have two measures to understand our overall arrival times across London; that the first appliance arrives within 10 minutes 90% of the time and the second appliance arrives within 12 minutes 95% of the time.

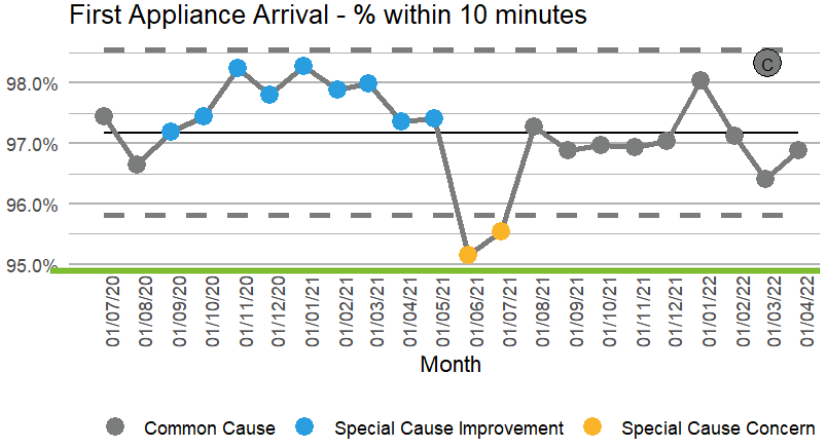
We propose to keep the current average response time measures and the 10 minute measure. We propose to remove the 12 minute measure as it does not add further value.

Average Appliance Arrival Times



**First appliance | Target 6 mins | Mar 22: 5:12mins**

**Second appliance | Target 8 mins | Mar 22: 6:38mins**



**Target 90% | Apr 22: 96.9%**



LONDON FIRE BRIGADE

# Prevention Measures



# Station Staff time spent on prevention activity

**Rationale** | Prevention activities are a core part of our improvement plans and grouping these together allows us to respond to changing needs and environments

**Data** | We currently collect this data as activity numbers and will be developing combined reporting to measure time spent

**Target** | To be set when initial (baseline) data have been collected

**Commitment** | 4. We will design services around **your** needs and concerns

In the 2017 London Safety Plan, we set targets against individual prevention activity that the London Fire Brigade delivers. We want to change this to an overall measure which looks at the amount of time station staff are spending on prevention activity.

We will still report on the range of different activities, e.g. Home Fire Safety Visits and youth engagement schemes, and a summary target will allow operational managers to flex the balance of activities their teams delivery to reflect the needs of the local community and the changing environment.

# Number of fire deaths

**Rationale** | Preventing fire deaths is a core part of the London Fire Brigade's purpose

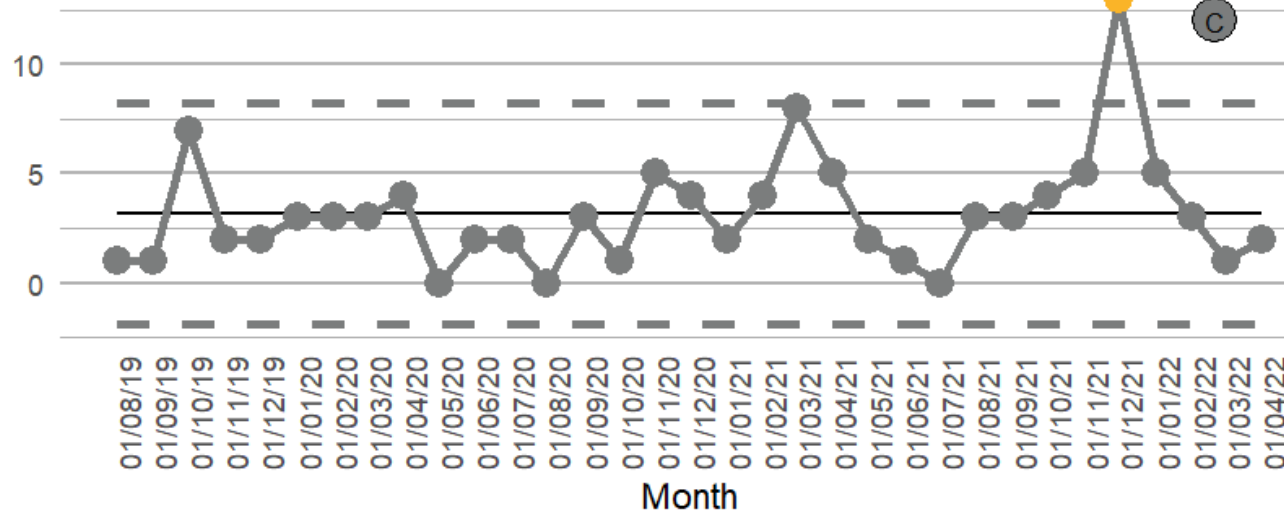
**Data** | Fire deaths have been largely stable over the past two years with the exception of December 2021

**Target** | 50 per annum on a 5 year rolling average

**Commitment** | 7. We will be driven by evidence so that our resources give you the value you expect

This indicator was present in the most recent London Safety Plan and remains one of our core performance measures.

All Fire Deaths



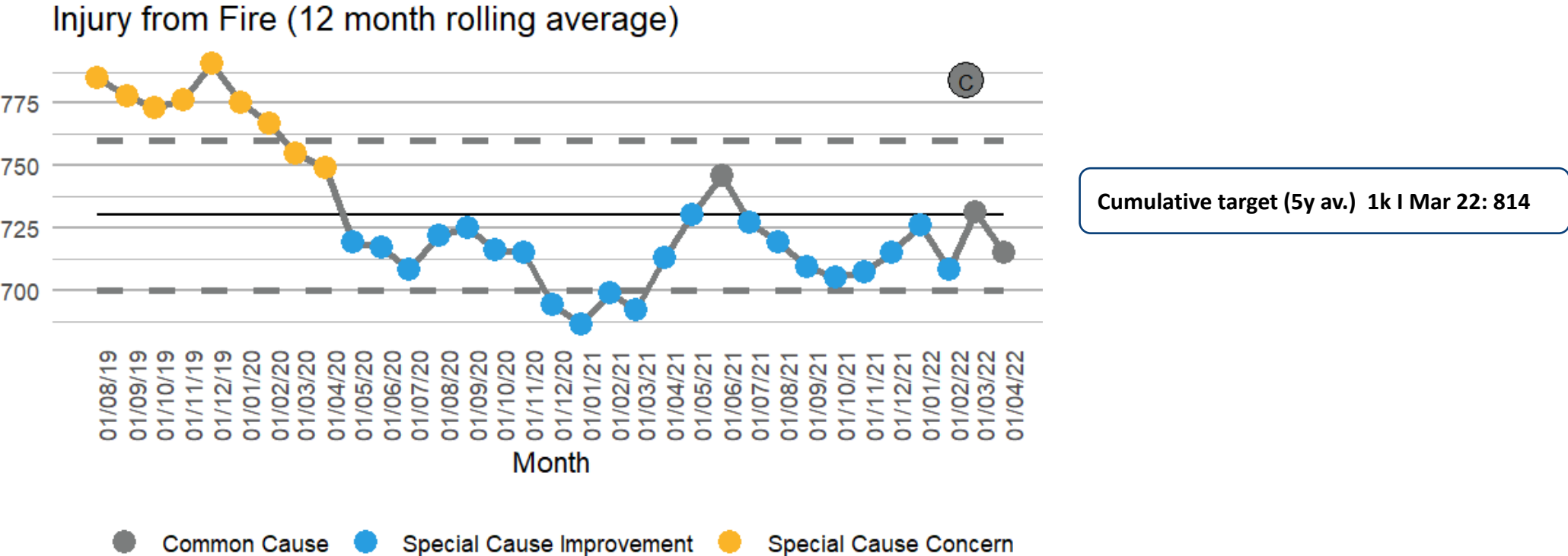
Cumulative target 50 | 2022: 11

● Common Cause ● Special Cause Improvement ● Special Cause Concern

# Number of fire injuries

**Rationale** | Preventing fire injuries is a core part of the London Fire Brigade’s purpose  
**Data** | A 12 month rolling average shows that covid has coincided with a statistically significant reduction in fire injuries  
**Target** | 1,000 per annum on a 5 year rolling average. Whilst this target is currently being met consistently, this has coincided with the covid pandemic and may start to increase. We will aim to set a stretching target in year 2.  
**Commitment** | 7. We will be driven by evidence so that our resources give you the value you expect

This indicator was present in the most recent London Safety Plan and remains one of our core performance measures.



# Online Home Fire Safety Checker

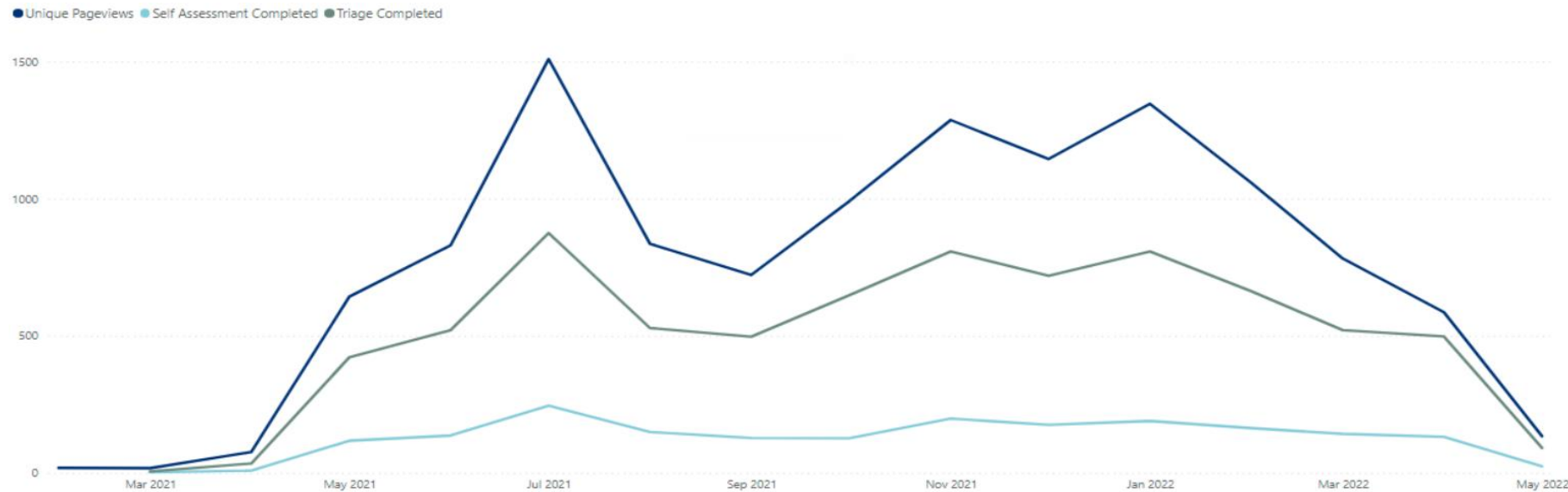
**Rationale** | The delivery of prevention work has changed and will continue to strengthen using online tools, this allows us to prioritise in-person high risk HFSVs

**Data** | This is a new initiative and baseline data has shown ~650 triages per month

**Target** | 16,500 triages for year 1 (10% increase on 22/23 target of 15,000)

**Commitment** | 2. We will make it easy for you to access our services

In response to Covid we launched an online Home Fire Safety Checker than can be accessed by any member of the community. In the coming years we will be strengthening the delivery of services so that we can best serve the needs of an growing and more diverse London population and focus our resources where they are most needed.



**7642**

Triage Completed

**63.8%**

Triage Completed %

**1947**

Self Assessment Completed

**16.25%**

Self Assessment %

# Percentage of high risk Home Fire Safety Visits (HFSVs) completed

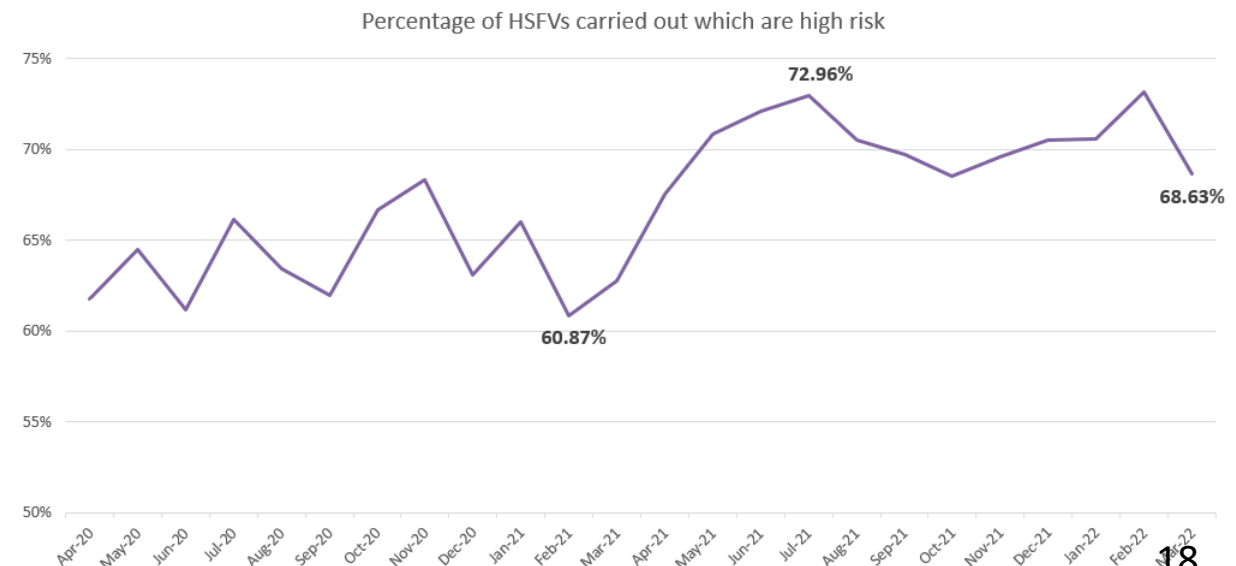
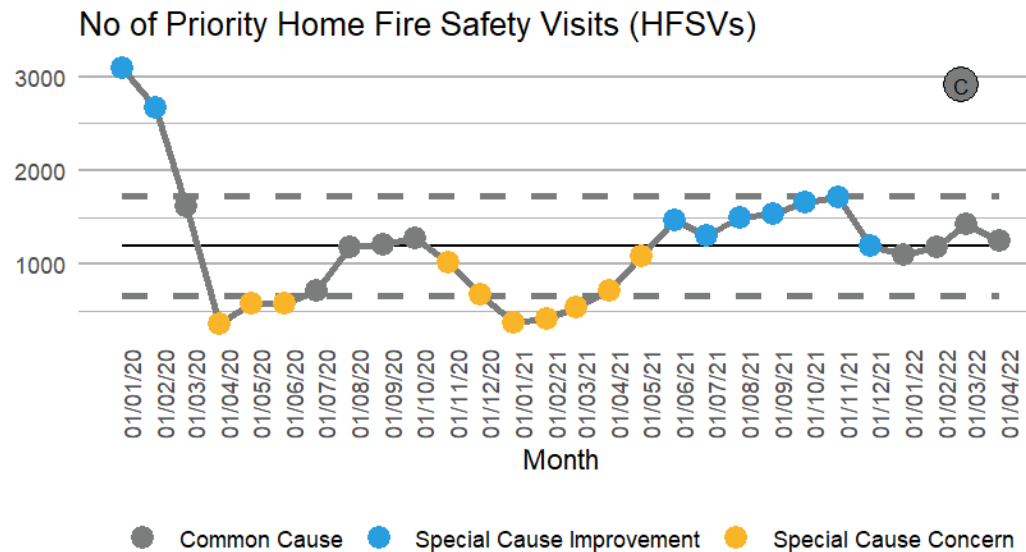
**Rationale** | The delivery of prevention work has changed and will continue to strengthen using online tools, this allows us to prioritise in-person high risk HFSVs

**Data** | We currently collect this data as activity numbers and will be developing combined reporting to measure time spent

**Target** | 75% of HSFVs will be high-risk

**Commitment** | 4. We will design services around **your** needs and concerns

We want to report the percentage of high risk HFSVs that are undertaken. We anticipate that as we strengthen the delivery of our online services that it should result in a higher proportion of in-person HFSVs delivered to those most in need. We will also continue reporting on the overall number of HSFVs.





# Number of Fires

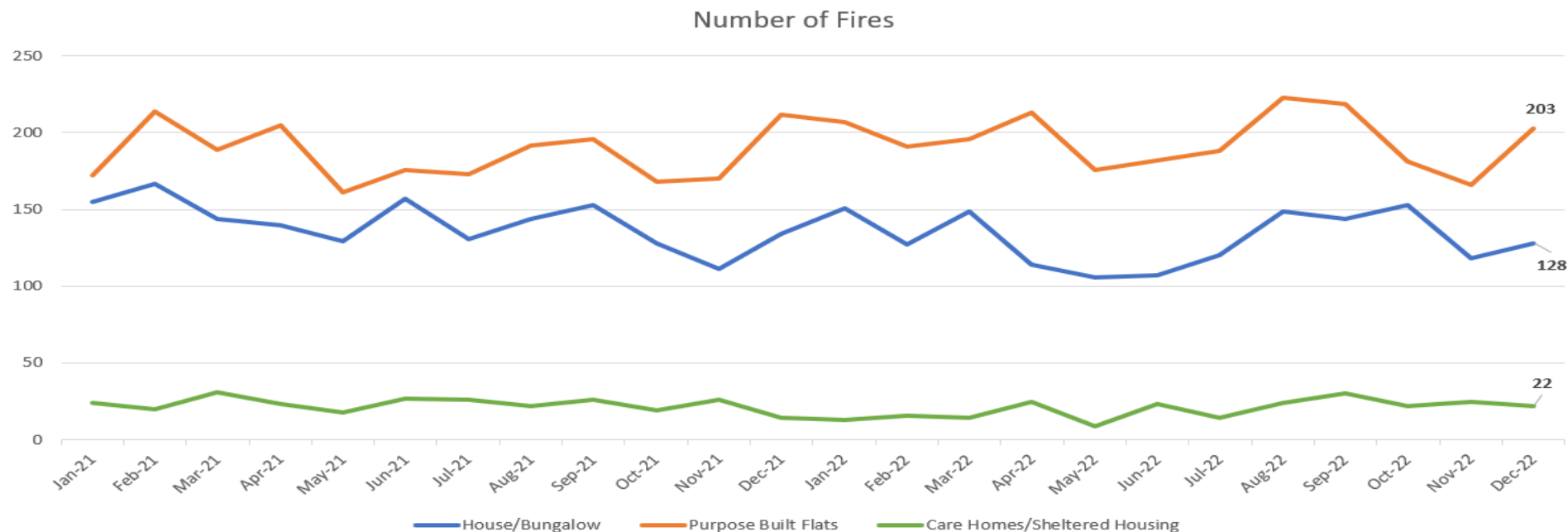
**Rationale** | Monitoring the number of fires in different locations allows us to assess trends across different property types and plan our use of resources efficiently.

**Data** | In 2021 there were 2,345 fires in purpose built flats, 1,566 fires in residential properties & 237 fires in care homes & sheltered housing

**Target** | Flats – 2,400 per annum | Houses & Bungalows – 1,700 per annum | Care homes and sheltered housing – 330 per annum

**Commitment** | 7. We will be driven by evidence so that our resources give you the value you expect

The number of fires in different location types continue to be core indicators for the London Fire Brigade, as we seek to continue prevention and protection activities to make London a safer city. The LFB is continuously working to reduce fires.



# Accidental Fire Deaths in the Home

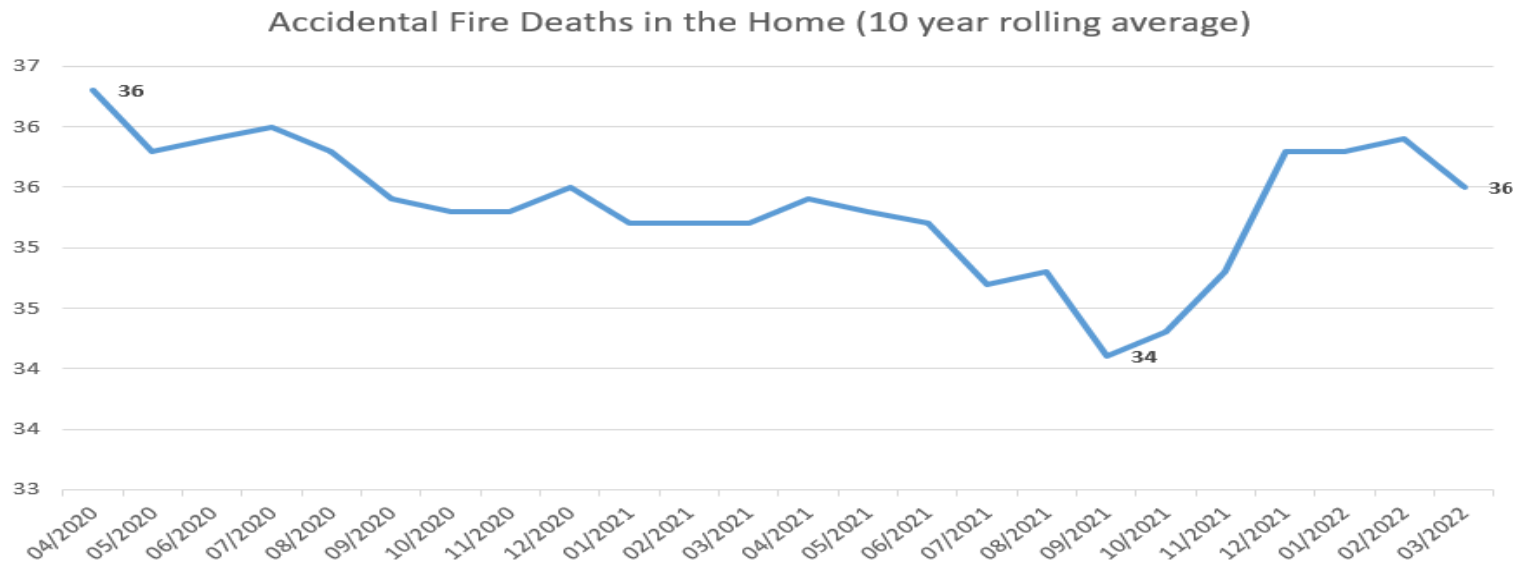
**Rationale** | Monitoring the number of accidental deaths in the home enables us to assess trends and undertake analysis where we see an increase

**Data** | Data show an increase starting in September 2021

**Target** | 35 across a 10 year rolling average

**Commitment** | 7. We will be driven by evidence so that our resources give you the value you expect

The number of accidental fire deaths in the home continues to be a core indicator for the London Fire Brigade, as we seek to continue prevention and protection activities to make London a safer city. The LFB is continuously working to reduce accidental fire deaths in the home.



Cumulative target (10y av.) 35 | 2021: 36



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# Protection Measures



# Station Staff time spent on protection activity

**Rationale** | Protection activities are a core part of our improvement plans and grouping these together allows the organisation to respond to changing needs and environments

**Data** | We currently collect this data as activity numbers and will be developing combined reporting to measure time spent

**Target** | To be set when initial (baseline) data have been collected

**Commitment** | 4. We will design services around **your** needs and concerns

In the most recent London Safety Plan, we set targets against individual schemes that the London Fire Brigade runs. We want to change this to an overall measure which looks at the amount of time station staff are spending on protection activity.

We will still report on the breakdown of different activities, e.g. audits and inspections, but an overall target will allow operational managers to balance activities to reflect the needs of their community and the changing environment.

# Alleged fire risks addressed within 3 hours

**Rationale** | Responding quickly to alleged fire risks remains a core part of prevention activity

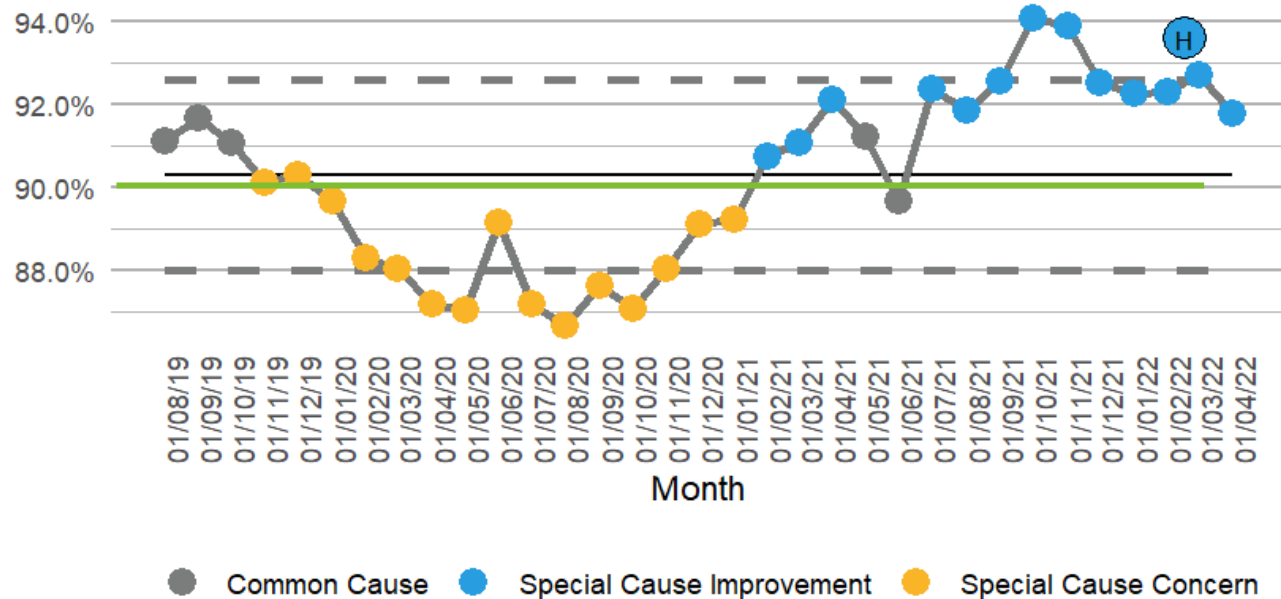
**Data** | The graph below shows we have consistently met the target since June 2021. However, the skill mix of our workforce will shift significantly this year which means fewer staff will be able to undertake these audits. There are a range of training and support initiatives under way to address this and so we propose to consider stretching the target in year 2.

**Target** | 90%

**Commitment** | 3. We will adapt our services as your needs change

This indicator was present in the most recent London Safety Plan and remains one of our core performance measures.

Alleged Fire Risks Addressed with 3 hours



Target 90% | Apr 22: 92.7%

# False alarms due to AFA in non-domestic buildings

**Rationale** | We propose to continue the current London Safety Plan indicator whilst we review our response to automatic fire alarm actuation

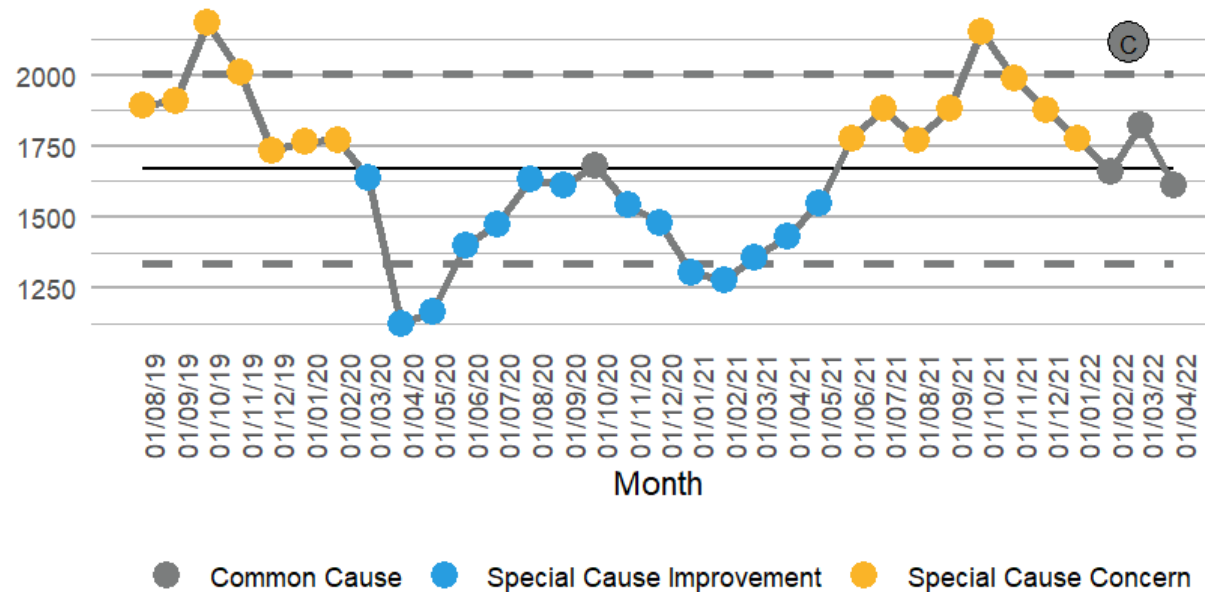
**Data** | There was a dip in automatic fire alarm actuation at the start of covid but this has now returned to normal levels

**Target** | 20,000 per annum

**Commitment** | 4. We will design services around **your** needs and concerns

This indicator is present in the current London Safety Plan. Analysis tells us that only 0.39% of automatic fire alarm actuation in non-domestic buildings result in firefighter input. We are reviewing our approach to managing these calls and may introduce a triage element which ensures the target is set against high risk calls in 2024.

False Alarms due to AFA non-domestic buildings



Cumulative target 20K | Jan – Mar 2022: 6,868

# Ratio of high risk audits completed

**Rationale** | We want to make best use of our resources. Overall audits will be part of the summary protection metric (slide 24) but we will separately track high risk audits

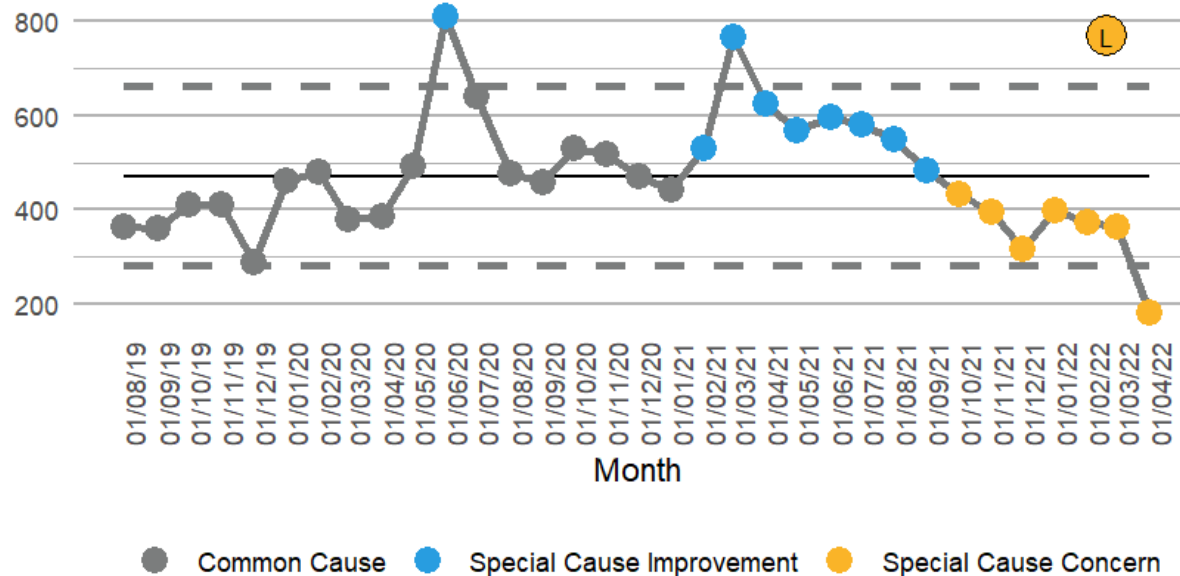
**Data** | We currently collect this data as activity numbers and will be developing combined reporting to measure time spent

**Target** | 75% of all audits undertaken will be on high risk properties as we increase use of the online home fire safety tool

**Commitment** | 3. We will adapt our services as your needs change

In the current London Safety Plan we report the number of audits and inspections. We want to continue reporting this as part of our overall protection activity target but focus here on the value adding input. High-risk audits currently include high-rise buildings and school premises though the NFCC are currently reviewing the definition and we will alter our reporting accordingly.

Fire Safety Inspections/Audits in High-risk Premises



Target 5,000 | Jan-Apr 2022: 1,314



LONDON FIRE BRIGADE

# People Measures

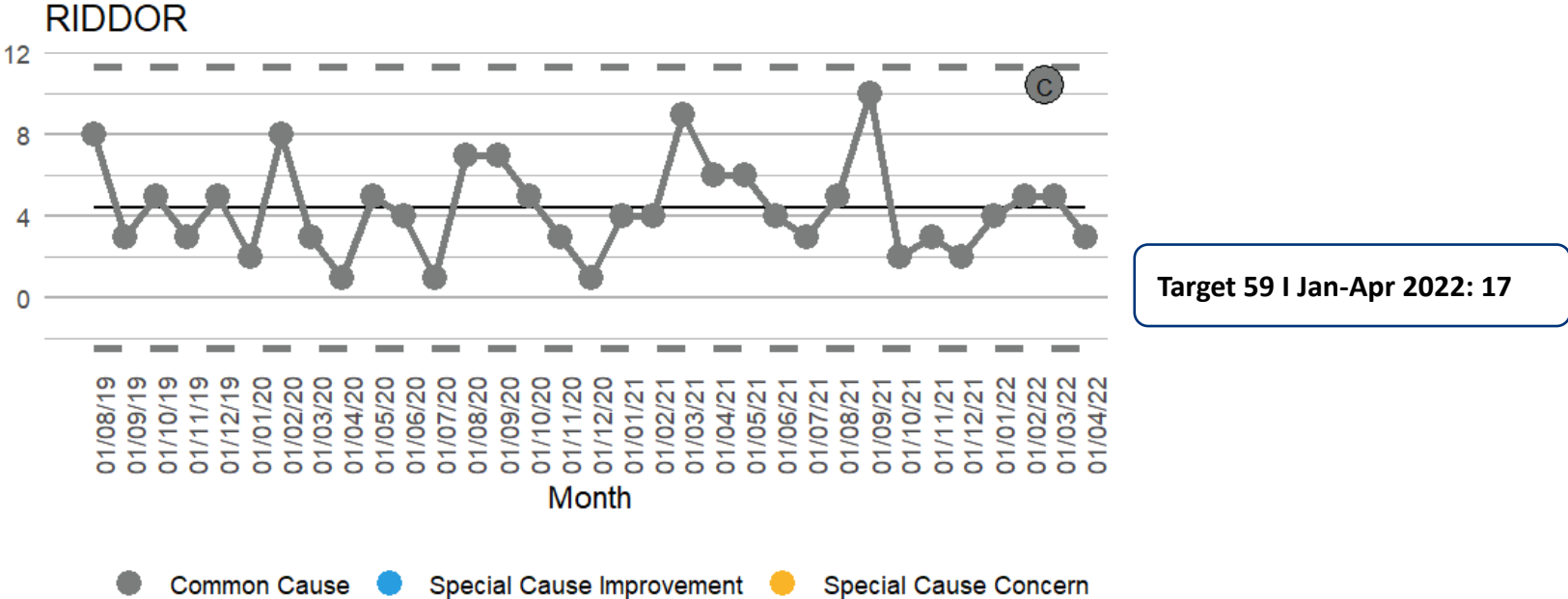




# Number of RIDDORs

**Rationale** | LFB strives to be an organisation where staff feel safe at work  
**Data** | The number of RIDDORs has been stable around 4 per month  
**Target** | 59  
**Commitment** | 5. We will enable our people to be the best they can be, to serve you better

RIDDOR stands for Reporting of Injuries, Diseases and Dangerous Occurrences Regulations. It is the revised statutory instrument of the Parliament of the United Kingdom, which came into force in October 2013. It applies to workplaces across every industry and sector, and includes deaths, injuries, diseases and "dangerous occurrences", including near misses, that take place at work or in connection with work. The LFB has a number of controls in place to reduce the number of RIDDOR incidents.



# Staff satisfaction rating

**Rationale** | We want to ensure LFB staff consider us a great employer

**Data** | We are planning to roll out our improved People Survey in September 2022

**Target** | To be set when initial (baseline) data have been collected

**Commitment** | 6. We will work together to provide the best possible services to meet your needs

We are in the process of finalising our improved People Survey. We propose reporting the results of our Friends and Family Test question - “I would recommend LFB as a great place to work to my friends and family”. This is in line with NHS reporting and so provides a natural benchmark.

# Percentage of managers who have completed training against plan

**Rationale** | We want to ensure LFB staff are given the training and resources to manage their services and teams effectively

**Data** | Data not currently collected, trajectory to be set once baseline data collected

**Target** | 90%

**Commitment** | 5. We will enable our people to be the best they can be, to serve you better

The London Fire Brigade is rolling out a new training plan for managers within the organisation. The aim is for LFB staff in leadership positions to have access to the training and support that they need to best manage their teams.

# Staff sickness

**Rationale** | We expect sickness rates to decrease following planned improvement programmes on staff wellbeing

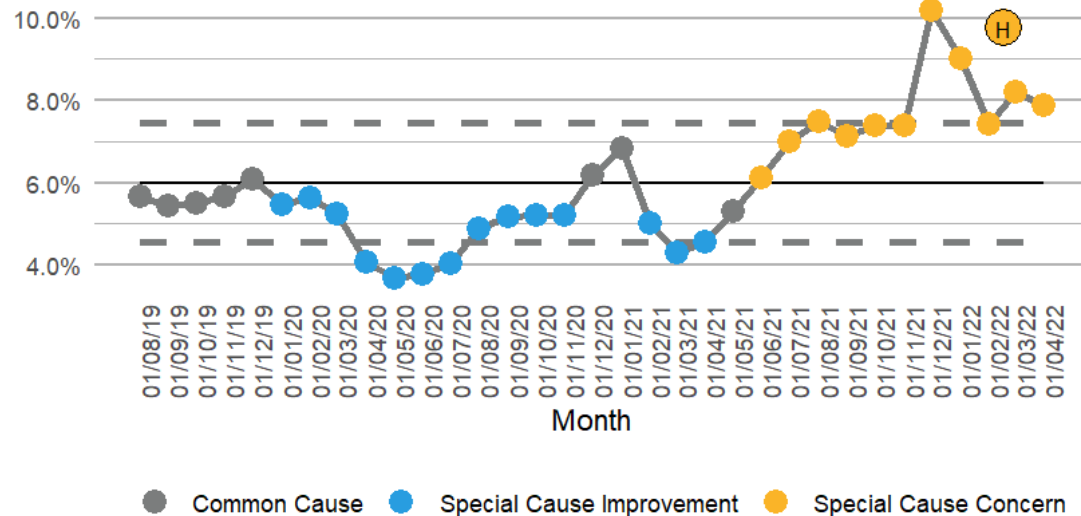
**Data** | There has been a statistical shift in overall sickness starting in June 2021 which mirrors the increase in sickness relating to stress, anxiety or depression

**Target** | 5.75%

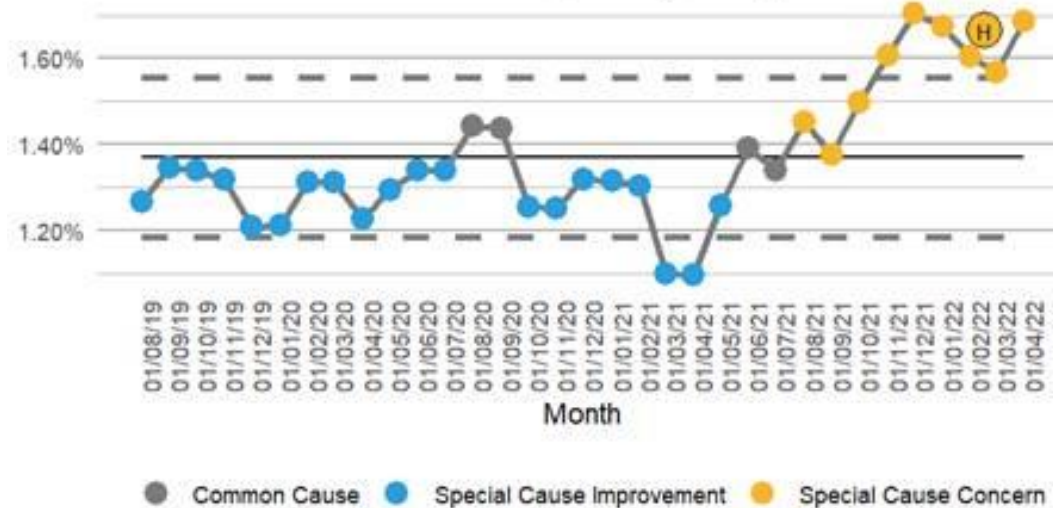
**Commitment** | 5. We will enable our people to be the best they can be, to serve you better

Staff sickness is a key driver for performance across all areas of the organisation. Monitoring sickness rates enables us to identify patterns and risks and therefore better support staff. Sickness, Anxiety and Depression has been a key category across all three staffing groups and much of our wellbeing plans are focussed on supporting staff in this area.

% Working Day Lost to Sickness - All Staff



% WD lost to sickness - Stress, Anxiety & Depression





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# Equality & Diversity Measures



# Staff composition

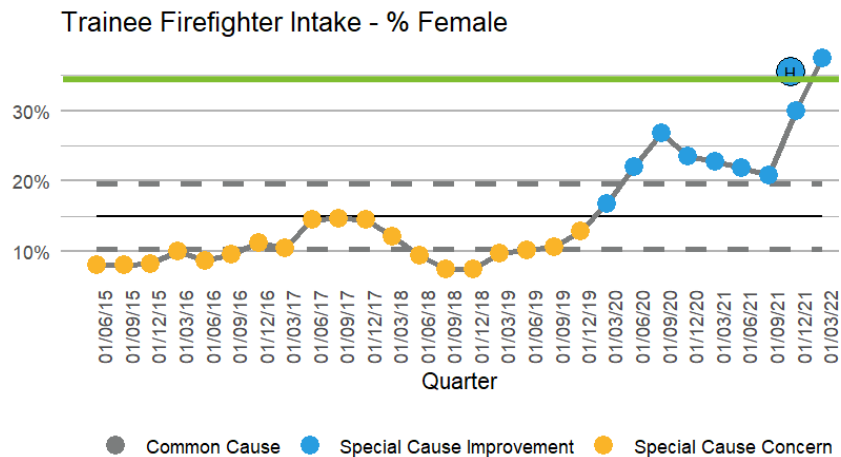
**Rationale** | We need adequate operational staffing numbers in order to deliver the best service to London and continue to improve

**Data** | There has been a recent positive statistical shift in both measures and we are meeting the monthly target for 22/23

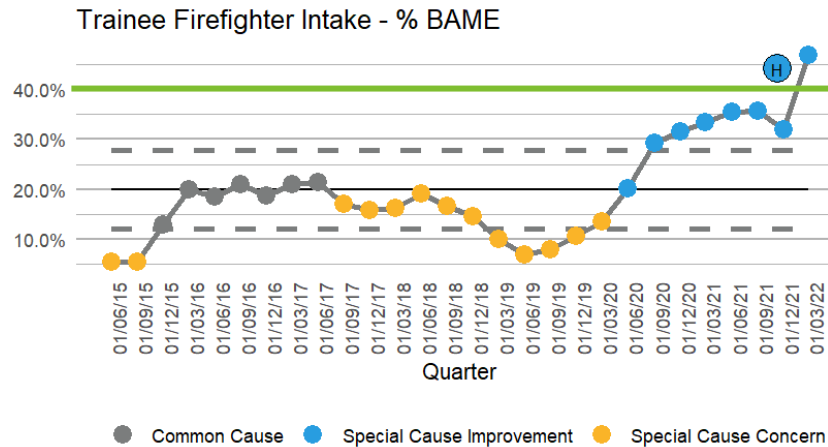
**Target** | Composition - That 40% of our staff are BAME, 50% female. Firefighter intake - 40% BAME and 35% female

**Commitment** | 1. We will work with you to provide localised services that meet your needs

Our aim is to ensure our workforce is reflective of the community we serve. To support this aim we will report on overall staff composition along with our intake of black, Asian and other ethnically diverse communities, female and differently abled trainee firefighters.



**Target 35% | Mar 22: 37.5%**



**Target 40% | Mar 22: 46.9%**

# Pay gap

**Rationale** | LFB staff should be paid equally regardless of any protected characteristics

**Data** | We are currently developing the reporting for gender, BAME and disability status

**Target** | Long term this will be 0% (equal pay) but we will aim for year on year continuous improvement against current performance

**Commitment** | 5. We will enable our people to be the best they can be, to serve you better

It is essential that we make sure all staff are treated with equity regardless of any protected characteristics. Equal pay is a large part of this and we propose to publish our pay gap data for race, gender and disability status. We are aiming to include LGBT staff in this measure but currently recording of this data is too sparse to draw conclusions from. We will be looking to improve the recording of this data.



LONDON FIRE BRIGADE

# Sustainability





# Net zero carbon by 2030

**Rationale** | LFB has a key role as a large public sector organisation to reduce our impact on the environment

**Data** | We are in the process of obtaining the data over time

**Target** | Net zero by 2030

**Commitment** | 7. We will be driven by evidence so that our resources give you the value you expect

We are currently developing our carbon reduction and sustainable development strategies, and over time we will introduce KPIs to measure our improvement here. In the meantime, we have agreed the target of aiming to reach net 0 carbon by 2030.



LONDON FIRE BRIGADE

# Current London Safety Plan Indicator Review



# Summary of LSP 2017 Indicators

Indicator	Included in CRMP	Notes
H1 : Boroughs below nat av. for primary fires	X	Not a good comparator for assessing performance. We will continue to report number of fires in different settings.
H2 : Fires in the home	✓	
H3 : Fires in other buildings	X	Replaced by fires in flats which are higher volume and public interest.
H4 : Fires in care homes	✓	
H5 : All fire deaths (10 year av.)	✓	
CX3A : All fire deaths - annual	X	Only one fire death measure needed, we will continue to monitor performance internally monthly.
H6 : Acc fire deaths in the home (10 year av.)	✓	
H7 : Injury from fire (5 year av.)	✓	
H8 : Home Fire Safety Visits	X	Replaced by "time spent on prevention activity"
H9 : Educating young people	X	Replaced by "time spent on prevention activity"
CO1 : Time by station staff on Community Safety	X	Replaced by "time spent on prevention activity"
H10 : All fire safety audit/inspections	X	Replaced by "time spent on prevention activity"
CO2 : Alleged Fire Risks addressed within 3 hrs	✓	
H11 : False alarms due to AFA non-domestic	✓	

Indicator	Included in CRMP	Notes
CO3 : 999 calls answered within 7 seconds	X	Response measures will be focussed on arrival times, though we will continue to monitor this internally
H12 : Av. time from answering a 999 call to dispatch (seconds)	X	Response measures will be focussed on arrival times, though we will continue to monitor this internally
H13 : Av. arrival time 1st appliance (mm:ss)	✓	
H14 : Av. arrival time 2nd appliance (mm:ss)	✓	
H15 : 1st appliance arrival 10 mins or less	✓	
H16 : 1st appliance arrival 12 mins or less	✓	

# Summary of LSP 2017 Indicators

Indicator	Included in CRMP	Notes
CO6A : Av. no. working day lost to sickness - Ops	X	Replaced by "percentage of working day lost to sickness"
CO6B : Av. no. working day lost to sickness - FRS	X	Replaced by "percentage of working day lost to sickness"
CO6C : Av. no. working day lost to sickness - Control	X	Replaced by "percentage of working day lost to sickness"
CO7A : Trainee firefighter intake - % BAME	☑	
CO7B : Trainee firefighter intake - % Women	☑	
CO8 : Gender diversity (men) of Control staff	X	No longer a key improvement area.
CO9 : Black, Asian and Minority Ethnic FRS staff top earners	X	Replaced by pay gap
CO10A : Pay ratio between highest & median salary*	X	Replaced by pay gap
CO10B : Gender pay gap - all staff (median)*	☑	
CO11 : RTCs involving Brigade vehicles	X	Keep as key internal measure.
CO12 : Injuries from operational incidents	X	Keep as key internal measure.
CO13 : RIDDOR	☑	
CO14 : Spend with SMEs	X	Keep as key internal measure.
CO15 : CO2 reduction from 1990 levels (%)	X	Replaced by net 0 by 2030 measure
CO16 : Statutory info requests handled on time (%)	X	Keep as key internal measure.



LONDON FIRE BRIGADE



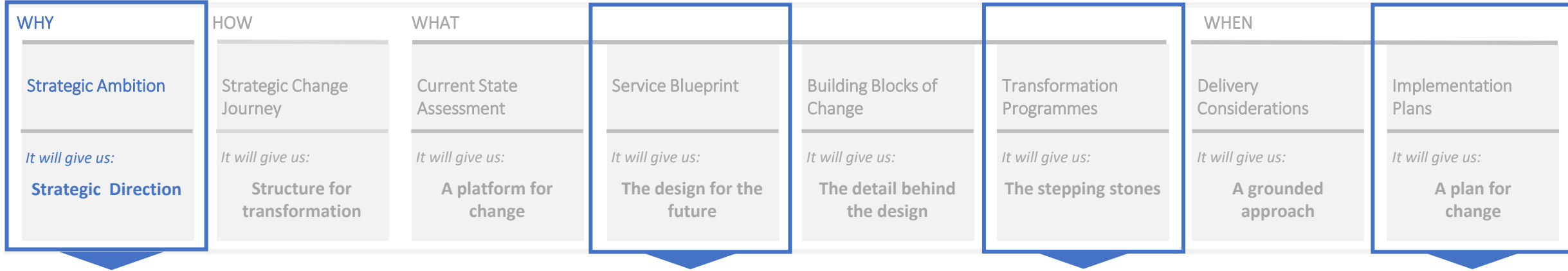
# LFB Service-led TOM | Executive Summary

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# Executive Summary

- What areas of the full Target Operating Model are covered in the Executive Summary

How this Chapter informs the TOM





LONDON FIRE BRIGADE

accenture

# LFB Service-led TOM | Strategic Ambition

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# CHAPTER 1 INTRODUCTION

Chapter 1 defines the ambition and approach for service-led transformation to provide direction for the service-led TOM.

How this Chapter informs the TOM

WHY	HOW	WHAT				WHEN	
<b>Strategic Ambition</b>	<b>Strategic Change Journey</b>	<b>Current State Assessment</b>	<b>Service Blueprint</b>	<b>Building Blocks of Change</b>	<b>Transformation Programmes</b>	<b>Delivery Considerations</b>	<b>Implementation Plans</b>
<i>It will give us:</i> <b>Strategic Direction</b>	<i>It will give us:</i> <b>Structure for transformation</b>	<i>It will give us:</i> <b>A platform for change</b>	<i>It will give us:</i> <b>The design for the future</b>	<i>It will give us:</i> <b>The detail behind the design</b>	<i>It will give us:</i> <b>The stepping stones</b>	<i>It will give us:</i> <b>A grounded approach</b>	<i>It will give us:</i> <b>A plan for change</b>

## Chapter Overview

Chapter 1 – Strategic Ambition sets the direction for the Service-led TOM. It provides context to why LFB is transforming, the ambition for transformation and the approach for Service-led TOM. It does this by answering:

- What is the role of the Service-led TOM in LFB's strategic transformation?
- What is the case for change?
- What is the direction for the future?
- What is our approach defining the Service-led TOM?



# 01

## The role of the Service-led TOM

What is the role of the Service-led TOM in LFB's strategic transformation?

### Section content:

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**1.A** What is the purpose of the Service-led TOM?

---

**1.B** What are the components that come together to make up the Service-led TOM?

---

**1.C** What is the mandate for the Service-led TOM?

---

**1.D** How do the Service-led TOM and CRMP come together?

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**1.E** What is the scope for the Service-led TOM?

# 1.A | BACKGROUND, POSITIONING & APPROACH FOR THE SERVICE-LED TOM

The LFB service-led TOM feeds into the CRMP, enabling LFB to strategically focus around the services it provides to London's communities.

## 01

### Background

- Between April and May 2021, Accenture worked with LFB on the High-Level target operating model (TOM).
- The High-Level TOM defined LFB's strategic ambition, redefining the organisational strategic pillars and detailing eight strategic organisational changes to support delivery of the LFB purpose and vision.
- The design of the High-Level TOM was focused on shifting LFB to become a more service-led and community-centred organisation. It was based on targeted engagement with the communities of London to understand the services that meet their wants, needs and expectations and built on the strategic direction set out in the Transformation Delivery Plan and the Togetherness Strategy.

## 02

### Positioning

Over 17 weeks, the Service-led TOM will build on the LFB's strategic ambition set out in the high-level TOM to:

- define the right balance of services delivered by LFB to become a service-led and community-centred organisation that responds to the wants, needs and expectations of the communities of London.
- articulate the actionable steps that can be taken by LFB in order to achieve this target state, in consideration of the strategic constraints and internal capacity.
- provide strategic input to the Community Risk Management Plan (CRMP), LFB's new corporate strategy for 2022 – 2026.

## 03

### Approach

The design of the Service-led TOM will be informed by:

- Early definition of the approach to delivering transformational change, what creates value and what is feasible to deliver amongst the degree of change LFB is currently exposed to.
- Understanding the current state of services that LFB offers to London, how these are accessed and what are the core factors supporting service delivery.
- Targeted discussions with the communities of London to understand what they need, want and expect from LFB services.
- Discussions across the organisation to gain insights, test ideas and refine content.

## 1.C | MANDATE FOR THE SERVICE-LED TOM

The requirements for the service-led TOM are rooted in LFB's strategic ambition of delivering the right balance of services to London.

### Key requirements that emphasise the characteristics for the service-led target operating model.

- **Guided by LFB's strategy:** Grounded in the existing purpose, vision and strategic ambition to drive forward change that is rooted in LFB's strategic intent.
- **Service-led:** Focused on delivering the right balance of services that meet the needs, wants and expectations of London's communities and enhance value.
- **Community-centred:** Developed by listening closely and empathising with those who engage with the service to understand them.<sup>1</sup>
- **Capture hearts and minds:** Resonate with and gain buy-in from communities, LFB people and key external partners, shaped by engagement with these core groups.
- **Adaptive and responsive:** Maintain flexibility, cognisant of scale and impact of changes LFB's operating environment such as the changing risk profiles across London, statutory changes and regulatory recommendations.
- **Ambitious yet actionable:** Unconstrained in accordance with the vision but in consideration of the need to create practical and actionable steps to deliver the future change
- **Build on existing progress:** Celebrate the success of progress to date but continue to drive ambition towards the art of the possible.
- **Focus on Togetherness:** Reflect the principles and goals of the Togetherness Strategy, and support people within LFB to embrace the change.

**Key implication** | The service-led target operating model helps define how to achieve LFB's strategic ambition of having the right balance of services to best meet the needs of the communities of London.

# 02

## Case for change

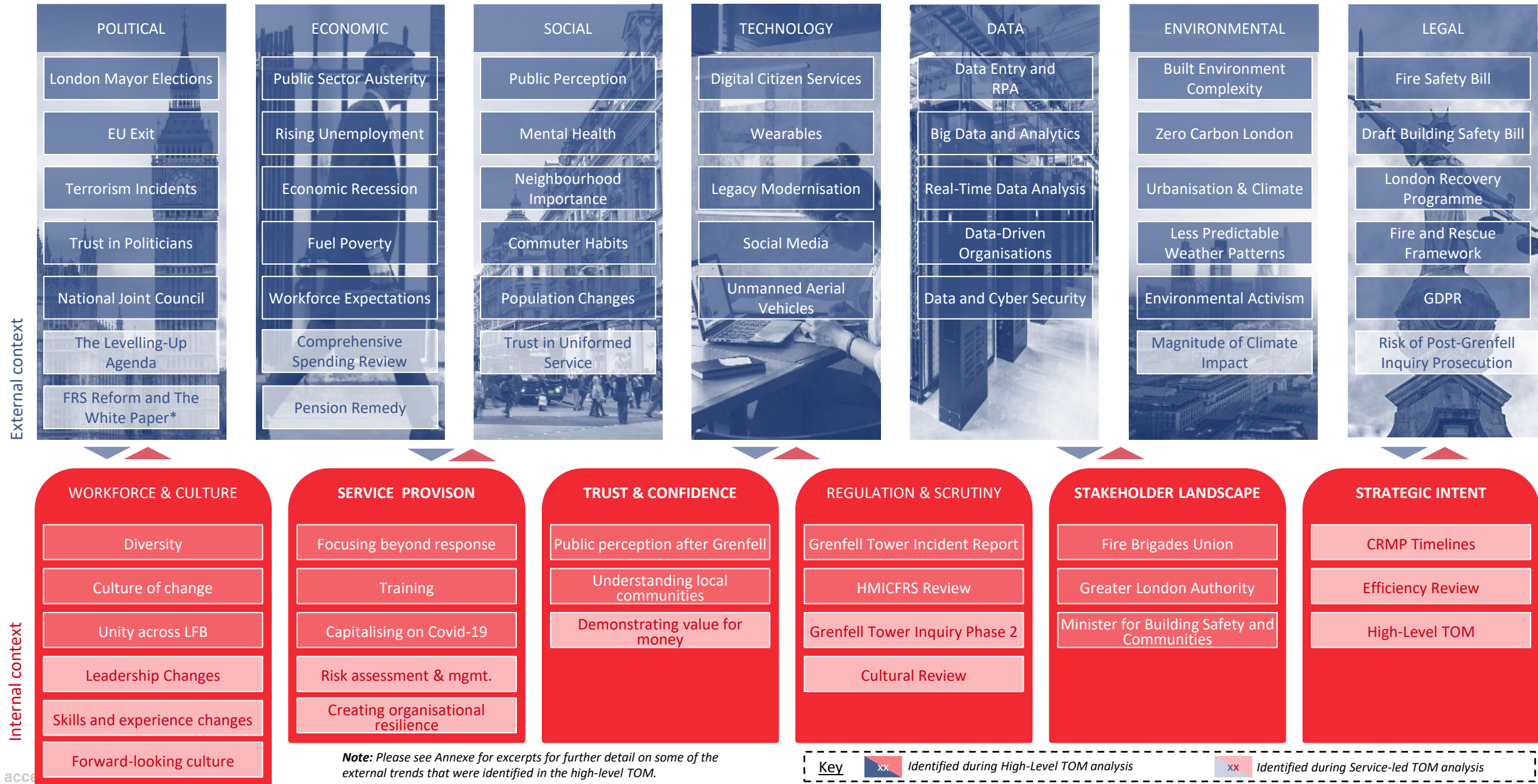
What is the case for change?

### Section content:

- 2.A What are the most significant changes to the strategic context from the analysis done in the high-level TOM?
- 2.B What is the case for change?
- 2.C What are the constraints for the design of the Service-led TOM?

# 2.A | THE CHANGING STRATEGIC LANDSCAPE

The Service-led TOM must be cognisant of the evolution of LFB's strategic context since the analysis conducted in the High-Level TOM.



## 2.B | THE CASE FOR CHANGE

Change will allow LFB to maintain relevance at the heart of the communities it serves and protects.

### INTRODUCTION

- The confluence of internal and external factors impacting LFB creates a persuasive platform for change.
- The drivers for change come from external demands (push factors) and from the internal desire to change (pull factors).
- LFB is at a critical moment in its history – there is a need to transform to be an adaptive and resilient organisation that meets the needs of the communities it serves and protects.

### PUSH FACTORS



LFB must demonstrate **value for money** and productivity.

- Value for money needs to be associated with the safety of LFB staff and London's communities. This can be partially demonstrated by utilising latent capacity in pockets of the organisation.



LFB must be able to demonstrate that it has **learned from the past**.

- LFB needs to show how it has grown from and responded to past challenges (e.g. development areas highlighted by the Grenfell Inquiry & HMICFRS). This is especially pertinent in the context of enhanced sector scrutiny and regulation.



LFB must be **responsive to the changing risk profile** across London.

- The risk profile across London is constantly evolving e.g. the complexity of the built environment, terrorism and impacts of climate change. LFB needs to understand and proportionately respond to this.



LFB must be **adaptive to reform and changes** at a national and local level.

- LFB needs to address the significant changes that are anticipated, although the impact of these is not yet known (e.g. impacts of the White Paper, Comprehensive Spending Review, Mayoral elections).



LFB must have a **workforce that is equipped** for effective service provision.

- There is an internal desire enable service delivery by the right people with the right skills and capability. This is compounded by the significant reduction of experienced staff in March 2022 due to the Pension Remedy.



LFB must be **proactive** in the way it addresses internal challenges.

- In the context of the fire industry becoming more regulated and scrutinised, there is a need for LFB to provide its own narrative for change beyond responding to recommendations.



LFB must **win back lost trust** from the communities it serves.

- LFB needs to become more central to and in-tune with the needs, wants and expectations of the communities it serves -empathising with, listening to, & learning from communities.



LFB must work towards achieving its **strategic ambition**.

- LFB has set out a strategic ambition to become more service-led and community-centred. Working towards achieving this is a driver for organisational transformation.



### PULL FACTORS

## 2.C | SERVICE-LED TARGET OPERATING MODEL DESIGN CONSTRAINTS

The Service-led TOM design will work within the boundaries of external constraints.

### INTRODUCTION

- As the Service-led TOM is developed, LFB must be cognisant of the changing external and internal context as these will have implications on the operating model.
- These constraints will need to be reviewed throughout the LFB transformation journey, and this iterative management will allow for the TOM to be adaptable and flexible.
- Changing constraints could bring greater opportunities (e.g. access to more funding) or challenges (e.g. greater external mandates) informing the delivery of the LFB vision.

#### Time Constraints

- The Service-led TOM must be completed prior to the development of the CRMP
- Governance timelines for GLA to approve CRMP and Service-led TOM
- Year 1 Delivery Plan required by Commissioner (date March 2022)

#### Cost Constraints

- Spending Review announcement will inform budget envelope for change (total tbc)
- Current annual budget deficit of £10m – efficiency implications to be considered
- Efficiency review of enabling services could influence re-investment strategy
- Challenges of agreeing a pay deal to increase the role of the firefighter (e.g. anti-terrorism response)

#### Capacity Constraints

- Transformation Directorate expanding change capability with investment request for central delivery roles
- People Services working on the Cultural Review (timeline is c.1 year)
- Comms team limited capacity could impact how narrative is shared internally and externally

#### Political Constraints

- Fire Safety Bill and Fire Safety Act 2021 and amended Fire Safety Order (RRO) will impact budgetary considerations
- Role of the fire fighter is currently under review - the white paper might present challenging aspirations
- Currently no political will to reduce no. of fire stations or change the role map of Firefighters
- Increasing influence anticipated from Home Office, including wider concerns around efficiency, inter agency work (e.g. terrorist response)
- London elections - borough elections in 2022 and mayoral elections in 2025
- Fire Brigades Union will have an influence on the type of change delivered (e.g. change to role map, reduction in no. of firefighters)

#### Statutory Obligations

- No legal or statutory obligations can be compromised as a result of the TOM design
- HMICFRS round two of inspections could impact statutory obligations and change requirements
- External factors (e.g. Kerslake Enquiry) Grenfell Enquiry, Building Safety Bill) could influence statutory obligations

#### Performance Constraints

- The TOM will have no negative impact on the 6 – 8 minute performance standards for Service response
- White paper could establish a mandate for NFCC to set national standards – this will need to be considered as more is known
- Fire Standards Board performance standards must be met or enhanced

#### Cultural Constraints

- Some alignment required between Group Commanders and Station Commanders based at stations vs HQs
- Change fatigue and a view of limiting change from pockets of the organisation
- Culture Review could constrain or enable People led changes

# 02

## Strategic Landscape

What is the London's Strategic Landscape?

### Section content:

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2.A The changing strategic landscape

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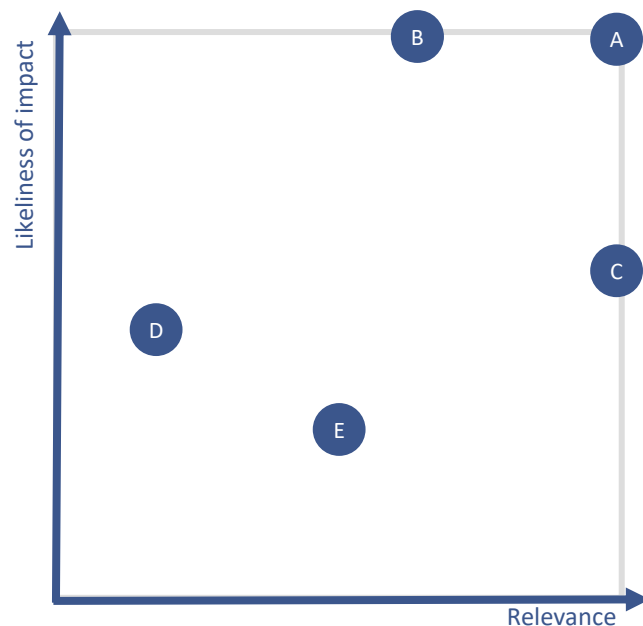
# 2.A | THE CHANGING STRATEGIC LANDSCAPE | POLITICAL CONTEXT

External factors, beyond the control of LFB, will have significant strategic implications on the organisation.

## Political context



There has been a **significant amount of recent political change**, the longer-lasting impacts of which are still unknown. Predications are confounded with the **uncertain impact of the global pandemic**. This impacts how LFB manages and projects risk across London as well as political amplifications on funding and support of substantial transformation.



## Trend

<b>A</b>	London Mayor Elections	
<b>B</b>	EU Exit	
<b>C</b>	Terrorism Incidents	
<b>D</b>	Trust in Politicians	
<b>E</b>	National Joint Council	

## Example implication for LFB

- The sixth mayoral and London Assembly elections held were held on 6<sup>th</sup> May 2021 and Labour's Sadiq Khan won a second term. This has impacts on: the **Mayor's strategies and plans** which are inputs into the LFB CRMP; funding for LFB; the role in the London Recovery Plan; appetite for transformation and the role of Deputy Mayor for Fire and Resilience.
- Britain's departure from the EU has had minimal impact on fire regulations and standards. **The impact can be felt in London's demography and economy.** Net EU migration to the UK has fallen, impacting civil society and the risk management profile for LFB. Worst case predictions suggest Brexit could cost London's economy £9.5bn p.a., impacting availability of funding.
- According to the M15, **terrorism is the biggest national security threat** that the UK currently faces. UK terrorist attacks have historically been predominantly focused in London. This poses a challenge to all emergency services in London, to enable the services to actively manage the associated risk and ensuring organisational resilience.
- In February 2021, **just 44% of the general UK population had trust in the government.** There is a lack of political will to change front-line emergency services in order to maintain and preserve public trust. This can impede LFB transformation, even with very high levels of public trust in LFB.
- The **National Joint Council for Local Authority Fire and Rescue Services** agrees increases in firefighter pay rates. Negotiating pay changes for LFB staff, to expand their roles and meet service transformation objectives, may be challenging due to required agreements at a national level.

Note: See Annexe for links to source information. This information is based on analysis from Accenture and conversations with LFB leadership.



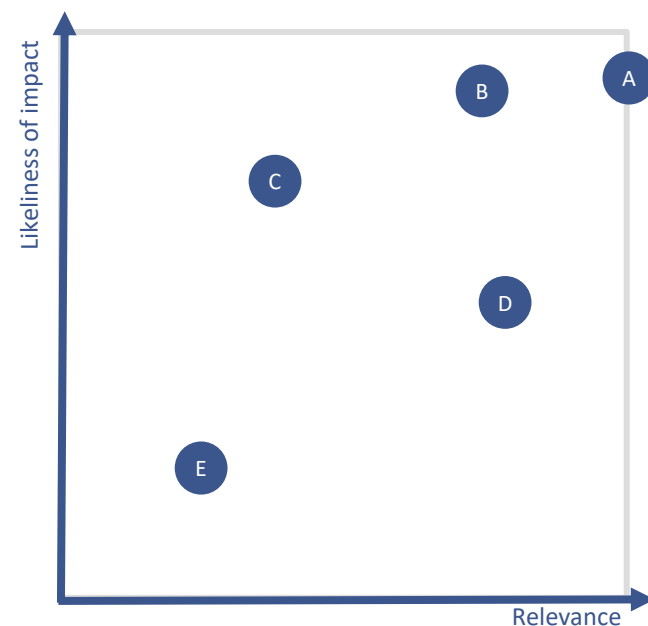
## 2.A | THE CHANGING STRATEGIC LANDSCAPE | ECONOMIC CONTEXT

External factors, beyond the control of LFB, will have significant strategic implications on the organisation.

### Economic context



**Funding for London services is volatile** which directly impacts funding to the LFB. Furthermore, the economic impact on London's communities which is potentially more drastic than other parts of the country which alters the city's risk profile. This LFB may mean LFB will have to do more with less.



### Trend

<b>A</b>	Public Sector Austerity	
<b>B</b>	London Employment	
<b>C</b>	Economic Recession	
<b>D</b>	Fuel Poverty	
<b>E</b>	Changing Workforce Expectations	

### Example implication for LFB

- **London boroughs have experienced a 63% reduction to core funding** between 2010-2020. In January, the Mayor of London voiced concerns over the Government 'imposing a new era of austerity on public services'. A lack of funding to London will have a direct impact of funding to the LFB.
- The London labour market continues to be affected by the pandemic. The **London unemployment rate rose to 6.9%** in January 2021, increasing faster than across the UK. This could be exacerbated by the Government's 'Levelling Up' agenda. This alters the risk across London and can impact community engagement activity.
- The UK economy recorded its worst economic performance for more than 300 years in 2020 as a result of the COVID-19 outbreak. The government has **borrowed more £400bn to support the economy**. This will impact funding to the LFB and have significant consequences on society and the risk profile across London.
- **Circa 11% of households in London are fuel poor**. Fuel poverty impacts both wellbeing (e.g. misery, discomfort, ill health and debt) and safety (e.g. use of unsafe fuel types, more fires for heat and use of less reliable electrical equipment resulting in greater risk of fires). LFB will need to adapt its service offer to meet these changing wants, needs and expectations.
- There are different demands from today's multi-generational workforce, with movement away from a "job for life" and a greater demand for a more equal "work-life-balance". The **average millennial moves jobs 4 times before the age of 32**. LFB could explore new culture, recruitment and retention initiatives that focus on "employee experience" to maintain workforce loyalty.

Note: See Annexe for links to source information. This information is based on analysis from Accenture and conversations with LFB leadership.

Trend timescale



Established Trend (Present)



Emerging Trend (Next 3 years)



Future Predicted Trend (3 years and beyond)

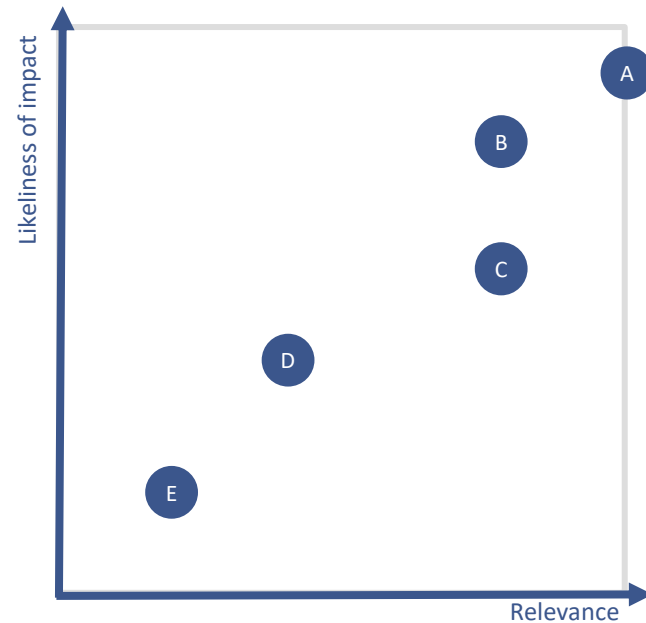
## 2.A | THE CHANGING STRATEGIC LANDSCAPE | SOCIAL CONTEXT

External factors, beyond the control of LFB, will have significant strategic implications on the organisation.

### Social context



The impacts of Covid-19 have altered the social fabric of London. The draws for living in the city are no longer as persistent and people seek more living space. As population trends and behaviours in London are fundamentally altered, LFB must seek to proactively understand the changing social landscape to manage risk.



### Trend

A	Public Perception	
B	Mental Health	
C	Growing Neighbourhood Importance	
D	Changing Commuter Habits	
E	Population Changes	

### Example implication for LFB

- In a 2019 survey, 73% of respondents across the UK stated they are satisfied with their local Fire and Rescue Service and 65% responded that the 2017 Grenfell Tower fire made them view fire services more positively. The **Grenfell Tower fire brought LFB to the fore of public scrutiny**. The LFB must maintain and build trust with the public for effective service provision.
- Two million people from London experience some form of poor mental health** every year and individuals from London life satisfaction and feelings of self-worth are lower than the national average. This not only impacts community risk profiles but also the LFB workforce which is subject to considerable work-related stress.
- In contrast to previous years, **neighbourhoods will become more important to people from London** as people spend more time in their local areas. More people will work from home and social enterprises will thrive. This means a sense of local community will be increasingly important, having implications on how LFB interacts with the public and positions itself within a community.
- c.60% of London commuters will change the way they travel** when the return to work begins. 49% plan to use their own vehicle – up from 23% pre-pandemic and 40% plan to use private hire vehicles. This may have a significant impact on the LFB's response times and the associated risk profile.
- The make up of London's population is projected to change**. This is due to an increase in remote working, fewer jobs and reduced international migration. A sustained decline may have wide-ranging consequences on the economy, house prices and transport network. This may impact community risk profiles, LFB services and potentially funding.

Note: See Annexe for links to source information. This information is based on analysis from Accenture and conversations with LFB leadership.

Trend timescale



Established Trend  
(Present)



Emerging Trend  
(Next 3 years)



Future Predicted Trend  
(3 years and beyond)

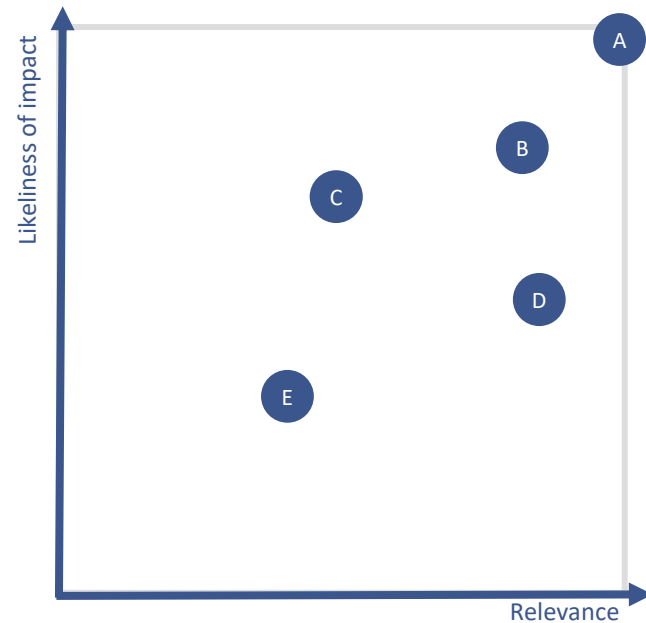
## 2.A | THE CHANGING STRATEGIC LANDSCAPE | TECHNOLOGY CONTEXT

External factors, beyond the control of LFB, will have significant strategic implications on the organisation.

### Technology context



**Technological change is accelerating** at an unprecedented speed and provides significant opportunities for LFB to maximise. These opportunities include managing operational risk, supporting world-leading service delivery and meeting the evolving needs and expectations of London's communities.



### Trend

<b>A</b>	Digital Citizen Services	
<b>B</b>	Legacy Modernisation	
<b>C</b>	Sensors and Wearables	
<b>D</b>	Unmanned Aerial Vehicles	
<b>E</b>	Social Media	

### Example implication for LFB

- **85% of people across the UK expect the same or higher quality from government digital services as they do from commercial organisations.** This provides LFB with the opportunity to improve experience via digital services such as an online portal providing: access to non-emergency services; query resolution via chatbots; provision of accessible information; and demand diversion.
- The number one barrier to innovation stated by public safety agencies, is "**the integration of legacy systems in the IT estate**". Modernising the IT estate allows for reduction of technical debt, a drive towards enabling efficiencies and a springboard for innovation. An example of this is moving to the cloud to enable remote working, security and faster access to data.
- Connected Internet of Things (IoT) sensors and wearables can be used to protect workforce health and safety by monitoring location, heart rate, respiration, activity levels, posture and by capturing thermal images. **Wearables make workers safer and 3.5% more satisfied** with their jobs. In construction, wearables made responding to falls and injuries 40% faster.
- **32,700 drones were used in fire services monitoring globally in 2019**, and this is expected to more than double by 2023. Example LFB use cases include: (i) improved safety and situational awareness through thermal imaging cameras on drones for real time information; (ii) improved mapping of widespread incidents such as urban search and rescue and major road/rail crashes.
- Globally, **the number of internet users and the number of social media users is growing by 8% per year.** An enhanced social media presence can be used as: a broadcast mechanism for fire prevention; community engagement and building trust in the LFB brand; localised messaging for advice and alerts; and a recruitment tool for permanent staff and volunteers.

Note: See Annexe for links to source information. This information is based on analysis from Accenture and conversations with LFB leadership.

Trend timescale



Established Trend  
(Present)



Emerging Trend  
(Next 3 years)



Future Predicted Trend  
(3 years and beyond)

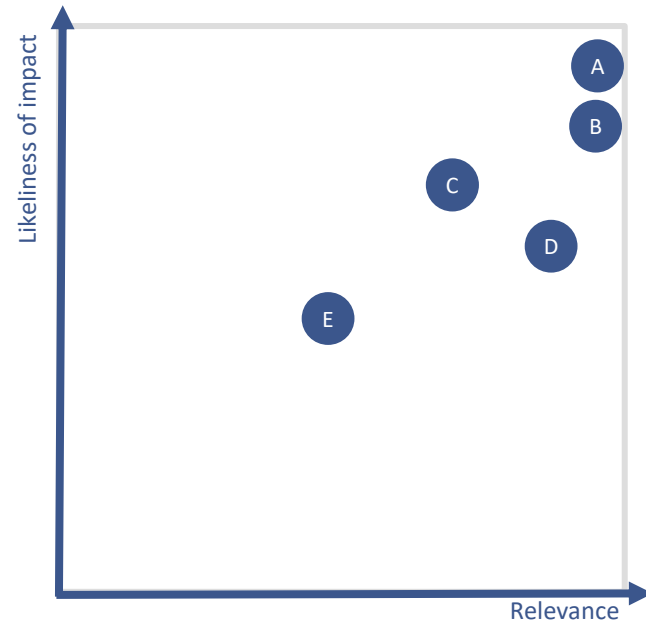
## 2.A | THE CHANGING STRATEGIC LANDSCAPE | DATA CONTEXT

External factors, beyond the control of LFB, will have significant strategic implications on the organisation.

### Data context



**Data can be one of the most powerful assets for an organisation.** Good data quality, management, governance and tooling will allow LFB to establish baselines, find benchmarks and set performance goals in a dynamic way. This must be supported with training to empower LFB people to make decisions combining data and experience.



### Trend

<b>A</b>	Data-Driven Organisations	
<b>B</b>	Big Data and Predictive Analytics	
<b>C</b>	Data Entry and Robotic Process Automation	
<b>D</b>	Data and Cyber Security	
<b>E</b>	Real-Time Data Analysis	

### Example implication for LFB

- **Highly data-driven organisations are 3 times more likely to report significant improvement in decision-making.** LFB will have to undergo a cultural shift from using data to justify decisions, to in depth analytics to drive decision making, at all layers of management. An example use case is all capacity planning decisions will be data-led.
- **90% of the data in the world** today has been created in the last two years alone. Example LFB use cases include: (i) Demand prediction based on analysis of LFB and external data; (ii) Enhanced data driven prevention initiatives e.g. identification of vulnerable individuals or locations beyond what is currently done with Acorn data.
- Over the **next 20 years an estimated 47% of repetitive manual processes will be automated**, increasing productivity by 40-50%. Reduction of manual data entry will allow for efficiency savings across the LFB, allowing for staff to spend more time on front-line operations.
- In 2019, **32% of UK businesses identified cyber security breaches or attacks.** LFB holds valuable public information and as it works more closely with partners both the value and vulnerability of its data increases. To maintain public trust and data stewardship it must maintain robust data and cyber security measures, whilst maintaining a positive user experience.
- By 2022, more than **half of major new business systems will incorporate continuous intelligence** that uses real-time context data to improve decisions. Example use cases include: (i) Improved appliance deployment and response times; (ii) Improved crewing levels based on daily demand trends; (iii) Improved assessment of and decision making on staff safety.

Note: See Annexe for links to source information. This information is based on analysis from Accenture and conversations with LFB leadership.

Trend timescale



Established Trend  
(Present)



Emerging Trend  
(Next 3 years)



Future Predicted Trend  
(3 years and beyond)

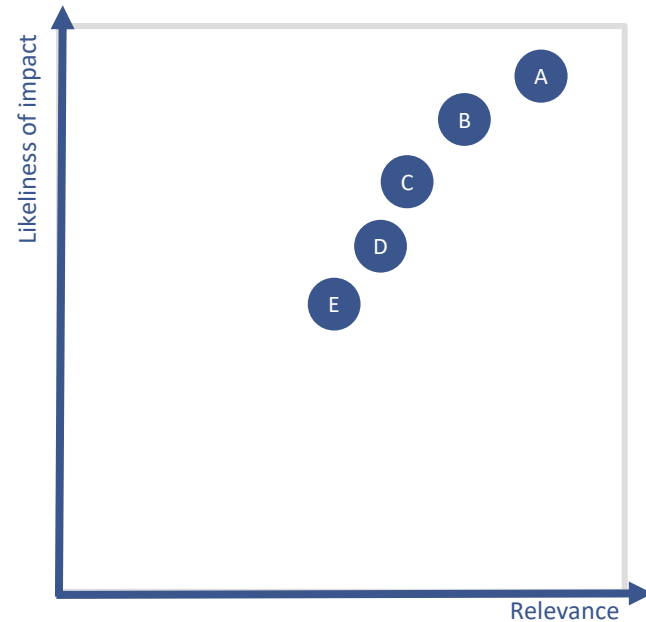
## 2.A | THE CHANGING STRATEGIC LANDSCAPE | ENVIRONMENTAL CONTEXT

External factors, beyond the control of LFB, will have significant strategic implications on the organisation.

### Environmental context



The impacts of **climate change have resulted in a changing risk profile** for LFB to manage (e.g. flooding, vehicle changes, altering fuel landscape) as well as a shift in expectations from the public and politicians. London's built environment has a unique role to play on climate impacts and the way this is being used is changing.



### Trend

<b>A</b>	Built Environment	
<b>B</b>	Zero Carbon London & the Environment Strategy	
<b>C</b>	Urbanisation & Climate	
<b>D</b>	Less Predictable Weather Patterns	
<b>E</b>	Environmental Activism	

### Example implication for LFB

- Social trends such as migration out of London and **72% of UK employees saying they will work remotely more often in the future** will result in significant changes to the built environment – how homes and office spaces are used. This will have impact on the risk profile across London. LFB's access to buildings and communities could provide opportunities to add value.
- As Mayor of London, Sadiq Khan has set **aims for London to be a zero carbon city by 2030**. This builds on the ambition set out in 2018's London Environment Strategy for carbon neutrality by 2050. This has implications on fuel sources and consumption, traffic and congestion and infrastructure. All of these will impact the demand for LFB's services, and the assets invested in.
- Many of London's vulnerabilities to climate impacts stem from its **urbanisation, which can reinforce climate impacts**; e.g. by preventing cooling off on hot summer nights and increasing the rate of rainfall run-off, leading to flash flooding. A significant proportion of London's critical infrastructure is already at risk of flooding and/or overheating, and this could continually increase.
- **The top 10 warmest years of the last 130 years have occurred since 2002 for the UK.** UK climate change forecasts show a predicted increase of warmer, wetter winters and hotter, drier summers. Increasing frequency and intensity of extreme conditions will lead to increasingly complex operational demand fluctuations and varied implications on risk profiles across geographies.
- Global inaction has led to pockets of **more extreme local action**. Civil disobedience movements are growing and increasing pressure governments and organisations to deliver social and environmental challenges. LFB could have a role to play in engaging local communities in support of the environmental agenda through shared values and commitment to change.

Note: See Annexe for links to source information. This information is based on analysis from Accenture and conversations with LFB leadership.

Trend timescale



Established Trend  
(Present)



Emerging Trend  
(Next 3 years)

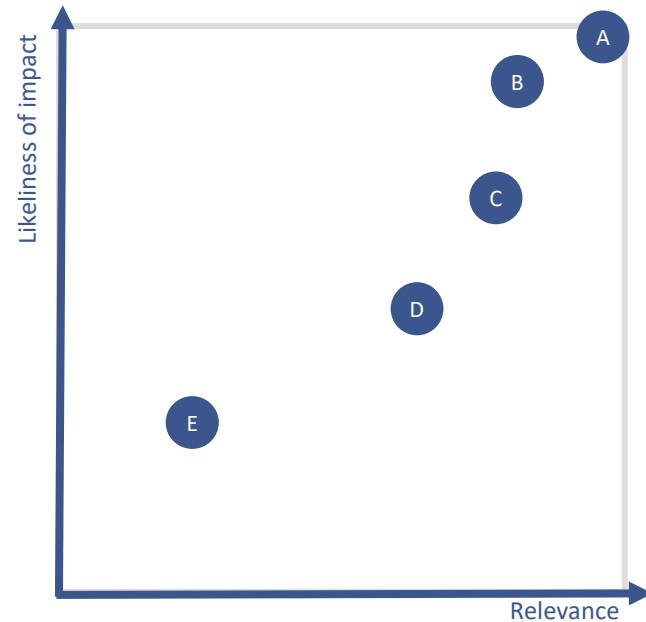
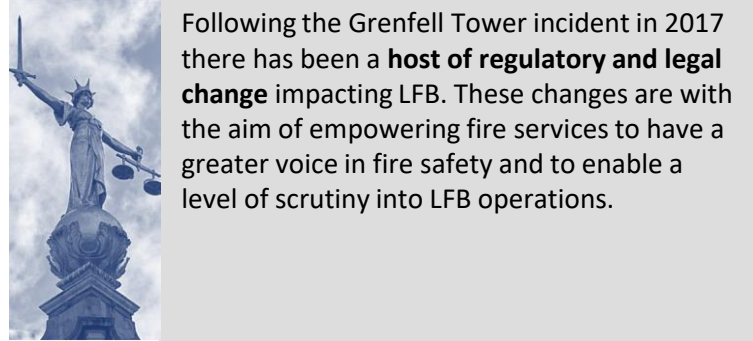


Future Predicted Trend  
(3 years and beyond)

## 2.A | THE CHANGING STRATEGIC LANDSCAPE | LEGAL CONTEXT

External factors, beyond the control of LFB, will have significant strategic implications on the organisation.

### Legal context



### Trend

<b>A</b>	Fire Safety Bill	
<b>B</b>	Draft Building Safety Bill	
<b>C</b>	London Recovery Programme	
<b>D</b>	Fire and Rescue National Framework for England	
<b>E</b>	GDPR	

### Example implication for LFB

- The Fire Safety Bill, introduced to amend the Regulatory Reform (Fire Safety) Order 2005, **empowers fire services to take enforcement action** and holds building owners to account if they are not compliant. Significant activity may be required to carry out up-to-date inspections, which in turn may require additional capacity and upskilling on the revised requirements.
- Among other provisions, the draft Building Safety Bill seeks to **amend the definition of “higher-risk building”**. While all parts of the Bill will impact LFB, due to the unique nature of London (has 55% of the UK’s high-risk buildings under current definitions), LFB may need to consider how it manages and resources building inspections to meet a much greater volume.
- The Government’s plan to enable **London’s recovery from the impacts of the COVID-19 pandemic** will require the support of LFB, as an integral partner within the GLA. Engaging with and supporting London’s communities and building trust will be key for both realising the London Recovery Programme and more broadly delivering LFB’s successful transformation.
- The national framework sets out the **government’s priorities and objectives for fire and rescue authorities**. The government has a duty under the Fire and Rescue Services Act 2004 to produce the framework and keep it current. LFB must have regard to the framework in carrying out its duties as an organisation, and can also be an influential stakeholder in progress.
- 62% of UK consumers feel **more comfortable sharing their data** since the introduction of GDPR. There has been a 692% increase in Data Protection Officer roles 18 months since the introduction of GDPR. LFB will have a requirement for robust information management services and data protection protocols for public, partner or organisational data.

Note: See Annexe for links to source information. This information is based on analysis from Accenture and conversations with LFB leadership.

Trend timescale



Established Trend  
(Present)



Emerging Trend  
(Next 3 years)



Future Predicted Trend  
(3 years and beyond)

# THE CHANGING STRATEGIC LANDSCAPE | INTERNAL CONTEXT

LFB is changing from within in a way that will have significant strategic implications on the organisation.



## INCLUSIVITY & TOGETHERNESS

- **Diversity:** A shift to reflect the communities served by LFB within the organisation as detailed in the Togetherness Strategy.
- **Culture of change:** The way in which LFB operates has not been fundamentally altered for decades. There is desire to instil a greater appetite for change.
- **Unity across LFB:** There are disconnects at different layers of the organisation e.g. between frontline and enabling services or between station-based staff and leadership.



## SERVICE PROVISION

- **Focusing beyond response:** There needs to be clearer expectations and opportunities for LFB staff to provide enhanced services to London.
- **Training:** Across the organisation, training must be invested in and prioritised to enable LFB staff to deal with evolving risk and provide leadership in the most effective way.
- **Capitalising on Covid-19:** The pandemic has provided a platform for changes to front-line service delivery and the way the organisation is enabled by technology.



## TRUST & CONFIDENCE

- **Public perception after Grenfell:** The LFB lost the trust of specific individuals and communities in London after the 2017 Grenfell Tower Incident. LFB was also brought to the fore of public attention and scrutiny.
- **Understanding local communities:** There is a driver to increase localism in the way LFB operates, giving greater autonomy to Boroughs to tailor services to the needs of the local community through informal continuous engagement.



## REGULATION & SCRUTINY

- **Grenfell Tower Incident Report:** The detailed report following the Grenfell incident articulated specific areas of improvement for LFB, progress on which has been tracked in LFB's Transformation Delivery Plan (TDP).
- **HMICFRS:** Her Majesty's Inspectorate of Constabulary Fire and Rescue Services took on inspections of England's fire & rescue services in 2017. The 2018/19 Inspection documented recommendations for LFB, progress on which has been articulated in the TDP.



## STAKEHOLDER COMPLEXITY

- **Fire Brigades Union:** The majority of operational LFB staff are members of the FBU which has influence in all change.
- **Greater London Authority:** LFB decisions are made either by the London Fire Commissioner, the Mayor of London or the Deputy Mayor for Fire and Resilience. A Fire, Resilience and Emergency Planning Committee holds them to account.
- **Minister of State (Minister for Building Safety and Communities):** The Minister is responsible for fire and rescue services, fire and building safety and Grenfell recovery.



# 03

# Strategic Ambition

What is the direction for the future?

## Section content:

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**3.A** What is LFB's strategic ambition?

---

**3.B** What are the value levers for the Service-led TOM?

---

**3.C** What are the principles that constrain the design of the Service-led TOM to the strategic ambition?

---

## 3.A | STARTING WITH THE LFB PURPOSE

The future strategic intent for LFB is underpinned by the organisational purpose – trusted to serve and protect London.

### Introduction:

- The LFB’s purpose was set out in the 2020 Transformation Delivery Plan, defining the organisation’s overarching strategic intent.
- The Target Operating Model seeks to bring this purpose to life and enable its application. Unpacking the meaning of the LFB purpose allows us to build the context for the TOM and ground it in the right foundations.

### Breaking down the LFB Purpose:

- A strong, emotive word reflects LFB’s desire to be regarded as **reliable** and **committed** to the **safekeeping** of communities.
- This calls to the fore the desire for people to have **confidence** in the skills of LFB and the belief that they can **depend** on LFB whenever help is needed.

- An evocative verb which illustrates the **drive and motivation** LFB has to preserve and keep those it serves safe from harm.
- Importantly, again ‘protection’ is not isolated to momentary interactions – closely associated words are shield, defend, safeguard, all of which encompass **broader actions**.

“ Trusted to serve and protect London ”

Trusted

serve

protect

London

- Encapsulates LFB’s core aim to **support** and **benefit** those it works with and alongside, together with the **strong sense of duty** inherent in the profession.
- Also speaks to the variety of areas the LFB views as within its remit, moving far beyond a momentary response to individual incidents.

- Specifying **who** their purpose is targeted at, while also allowing for the **multitude of interpretations** of what ‘London’ is and means – all of which the LFB seeks to support.
- For example, London as a capital city, the largest city, a network of diverse communities, the economic centre of the UK, a tourist destination, the people within the Brigade itself etc.

# 3.A | LFB STRATEGIC AMBITION

The strategic ambition of the service-led TOM was set out by the high-level TOM as a eight core organisational changes.

## 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.”

## Strategic Pillars

EXTERNAL FOCUS

INTERNAL FOCUS

A

Engaging with **YOU**

B

Protecting **YOU**

C

Learning from **YOU**

D

Representing **YOU**

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

Providing the **RIGHT SERVICES** to keep the communities of London **SAFE**.

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

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

## Strategic Commitments

### Commitment 1

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

### Commitment 2

We will make it easy for you to access our services

### Commitment 3

We will adapt our services as your needs change

### Commitment 4

We will design services around your needs and concerns

### Commitment 5

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

### Commitment 6

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

### Commitment 7

We will be driven by evidence so that our resources give you the value you expect

### Commitment 8

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


# 3.A | OVERVIEW OF THE STRATEGIC COMMITMENTS

Eight cross-cutting strategic commitments inform the target state ambition for LFB.

### Commitment 1

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

**Ambition Statement** | Embrace diversity as our greatest asset, representing the people we serve and positioning LFB to be at the heart of London's communities.

From...  To...

**Pan-London direction** **Local influence**

### Commitment 2

We will make it easy for you to access our services.

**Ambition Statement** | Interact with the communities of London in a way that is meaningful, tailoring engagements to specific preferences of local communities, partners and individuals.

From...  To...

**One-size-fits-all** **Accessible & inclusive**

### Commitment 3

We will adapt our services as your needs change.

**Ambition Statement** | Deliver outstanding performance standards and best-practice service outcomes that meet the current and future changing risk profile across London.


From...  To...

**Reactive & inflexible** **Proactive & flexible**

### Commitment 4

We will design services around your needs and concerns.

**Ambition Statement** | 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.

From...  To...

**Target focused** **Outcome focused**

### Commitment 5

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

**Ambition Statement** | Foster an inclusive environment that supports all LFB people to continually develop and contribute their best, with a commitment to core values and behaviours.


From...  To...

**Discrete areas of excellence** **Shared excellence**

### Commitment 6

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

**Ambition Statement** | 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.

From...  To...

**Siloed working** **Working as one**

### Commitment 7

We will be driven by evidence so that our resources give you the value you expect.

**Ambition Statement** | Use data-driven insights to create an evidence base for action, and a collective understanding of value.

From...  To...

**Experience led** **Evidence led**

### Commitment 8

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

**Ambition Statement** | Position LFB as a market leader in public service delivery, playing an integral role in protecting London, and partnering for national and international influence.

From...  To...

**Influencing partnerships** **Leading partnerships**

## 3.B | SERVICE-LED TARGET OPERATING MODEL VALUE LEVERS

The service-led TOM will create value that is felt by LFB and the communities it serves.

The service-led TOM will set the strategic direction for the organisation's transformation into a service-led and community-centred fire and rescue service. To frame the strategic direction and present a holistic view of the required changes, a series of strategic commitments will be proposed. Within the high-level TOM, each commitment will be assessed based on its contribution to six value levers, which collectively represent both internal and external value.



Community Satisfaction

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



Service Efficiency

Services that provide excellent outcomes for communities while optimising use of resources and minimising waste.



Service Effectiveness

Services that engage, support and protect London, including its communities and its communities, to the best possible extent.



Productivity Uplift

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



Employee Satisfaction

An organisation where all LFB employees feel supported, motivated and valued for their individual contributions to LFB's purpose.








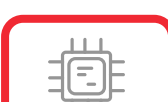


Value for Money

Both BAU expenditure and new investments are made with a clear view of the benefit they will bring to LFB's services.

**Key implication** | Alongside the mandate for the TOM, the way in which the TOM must unlock value to demonstrate a successful organisation-wide transformation is also clear. As the future state is designed, developed and ultimately delivered, these six value drivers will remain central to decision-making processes.

## 3.B | DESIGN PRINCIPLES FOR THE SERVICE-LED TOM

As defined in the high-level TOM, eight Design Principles will be used to inform choices and decisions for the target state design.

-  **Purpose led:** We will measure our success against our Purpose and Vision, putting trust, service and protection at the centre of everything we do, in order to become a modern FRS which reflects modern society.
-  **Prioritise safety:** We will prioritise changes that will have the greatest potential to enhance the safety and protection of the communities of London, whilst maintaining exceptional levels of staff safety.
-  **Protect performance:** We will identify target operating model changes that will not have any detrimental impact on the ability for LFB to achieve existing performance standards or meet statutory obligations.
-  **Sector leading services:** We will equip and train our staff to enable them to deliver the highest professional standards of service to exceed the needs, wants and expectations of the communities we serve.
-  **Utilise productivity and position:** We will design new or enhanced capabilities that capitalise on the LFB's latent capacity where this exists as well as LFB's unique reach and position in London to deliver increased public value.
-  **Embrace technology:** We will lead innovation and use technology to drive efficiency, effectiveness and environmental sustainability of our services.
-  **Evidence driven:** We use our information and data as a call to action, to drive our future decision-making, to enable a robust assessment of value and to inform the actions that we take.
-  **Sustainable change:** We will explore both quick-win enhancement and transformative change options that acknowledge and overcome the relevant constraints and parameters that exist within the organisation.

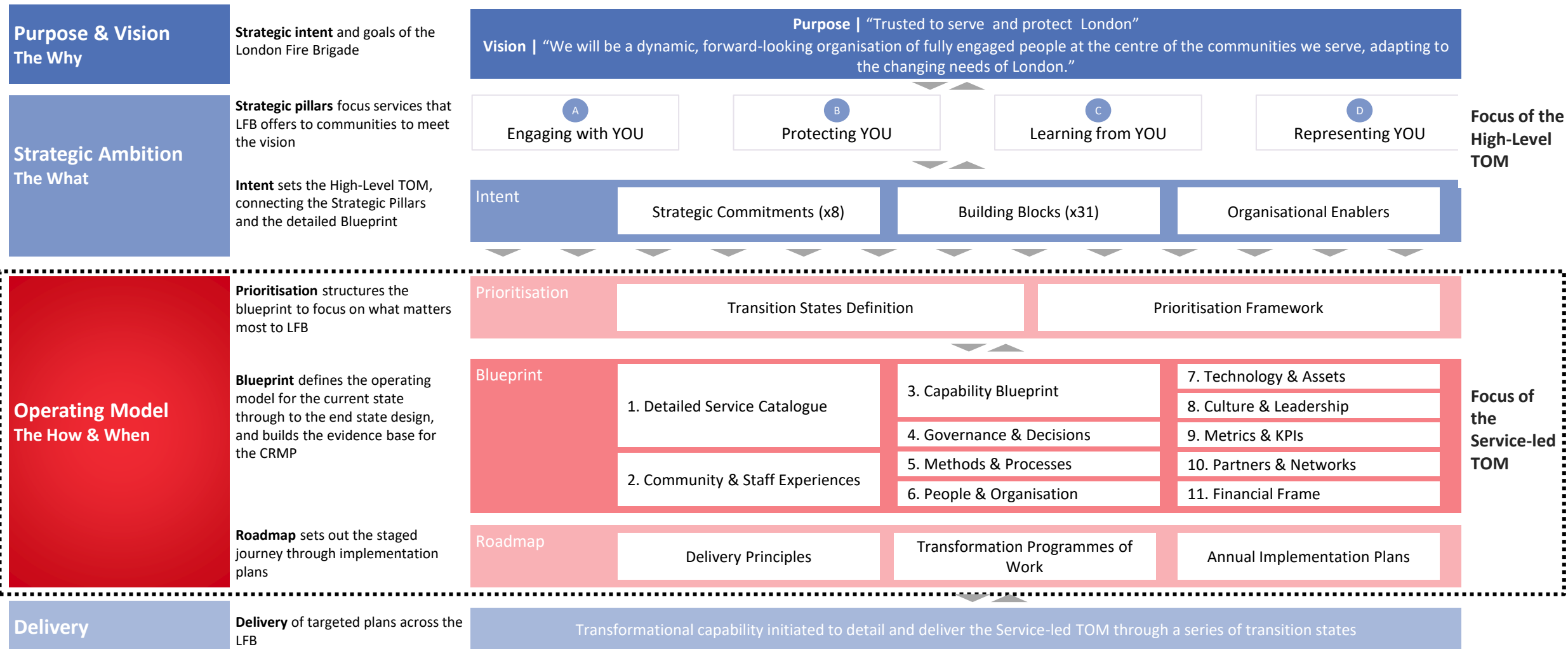
**Key implication** | The design principles constrain and guide the design to align it to the vision. Design principles provide a set of clear design rules / parameters from which to work, thereby forcing a choice to constrain significant design decisions later in the process.

# 4.B | BUILDING ON THE HIGH-LEVEL TARGET OPERATING MODEL

The service-led TOM builds upon the strategic intent defined in the high-level TOM, adding detail on what should change and how.

**Narrative** | The below framework will be used to develop the Service-led TOM. It defines:

- How the Service-led TOM is informed by the Vision, Purpose (as defined in the Transformation Delivery Plan) and Ambition (as defined in the High-level TOM)
- The components of the Service-led TOM and the areas of the organisation that will be explored
- The outputs forming a roadmap for change





LONDON FIRE BRIGADE



# LFB Service-led TOM | Service Blueprint

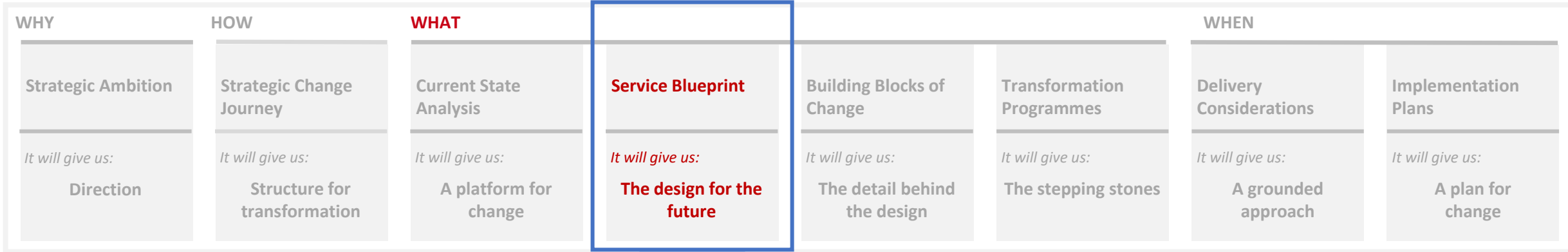
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# Introduction

- LFB's end state service ambition.

How this Chapter informs the TOM



## Chapter Overview

The service blueprint provides an overview of the services that LFB will provide in the end state and what will be in place to enable service delivery. This includes a detailed analysis of LFB's end state service catalogue and the channels through which each of these services will be accessed. The remaining sections of this Chapter explore LFB's end state performance metrics to assess service performance and LFB's end state capabilities.

This blueprint provides an anchor for LFB's future operating model, articulating the target state for the organisation. This informs the design of the Building Blocks of Change and the changes LFB will make over the coming years.

# 01

## Outcomes for Communities

**What will the experience for communities be when interacting with LFB?**

### Section content:

- 1.A How have we gathered feedback from local communities to inform the Service-led TOM?
- 1.B What outcomes will the Service-led TOM deliver for communities?
- 1.C Who are the people that LFB serves?
- 1.D What will communities experience when interacting with LFB?

# 1.A | OUTCOMES FOR COMMUNITIES | SUMMARY

Our approach to gathering community input to inform LFB's future processes that respond to their needs, wants and expectations.

## Listening to local communities to inform how LFB can improve end to end service delivery

We gathered feedback from local communities through dedicated engagements and surveys in order to:

- Inform LFB example personas that are **representative of local communities' needs, wants and expectations**
- Create 2 user journeys that demonstrate what LFB's **end to end services could look like in the future**, and how this could change how local communities think, feel and act
- **Incorporate the feedback** from these engagements into the initiatives that will form the Transformational Portfolio for the Service-led TOM



Understanding how LFB's end-state services will impact local communities:



### Reporting a Fire

In the first scenario, Kwame calls LFB to report a fire in his neighbour's home. He and other local residents are supported throughout the incident lifecycle with the introduction of non-emergency channels, a dedicated community liaison officer and targeted post-incident awareness raising campaigns.



### Rescuing From a Flood

In the second scenario, Harry receives an environmental safety check in his home given that he lives in an area at risk of flooding. Weeks later, when his basement flat gets flooded due to heavy rainfall, he is rescued by LFB and local authorities, who provide joined-up post-incident support relevant to his individual needs and risks as a leaseholder.

# 1.B | OUTCOMES FOR COMMUNITIES | COMMUNITY CENTRED

LFB's ambition is to help create a safer London and be at the centre of local communities.

Informed by the perceptions of the communities of London...

## I FEEL...

*My hopes, fears and anxieties*

### ...safe and protected.

LFB will work with local communities to alleviate fears and anxieties and promote better fire safety.

## I THINK...

*My sentiments, attitudes and perspectives*

### ...of LFB as a trusted part of the community.

LFB will increase visibility and access in local communities so that they are seen as part of each local area in London.

## I ACT...

*My behaviours, activities and interactions*

### ...to protect myself and others.

LFB will educate and change the behaviours of communities so that they can reduce their own risk of being involved in an emergency.

Today

*I am anxious about my own fire safety, there is more that LFB can do to reassure communities<sup>1</sup>*

*I don't think LFB is well integrated in our community. I have never seen a campaign from LFB about local risks, this is something I would like in the future<sup>1</sup>*

*The lack of official information from LFB during an incident makes it feel like they don't care or are hiding from the public<sup>1</sup>*

*I would like to know more about what LFB do on top of firefighting and fire safety<sup>1</sup>*

The Future

*Post-incident support would make the community feel safer and more willing to interact with LFB<sup>1</sup>*

*In the future, I want to feel as though I could visit a fire station whenever I need to<sup>2</sup>*

*If LFB were more integrated into my community, there would be a better resident perception of LFB & communities would recognise their role<sup>1</sup>*

# 1.B | OUTCOMES FOR COMMUNITIES | SERVICE-LED

LFB will provide services that adapt to changing needs and expectations, and enhance end to end care to local communities.

Informed by the perceptions of the communities of London...

*We only have good relationships with LFB today because we make them happen<sup>1</sup>*

*I want LFB to provide information on how to form safe habits to prevent fire and other hazards<sup>2</sup>*

*The further away from the local we get, the worse LFB's communication with us is<sup>1</sup>*

Today

*I want LFB to provide information on how to form safe habits to prevent fire and other hazards<sup>2</sup>*

*There needs to be dedicated people available to support a community after incidents<sup>1</sup>*

*In the future, I want LFB to be approachable, to be present in schools and across our communities<sup>2</sup>*

*It would be lovely for there to be a follow-up after an incident<sup>2</sup>*

The Future

...to deliver the right services and in the right way.

**I NEED...**

*services needed to protect London*

**...reassurance and guidance before, during and after an emergency.**

LFB will deliver an integrated service to reduce the risk of incidents happening and serve communities effectively according to their needs, when incidents occur.

**I WANT...**

*services that add value*

**...to understand the value of the services LFB provides.**

LFB will define the value offered by their services and align this view with what communities value to guarantee the service provision delivers what London wants.

**I EXPECT...**

*service level LFB provides*

**...LFB to deliver services in an efficient and effective way.**

LFB uphold a high standard for core service delivery e.g. fast response to incidents, whilst also remaining open to build upon it's service provision further.

# 1.C | FOUR LONDON ARCHETYPES THAT LFB SERVE

We have categorised London's communities into four groups based on their response to fire safety and trust in LFB.

- To serve all of London, LFB need to remain **flexible** to understand which group each individual belongs to and **how to tailor services to meet their unique needs**. The below 4 archetypes are a key anchor to support LFB better tailor its services to **meet the wants, needs and expectations** of each group.
- The Service-led TOM seeks to **improve service delivery to the full range of London archetypes**, and also **facilitate a change in their feelings, thoughts and actions** to become **more trusting of LFB and aware of fire safe behaviours**.

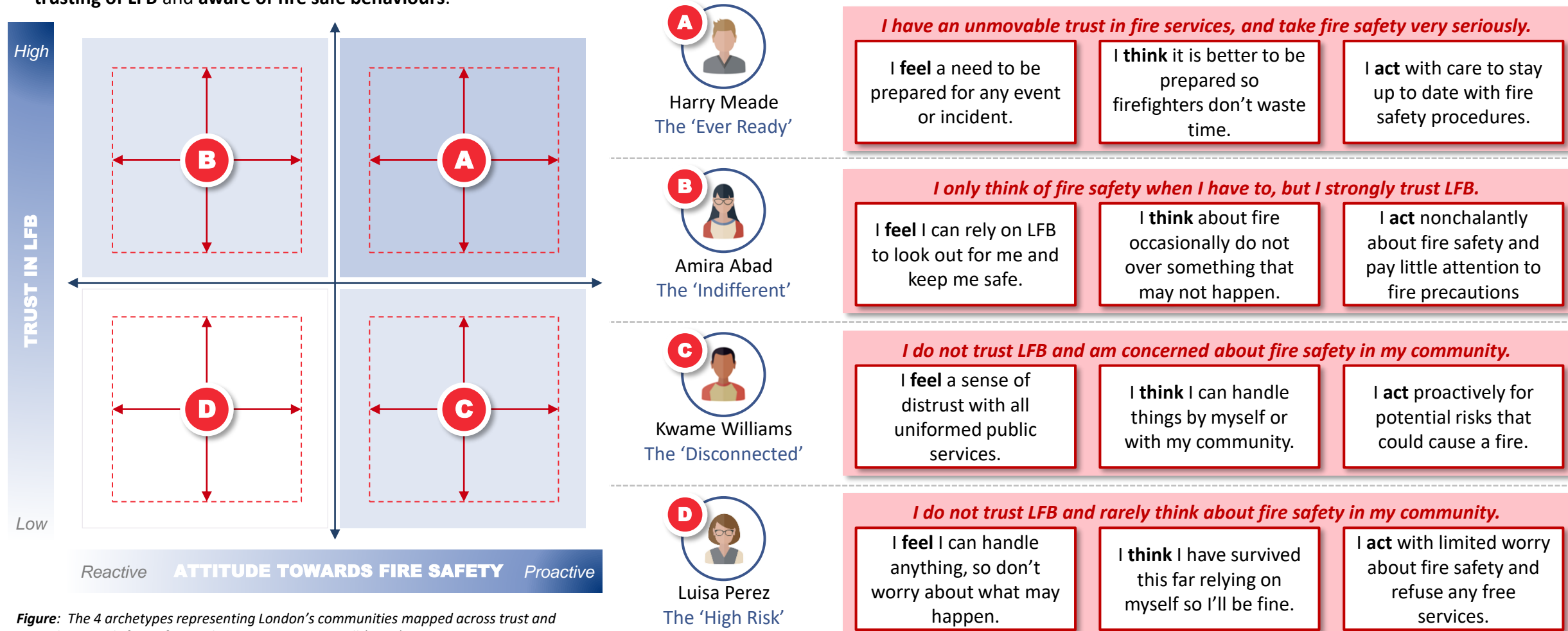


Figure: The 4 archetypes representing London's communities mapped across trust and attitude towards fire safety scales. Source: YouGov poll (2021)

# REPORTING A LOCAL EMERGENCY



## LFB Example Persona

Kwame Williams, Medical Technician

Low



Trust in LFB

Proactive



Attitude to fire safety

*Kwame, a medical technician living in Bethnal Green, looks out of his window upon smelling smoke. He notices that there is a fire burning on the first floor of his neighbour's home. Kwame has never interacted with LFB before so is not sure what to expect when he dials 999 to report the emergency.*

### STEP 1

Reporting a fire to LFB

*Kwame dials 999 and describes the fire to Control, remaining on the call to receive advice until staff arrive at the property.*

### STEP 2

Speaking with staff at the fire

*Kwame awaits his neighbour's evacuation and is **provided support** from LFB's community liaison team.*

### STEP 3

Live incident updates

*Kwame **reads live incident updates** on one of his social media accounts and sees links to find out more about LFB.*

### STEP 4

Listening to LFB debrief

*LFB provide residents with advice on how to access ongoing support and **referrals to partners**.*

### STEP 5

Providing feedback to LFB

*Kwame navigates to LFB's website to **give feedback** on his interactions with LFB during their response.*

### STEP 6

Attending community event

*Local residents are invited to attend a **community engagement event** at their local fire station to share their views.*

### STEP 7

Receiving LFB awareness information

*Kwame receives a **leaflet with key resources** on fire safe behaviours, with additional information that he can access through a QR code.*

### STEP 8

Receiving a HFSV post-incident

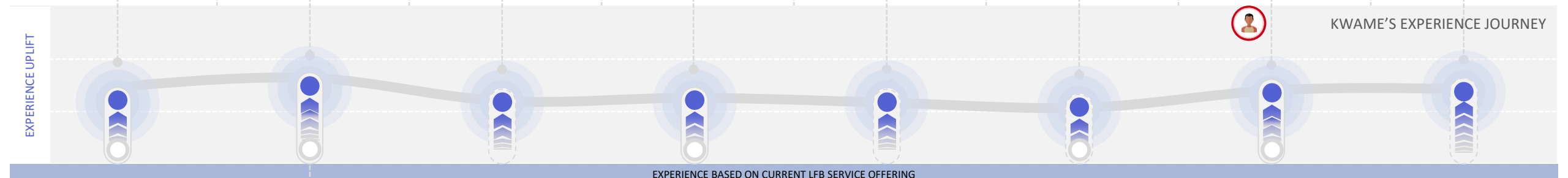
*Kwame and the community are offered an **in-person HFSV** as they live in a priority postcode.*

# REPORTING A LOCAL EMERGENCY

STEP	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8
	Reporting a fire to LFB	Speaking with staff at the fire	Reading live incident updates	Listening to LFB debrief & advice	Providing feedback to LFB	Attending community event	Receiving LFB awareness info.	Receiving a HFSV post-incident

**LFB IN THE FUTURE**

- Control have access to **information on previous incidents** in the local area and vulnerabilities of local residents
- Control transfer Kwame to a **non-emergency channel** to gather **situational awareness data**
- A **community liaison officer** is present to support Kwame and other local residents
- The liaison officer **recommends wider LFB services** to residents concerned about fire safety
- Kwame and others in the vicinity have access to **live incident alerts** with updates on the incident, alternative routes and other useful resources
- Frontline staff have access to **real-time risk data**
- Post incident support** is provided by LFB alongside other partners where needed
- Kwame and the other residents are directed to LFB's website to provide **feedback on their experience**
- Kwame and the community **share their feedback through the LFB website**
- LFB **track their service performance** against feedback received and use this to make future improvements
- LFB provides **tailored post incident engagements**
- Information from the community is used to **inform future service provision** based on local needs and risks
- The community are provided with **tailored leaflets in languages commonly spoken** in the local area
- The leaflet includes advice on how to **access other LFB services** to raise awareness on fire safe behaviours
- Kwame is offered an **in-person HFSV as he lives in a priority area**
- The **commercial property owners** in Kwame's building receive a special visit to support them to be **compliant** with their fire risk assessment



**TODAY**

Control use a standardised script in English to assess the emergency	Firefighters arrive and start responding to the emergency	Firefighters resolve the fire with minimal communication to local residents	LFB provide advice and de-brief on the cause of the fire	Communities are not routinely invited to provide feedback following an incident	Control use a standardised script in English to assess the emergency	LFB distributes awareness leaflets in English after some incidents	HFSVs are completed based on vulnerability, but not following an incident
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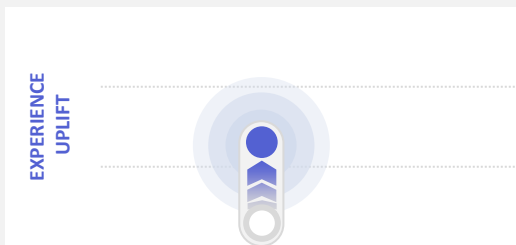


# REPORTING A LOCAL EMERGENCY



## LFB'S PROCESS TODAY

Individuals reporting a local emergency to LFB currently have to provide basic information to Control staff, who use a **standardised script in English** to assess every situation. Control give individuals general guidance to remain safe, but **do not stay on the phone to comfort them.**



## LFB'S PROCESS IN THE FUTURE

Control **has access to situational information** when the first call is made, and will be able to provide **tailored guidance** according to the needs of the individual. **Non-emergency services** are able to support individuals until firefighters arrive at the incident.

## HOW THIS CHANGE WOULD IMPACT SOMEONE LIKE KWAME



- Kwame feels supported by LFB from the moment he speaks to Control until firefighters arrive
- He is given relevant guidance and is able to share important information about the situation

## KEY CHANGES IN LFB THAT WILL HELP TO MAKE THIS PROCESS BETTER



- Staff in a **non-emergency channel** provide tailored advice to individuals and gather information on particular needs, such as disabilities or language barriers, to share with Control



- A **new technology system** gathers caller information such as identity checks, geolocation and frequency of prior incidents which improves caller awareness to inform LFB's deployment



- Firefighters have **access to risk information** at the individual, building, communities and local area levels before arriving at the incident which helps them prepare their response efficiently

## HOW OUR COMMUNITIES FEEL ABOUT THIS CHANGE



*"In the future, I want LFB to provide me with detailed guidance before firefighters arrive at the scene so I know what to do during an emergency"*



**81%**

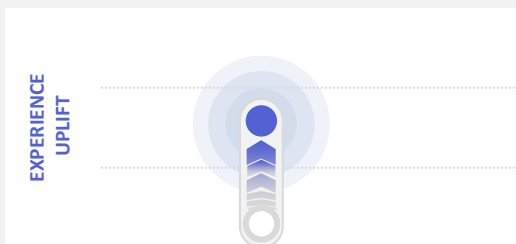
...of individuals think that it is valuable for LFB to **gather more information about local areas** and use it to inform their service delivery

# REPORTING A LOCAL EMERGENCY



## LFB'S PROCESS TODAY

LFB **do not currently have staff dedicated to providing community support** when responding to an emergency. Once LFB firefighters arrive at the incident, they quickly prepare tools to resolve the fire, with **minimal communication** to local residents.



## LFB'S PROCESS IN THE FUTURE

LFB has **dedicated community liaison officers** who will be dispatched to incidents where they might be needed, to **provide community support** to local residents affected during and after an incident.

## HOW THIS CHANGE WOULD IMPACT SOMEONE LIKE KWAME



- Kwame receives helpful updates about how the incident is being resolved
- He trusts the firefighters are focused on putting out the fire while he talks to an LFB representative

## KEY CHANGES IN LFB THAT WILL HELP TO MAKE THIS PROCESS BETTER



- A **community liaison officer** attends incidents where appropriate to improve community engagement and support local residents while firefighters are responding to the emergency
- With **better data on local communities**, the liaison officer can share tailored resources relevant to the community's needs (for instance, by sharing information in frequently spoken languages)
- Training is available to all firefighters to be able to **use new digital applications** to easily identify, capture and update risk data during an emergency, improving service delivery

## HOW OUR COMMUNITIES FEEL ABOUT THIS CHANGE



*"I don't think the LFB should be doing any of this. It would be better to have someone in the community to liaise with LFB supplied by the local council."*



**72%**

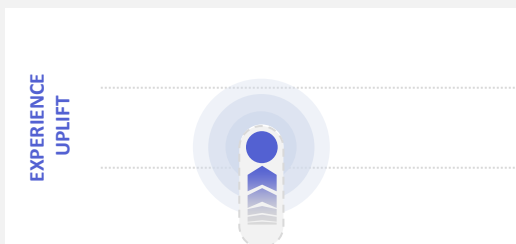
...of individuals think that it is valuable for LFB to have a **dedicated staff** to attend emergency situations and liaise with local communities

# REPORTING A LOCAL EMERGENCY



## LFB'S PROCESS TODAY

LFB **do not currently provide live incident updates** to communities during an emergency response.



## LFB'S PROCESS IN THE FUTURE

Communities are **alerted** of incidents in **real time** where relevant, and given helpful guidance to remain safe. They are signposted to relevant information, such as alternative route suggestions and other LFB services.

## HOW THIS CHANGE WOULD IMPACT SOMEONE LIKE KWAME



- Kwame receives real time updates on how local emergencies might affect him
- He has access to relevant information to keep him and his community safe from harm

## KEY CHANGES IN LFB THAT WILL HELP TO MAKE THIS PROCESS BETTER



- A new digital tool **alerts communities about incidents in their immediate vicinity** which means those in the local area are protected



- Training is available to firefighters to use a **new mobile-app technology**, replacing pagers, to give them an accurate view of local risk information, wherever they are



- Frontline staff are equipped with **wearable devices and IoT sensors** that allow for real time data sharing with Command and Control to better coordinate service delivery where needed

## HOW OUR COMMUNITIES FEEL ABOUT THIS CHANGE



*[I expect to] "get information up on website, and out on Twitter, Facebook etc. very quickly"*



**78%**

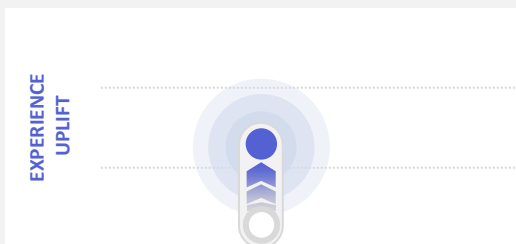
...of individuals think that that it is valuable for LFB to share more information with local communities about **what is happening during and after an emergency**

# REPORTING A LOCAL EMERGENCY



## LFB'S PROCESS TODAY

LFB provide **practical advice to communities** after an incident is resolved, by sharing leaflets they might have to hand or carrying out 'hot-strikes'.



## LFB'S PROCESS IN THE FUTURE

LFB provides relevant post-incident support, **referring local communities to other partner services** where appropriate.

## HOW THIS CHANGE WOULD IMPACT SOMEONE LIKE KWAME



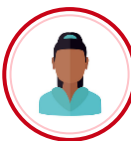
- Kwame knows how to access the resources he needs to prevent future incidents, beyond fire
- He trusts that LFB will protect him and his community, and give more support if needed

## KEY CHANGES IN LFB THAT WILL HELP TO MAKE THIS PROCESS BETTER



- 1. Frontline staff have access to data on local community risks which gives them guidance to **make every interaction meaningful and targeted** based on each community's unique needs
- 2. Training and guidance is delivered where appropriate to equip LFB staff with the **skills to identify post-incident needs** in local communities, such as mental health or social care needs
- 3. **Closer partnerships** with other emergency services, health care providers, social care and other national networks allows LFB to effectively refer individuals to relevant services as needed

## HOW OUR COMMUNITIES FEEL ABOUT THIS CHANGE



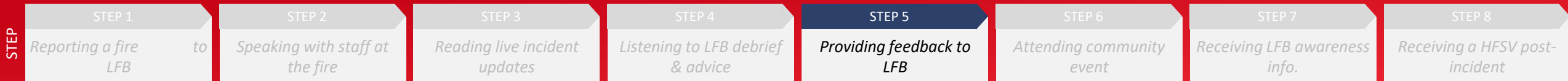
*"Fires can be traumatic, especially if there have been injuries or there is loss of a lot of property. People in other situations (accidents, victims of crime) would expect help or advice afterwards, so people who experience fires might appreciate extra help"*



**64%**

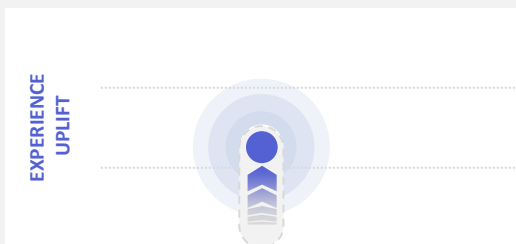
...of individuals that that it is valuable for LFB to be able to **refer them to partner organisations** for advice beyond fire safety, for instance mental health

# REPORTING A LOCAL EMERGENCY



## LFB'S PROCESS TODAY

LFB **does not ask for direct feedback** from the community **following an engagement**. The central compliments and complaints procedure covers any interaction, which leads to the feedback not always being shared with the relevant staff.



## LFB'S PROCESS IN THE FUTURE

LFB staff **request feedback following every incident** and community engagement. Feedback received is then tracked through community-centred performance measures and shared with the relevant teams.

## HOW THIS CHANGE WOULD IMPACT SOMEONE LIKE KWAME



- Kwame feels engaged and wants to share his feedback on his experience with LFB
- He trusts LFB to make changes where appropriate to improve how they serve communities

## KEY CHANGES IN LFB THAT WILL HELP TO MAKE THIS PROCESS BETTER



- Staff are **trained to request for feedback** after every incident and community engagement, and support individuals that LFB want to hear from to share feedback on how they can better serve communities



- **Direct feedback mechanisms** allow individuals to submit feedback on their interactions with LFB in their preferred channel, to share compliments or concerns



- **Community satisfaction, trust and engagement is measured and tracked** across multiple sources, and fed back to the relevant LFB teams for awareness and resolution where relevant

## HOW OUR COMMUNITIES FEEL ABOUT THIS CHANGE



*"Having multiple ways to contact the fire brigade is essential as the ways we communicate continue to change."*



**73%**

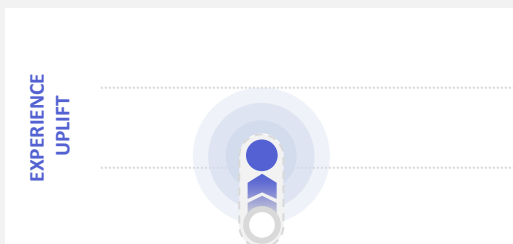
...of individuals that that it is valuable for LFB to **request feedback more frequently** from the community, with 72% thinking this would improve their perception of LFB

# REPORTING A LOCAL EMERGENCY



## LFB'S PROCESS TODAY

LFB's central community engagement team organises engagement sessions at a local level, but this is **not done as a post-incident follow-up**.



## LFB'S PROCESS IN THE FUTURE

LFB runs engagement sessions as part of **routine post-incident support** for various incident types, including dwelling fire. This is done in **partnership with local organisations where needed**.

## HOW THIS CHANGE WOULD IMPACT SOMEONE LIKE KWAME



- Kwame feels connected to his community and LFB, and knows his local firefighters
- He has opportunities to engage with LFB and learn more about fire safe behaviours

## KEY CHANGES IN LFB THAT WILL HELP TO MAKE THIS PROCESS BETTER



- Individuals have **multiple routes to access post-incident support**, including calling the non-emergency channels or requesting support at a fire station or in the LFB website
- Community engagement staff are trained to have **proactive and transparent dialogue** with local communities to gather input on local needs, risks and their drivers
- **Closer collaboration between LFB community teams and frontline staff** delivering services means that any information gathered in external events is fed back to the appropriate teams

## HOW OUR COMMUNITIES FEEL ABOUT THIS CHANGE



*"I'm hoping very much that, unlike every other service, the LFB will not look to do everything online, and that they will continue developing the programme they had engaging with people in person"*



**65%**

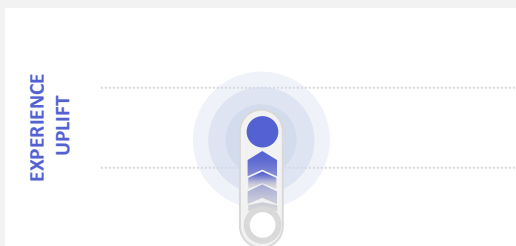
...of individuals think it is valuable for LFB to **hold more interactive and regular community events**

# REPORTING A LOCAL EMERGENCY



## LFB'S PROCESS TODAY

LFB firefighters distribute leaflets to raise awareness on fire safe behaviours **immediately after an incident** takes place. There is little understanding of local needs, so individuals **do not always receive the information they need in an accessible format.**



## LFB'S PROCESS IN THE FUTURE

**Targeted awareness campaigns** inform communities of issues that are relevant to **local risks and needs** after an incident takes place. Communities can access this information in the channel that is **most convenient to them.**

## HOW THIS CHANGE WOULD IMPACT SOMEONE LIKE KWAME



- Kwame trusts that LFB understand local risks relevant to him and his community
- He knows how he could contribute to the local risk community plan

## KEY CHANGES IN LFB THAT WILL HELP TO MAKE THIS PROCESS BETTER



- A new process means that **awareness raising campaigns** are done as part of **post incident follow ups**, and targeted to local needs and risks



- An **LFB service catalogue** is available and distributed to local communities to raise awareness of key LFB services and the value they provide



- Information is shared **across a variety of physical** (leaflets, QR codes) **and digital** (website, text messages) channels to help it to be accessible and inclusive of local communities

## HOW OUR COMMUNITIES FEEL ABOUT THIS CHANGE



*"I believe it would be useful to educate members of the public on the work of the fire brigade and to stress that the fire brigade is an essential part of the community with a local presence."*



**70%**

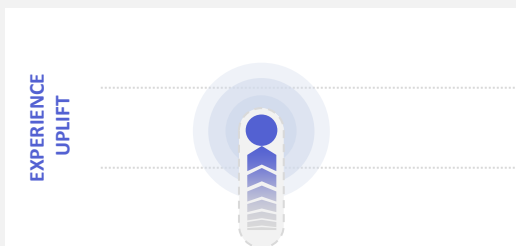
...of individuals think that it would be valuable for LFB to run more **frequent and impactful campaigns** to raise awareness of key risks in local areas

# REPORTING A LOCAL EMERGENCY



## LFB'S PROCESS TODAY

LFB prioritises completing HFSV for individuals living in **priority postcodes according to vulnerability**. However, anyone can request one through the LFB website or by calling the booking line.



## LFB'S PROCESS IN THE FUTURE

LFB does **more work around Protection**, particularly of commercial properties in local communities following incidents. Individuals who do not live in priority postcodes can access **more self-service functionalities** in the LFB website.

## HOW THIS CHANGE WOULD IMPACT SOMEONE LIKE KWAME



- Kwame can easily find advice on fire safety in the LFB website
- He trusts LFB is protecting his community by working with local businesses to support them to be fire compliant

## KEY CHANGES IN LFB THAT WILL HELP TO MAKE THIS PROCESS BETTER



- 1 • Increased **self-service capabilities across both digital and physical channels** mean that individuals can easily find answers to common queries and self-assess their homes or businesses
- 2 • New **virtual assistant technologies** support LFB's self-service functionality, so that individuals accessing this service can receive personalised guidance such as prevention tips
- 3 • LFB staff **continue to provide in-person support** to make sure that those with particular needs, vulnerabilities or higher-risk are prioritised and **referred to other partner organisations as needed**

## HOW OUR COMMUNITIES FEEL ABOUT THIS CHANGE



*"Being able to talk to people in the fire brigade and get advice on the actions and equipment to use in an emergency would be very reassuring"*



**77%**

...of individuals think that that that it is valuable for LFB to deploy staff to **deliver services when not responding to an emergency**, such as HFSVs



# RESCUING FROM A FLOOD



## LFB Example Persona

Harry Meade, Freelance Photographer



Trust in LFB

Attitude to fire safety

*Harry, a freelance photographer living in a basement flat in Hammersmith, receives an environmental assessment by LFB given the growing risk of flooding in his local area. Weeks later, Harry's flat floods due to heavy rainfall and he needs to be evacuated by LFB.*

Risk Type | Flooding

### STEP 1

Receiving environmental safety check

*LFB complete an **environmental safety check** of Harry's building, given that he lives in an area with high risk of surface water flooding.*

### STEP 2

Reading preparedness information

*Harry follows LFB's advice and reads **additional resources to prepare his property and possessions** for a possible water incident.*

### STEP 3

Reporting a flood to LFB

*Weeks later, Harry's **flat floods due to heavy rainfall**. He takes quick action as instructed during his safety check, and then calls 999 to report the emergency.*

### STEP 4

Rescuing the property

***Firefighters and a specialist fire rescue unit are deployed** to the incident, and able to effectively rescue Harry from his flat.*

### STEP 5

Receiving post-incident support

*A liaison officer arrives at the incident to support Harry after his evacuation, **referring him to local charities and mental health providers**.*

### STEP 6

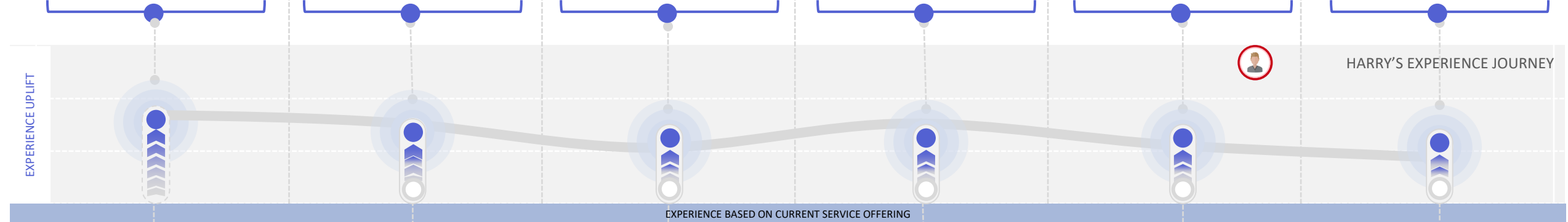
Accessing advice on water safety

*Following the incident, Harry accesses **further advice for leaseholders** on their rights and how they can protect themselves against flooding.*

# RESCUING FROM A FLOOD



- LFB IN THE FUTURE**
- LFB, in collaboration with water authorities, is able to **identify the areas most at risk of flooding**, as well as vulnerable local residents
  - **Environmental safety checks** are routinely done as part of LFB's prevention services in high-risk communities
- LFB run **targeted preparedness campaigns** in high-risk areas
  - Information on building and water safety is **accessible** and **tailored to local needs and risks**, for instance in commonly spoken languages
- Control staff have access to **situational awareness information** and can mobilise teams to the incident accordingly
  - Other **key partners**, such as Thames Water, are also informed and deployed to **support service delivery**
- **Specialist FRU teams are deployed** to the incident, alongside LFB firefighters
  - Frontline staff have access to **risk information** about the building and local area, which they use to inform service delivery
- LFB has closer partnerships with local authorities and social care providers and is able to **signpost or refer local communities** to these services
  - Harry and other local residents affected by the flood receive **tailored post-incident support**
- Individuals can **self assess** their property for water safety and **book environmental assessments** if they live in high-risk areas
  - LFB provides guidance that is **personalised to individual needs**, for instance specific advice for leaseholders or commercial property owners



**TODAY**

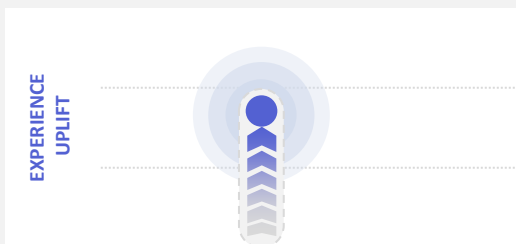
- LFB does not currently provide in-person environmental safety checks
- Flooding prevention information is available but not targeted at high-risk areas
- Control deploy firefighters to the incident, who assess the need for other specialists
- Water rescue teams are available upon request but not deployed for immediate response
- LFB do not currently partner with local authorities to provide post-incident support
- LFB provide general advice on how individuals can protect themselves from water incidents

# RESCUING FROM A FLOOD



## LFB'S PROCESS TODAY

LFB has access to **limited information** about local risk and needs. Although general advice is available to local communities, LFB **does not run targeted awareness water safety campaigns**.



## LFB'S PROCESS IN THE FUTURE

**Predictive technologies** improve LFB's understanding of the risk of flooding in local communities. As such, prevention, preparedness and protection activities are planned accordingly and **targeted at high priority areas** – such as in-person **environmental safety checks**.

## HOW THIS CHANGE WOULD IMPACT SOMEONE LIKE HARRY



- Harry learns more about the services that LFB provide beyond fire safety
- He receives tailored advice to prepare for a potential water incident based on his unique needs

## KEY CHANGES IN LFB THAT WILL HELP TO MAKE THIS PROCESS BETTER



- **New partnerships with strategic and local partners** will mean that LFB have access to more real-time data to improve demand forecasts, predictive analysis and local risk planning
- **Digital replicas of key buildings** allow LFB and local authorities to model changing risks, detect the possibility of incidents, and test potential responses with real-time information
- Training is available to LFB staff to **provide environmental safety checks in high priority areas**, to raise awareness of how to prevent and prepare for potential surface water flooding

## HOW OUR COMMUNITIES FEEL ABOUT THIS CHANGE



*"I personally would like more info on what to do in the event of flooding"*



**81%**

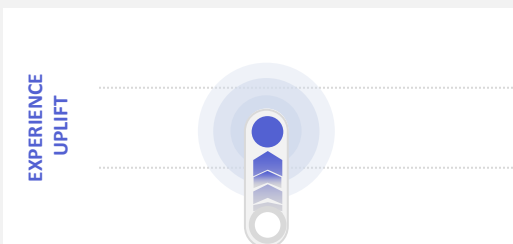
...of individuals think it is valuable for LFB to **work with other organisations** to better predict future potential risks and threats to safety

# RESCUING FROM A FLOOD



## LFB'S PROCESS TODAY

Flooding prevention information is available in the LFB website, but **is not targeted** at communities in high priority areas.



## LFB'S PROCESS IN THE FUTURE

After every environmental assessment in high priority areas, local communities are **signposted to relevant guidance to prevent and prepare for the risk of flooding**. This is shared through **physical and digital channels** and personalised to local needs.

## HOW THIS CHANGE WOULD IMPACT SOMEONE LIKE HARRY



- Harry knows what he needs to do to protect his home and possessions against water incidents
- He has access to useful resources that he can read later or share with his community

## KEY CHANGES IN LFB THAT WILL HELP TO MAKE THIS PROCESS BETTER



- Awareness campaigns are **delivered through convenient and effective channels**, giving local communities relevant information through various digital resources and physical leaflets
- Engagement teams delivering services at local levels are trained to **continuously gather inputs on local needs and risks** which are available to all LFB staff to inform local community risk plans
- **Training** is available to all frontline staff to support them to be **equipped to respond to emerging risks** based on forecasts in service demand and horizon scanning

## HOW OUR COMMUNITIES FEEL ABOUT THIS CHANGE



*"I do not feel that I am well prepared to deal with an emergency situation so a more proactive approach from LFB might prevent many emergency situations. I think we need more awareness and practical help, especially for vulnerable persons."*



**80%**

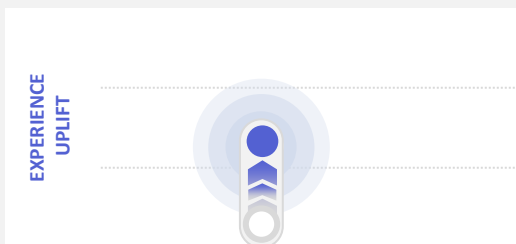
...of individuals think that that it is valuable for LFB to clearly list the full range of support available on their website, including advice on preparing for floods

# RESCUING FROM A FLOOD



## LFB'S PROCESS TODAY

Control staff **mobilise firefighters** to respond to the emergency, **who assess the need for other specialist teams**. General guidance is given to support individuals to remain safe.



## LFB'S PROCESS IN THE FUTURE

Control staff **mobilise teams more effectively from the start** with access to situational awareness data and direct links to other blue light services. In addition, **non-emergency channels** provide tailored support to individuals until frontline staff arrive at the incident.

## HOW THIS CHANGE WOULD IMPACT SOMEONE LIKE HARRY



- Harry feels more prepared to deal with the flood with the previous guidance he had been given
- He trusts LFB to send the appropriate help without him having to call other blue light services

## KEY CHANGES IN LFB THAT WILL HELP TO MAKE THIS PROCESS BETTER



- 1. Control staff have access to additional information of high priority areas and are able to **mobilise LFB's response accordingly**, including the **deployment of specialist FRU teams** where appropriate
- 2. Compatible and unified command centres across blue light services enable **immediate access to life-saving data, less handoffs for individuals with multiple support needs, and integrated dispatch**
- 3. Training is available to **non-emergency operators** to support them to **provide tailored support and gather information on particular needs** before frontline staff arrive at the incident

## HOW OUR COMMUNITIES FEEL ABOUT THIS CHANGE



*"It would be very helpful and reassuring if someone stayed with you on the phone. And to get a feedback so we can prevent it from happening again."*



**77%**

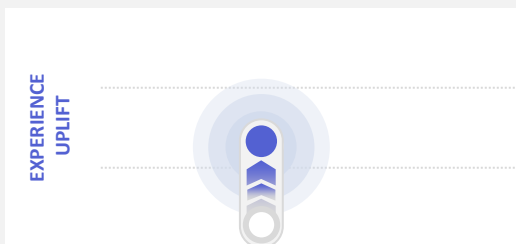
...of individuals think it would be valuable for LFB staff to stay on the line to provide information and advice when calling 999

# RESCUING FROM A FLOOD



## LFB'S PROCESS TODAY

Upon arrival at the incident, firefighters rescue local communities and assess the situation. Depending on the extent of the flood, **FRU teams might be deployed** to provide additional services although they **usually take a few hours to arrive at the incident.**



## LFB'S PROCESS IN THE FUTURE

With **improved horizon scanning and scenario modelling capabilities**, LFB can better prepare for future uncertainties with local authorities. This supports a **coordinated response to emergencies**, so that local communities receive the help they need as fast as possible.

## HOW THIS CHANGE WOULD IMPACT SOMEONE LIKE HARRY



- Harry feels safe and protected by LFB and other partners present at the incident
- He trusts LFB to rescue him and his possessions as quickly and effectively as possible

## KEY CHANGES IN LFB THAT WILL HELP TO MAKE THIS PROCESS BETTER



- 1. New community risk plans developed with local authorities and networks **increase accountability to local communities** and **improve centralised coordination with LFB partners**
- 2. New **scenario modelling and foresight approaches** improve LFB's ability to **stress-test possible implications** of service delivery for better risk planning against future trends like climate change
- 3. A Safety-First culture, based on best practice in high reliability organisations, enables the right balance of **effectiveness, efficiency and safety during high-risk service delivery**

## HOW OUR COMMUNITIES FEEL ABOUT THIS CHANGE



*"It would be reassuring to know that the LFB would be a single port of call and offer ongoing support during and immediately after emergency situations"*



**82%**

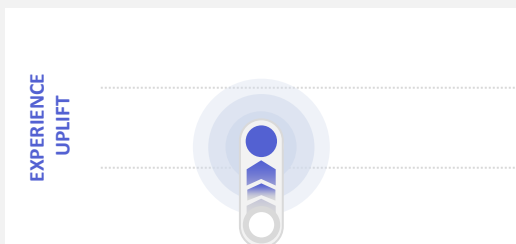
...of individuals think it is valuable for LFB to analyse the underlying cause of a rescue situation to identify trends and adapt service delivery and advice

# RESCUING FROM A FLOOD



## LFB'S PROCESS TODAY

LFB staff check the property for **any immediate potential risks** to health as a result of the flood, including risk of fire.



## LFB'S PROCESS IN THE FUTURE

LFB and local authorities present at the incident do a **joint-assessment** of the property before providing advice tailored to the individual's needs. This includes **signposting and referring to other partners** such as local charities or mental health providers.

## HOW THIS CHANGE WOULD IMPACT SOMEONE LIKE HARRY



- Harry has several options to deal with the aftermath of the flood
- He feels like LFB understand his individual needs

## KEY CHANGES IN LFB THAT WILL HELP TO MAKE THIS PROCESS BETTER



- Training is available to all frontline staff to **identify individual's needs and potential risks during service delivery**, so that post-incident support can be personalised
- LFB staff are able to provide more **tailored end-to-end guidance to local communities**, for instance by considering fire safety when providing post-flooding incident support
- **Emerging risks are integrated** into prevention, protection, preparedness and recovery services following incidents to **continuously improve** the guidance and support given to communities

## HOW OUR COMMUNITIES FEEL ABOUT THIS CHANGE



*"Knowing that there will be help after the emergency will be very reassuring"*



**76%**

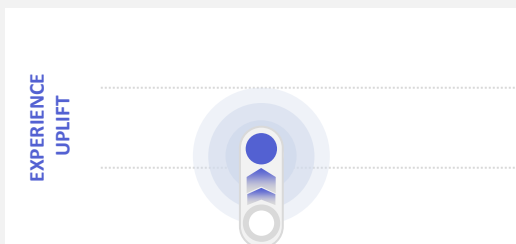
...of individuals think it is valuable for LFB to refer local communities to other organisation after an emergency situation if this is needed

# RESCUING FROM A FLOOD



## LFB'S PROCESS TODAY

After the incident is resolved, firefighters **distribute a leaflet with general information** on flooding prevention and protection in the local area.



## LFB'S PROCESS IN THE FUTURE

Communities can access guidance that is **tailored to their local risks and needs** in a variety of channels, including leaflets and online resources.

## HOW THIS CHANGE WOULD IMPACT SOMEONE LIKE HARRY



- Harry receives tailored tips for leaseholders to protect themselves against future incidents
- He can access this information in the channel that is most convenient to him

## KEY CHANGES IN LFB THAT WILL HELP TO MAKE THIS PROCESS BETTER



- **Social listening and engagement tools** are used to scan LFB and other digital channels to identify trends in community engagement or key interest topics and tailor awareness campaigns accordingly
- **Closer integration** of LFB's **preparedness activities with other local authorities** supports a joined-up approach to addressing the drivers and consequences of climate change
- LFB, its partners and other FRS organisations continuously plan against future scenarios to assess the **long-term environmental risks and evaluate mitigation options**

## HOW OUR COMMUNITIES FEEL ABOUT THIS CHANGE



*"Provide tips and advice about high risks and how to mitigate them."*



**82%**

...of individuals think it is valuable for LFB to provide more advice on what can be done to reduce the probability of an another emergency situation occurring



# 02

## Service Ambition

What services will LFB provide to communities?

### Section content:

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**2.A** What is LFB's overall end state service ambition?

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**2.B** What services will LFB offer in the end state?

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**2.C** What service outcomes will LFB realise in the end state?

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**2.D** What is the ambition for each of LFB's services?

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## 2.A | END STATE SERVICE AMBITION | SUMMARY

The end-state service offering will build on current strengths, while responding to changing needs of communities.

End State Service Catalogue | Design drivers for proposed changes:



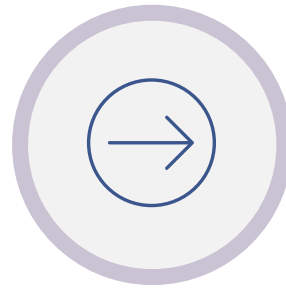
### QUALITY ENHANCED

*Services deliver higher quality outcomes for communities & businesses based on enhanced organisational capabilities such as operational training, personal development opportunities, and performance measurement.*



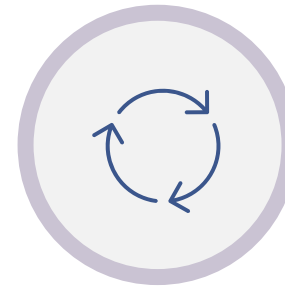
### COMMUNITY CENTRED

*Services are focused on delivering outcomes for communities based on their needs, wants and expectations. This includes enhanced understanding of their unique local context and of their preferences.*



### ADAPTABLE TO CHANGE

*The service catalogue is designed to adapt to changing external factors such as demand or statutory requirements and to internal factors changing focus or method of delivery. LFB capitalises on new ways to add value to communities based on changing needs.*



### FLEXIBLE TO NEED

*Services are delivered in a way that enhances community value, with an ability to utilise the workforce in a way that is proportionate to need. This enhanced productivity will provide flexibility in the type and level of value that is provided to communities.*

End State Service Catalogue | Example changes to Level 0 Service Catalogue:

#### Prevention

Prevention services will be targeted and tailored to meet the needs of the most vulnerable groups within communities.

#### Protection

Frontline staff are empowered to effectively support communities to understand legislation and risk.

#### Preparedness & Recovery

Emerging risks are proactively identified, better preparing communities for risks and enabling them to recover quickly.

#### Response

Post-incident support will be embedded into the response delivery cycle with more proactive follow ups from LFB.

#### Community Engagement

Engagement will help increase awareness of LFB services and enhance integration into 'hard to reach' communities.

Leading to improved outcomes:



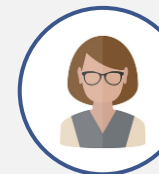
#### Community Outcomes

Community experience is uplifted throughout their entire journey with LFB. A community's needs, wants and expectations are met consistently with frequent opportunities to provide service improvement feedback.



#### LFB Staff Outcomes

LFB staff have an understanding of the full breadth of LFB's impact and pride in the role that they play in outcome-led service delivery. There is a shift to maximise collaboration between frontline & enabling functions.



#### Partner Outcomes

Partners will work with LFB to deliver services tailored to local communities and contexts. Data on local risk profiles is shared between organisations to identify and mitigate against risks early.

## 2.B | END STATE SERVICE CATALOGUE

The catalogue provides an overview of the services that LFB will provide in the end state.

LFB's Service-led TOM is focused on the services provided to communities. By the end state, the delivery of these will enable LFB to fulfil its purpose to be "trusted to serve and protect London".

Level 0 LFB services complement each other, with the aim of supporting the safety and wellbeing of London's communities. This is done throughout an incident lifecycle, engaging with communities end-to-end, with key services offered:

- **Prior to an incident** | Before an incident occurs with the aim of reducing the impact of an incident (Prepare) or reducing the likelihood of the incident occurring (Prevent & Protect).
- **During an incident** | LFB provides Response services to deliver the most optimal incident outcomes.
- **Post-incident** | Following an incident LFB provide post-incident support and to support the swift recovery from an incident and mitigate any lasting effects.

In the end state, LFB will put communities at the centre of service delivery and adapt to the changing needs of London. This will be done by taking a holistic approach to service delivery, unlocking value by supporting:

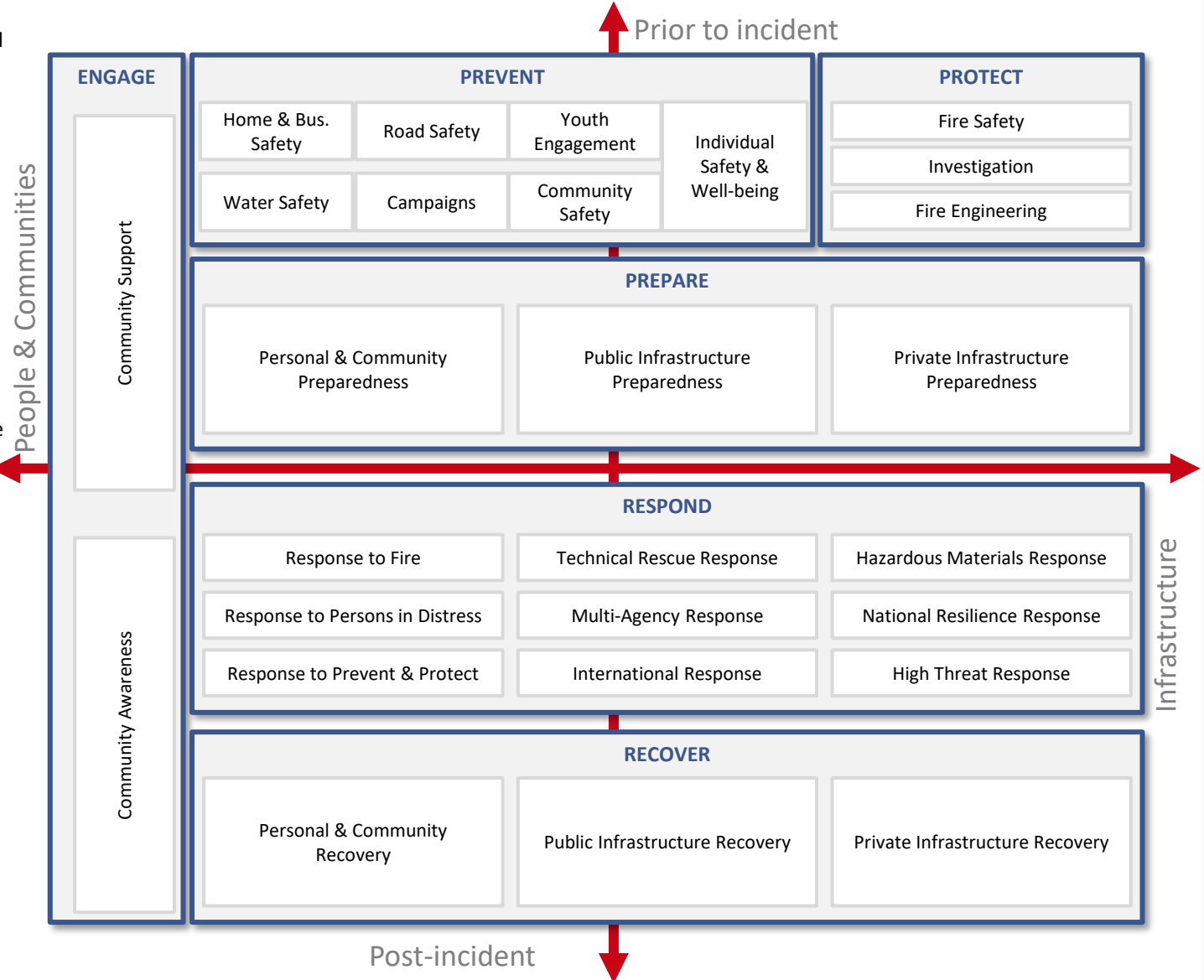
- **People & Communities** | Providing support to individuals and groups across the full-spectrum of LFB services.
- **Infrastructure** | Providing support to public and private infrastructure across the full-spectrum of LFB services.

In the end state, LFB will deliver mature services to London, driven by LFB's values and the strategic ambition articulated within the Service-led TOM.

To reach these goals, an initial focus will be on delivering existing commitments and building trust through ensuring the core needs of communities are met, before enhancing services with value-add activities. This will include protecting what works well today, and prioritising change for the future.

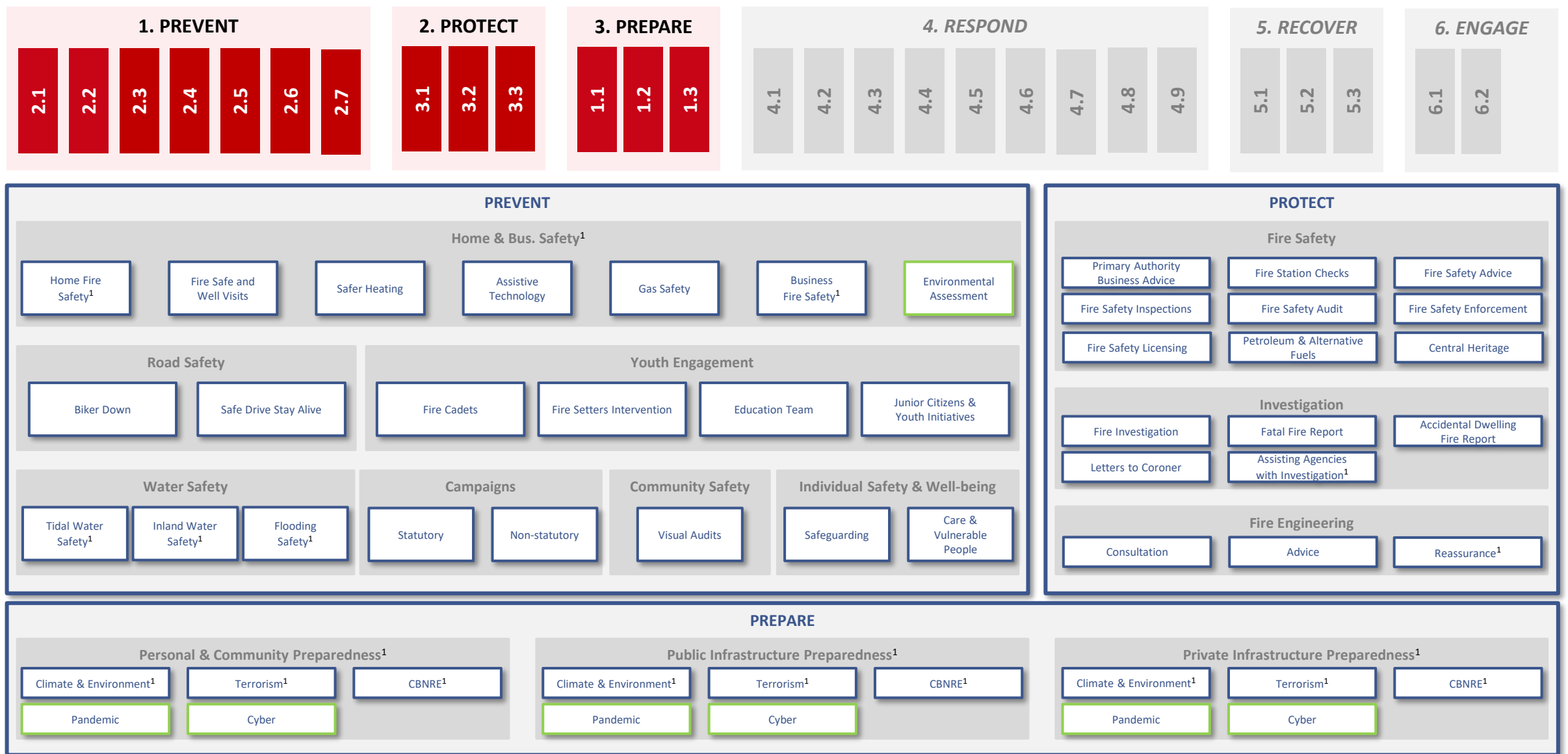
After this initial period, LFB will advance towards the end state vision with a focus on enhancing service delivery and ultimately realising the LFB purpose.

This section of the Service Blueprint articulates LFB's service ambition for this end state, according to LFB's ambition for change.



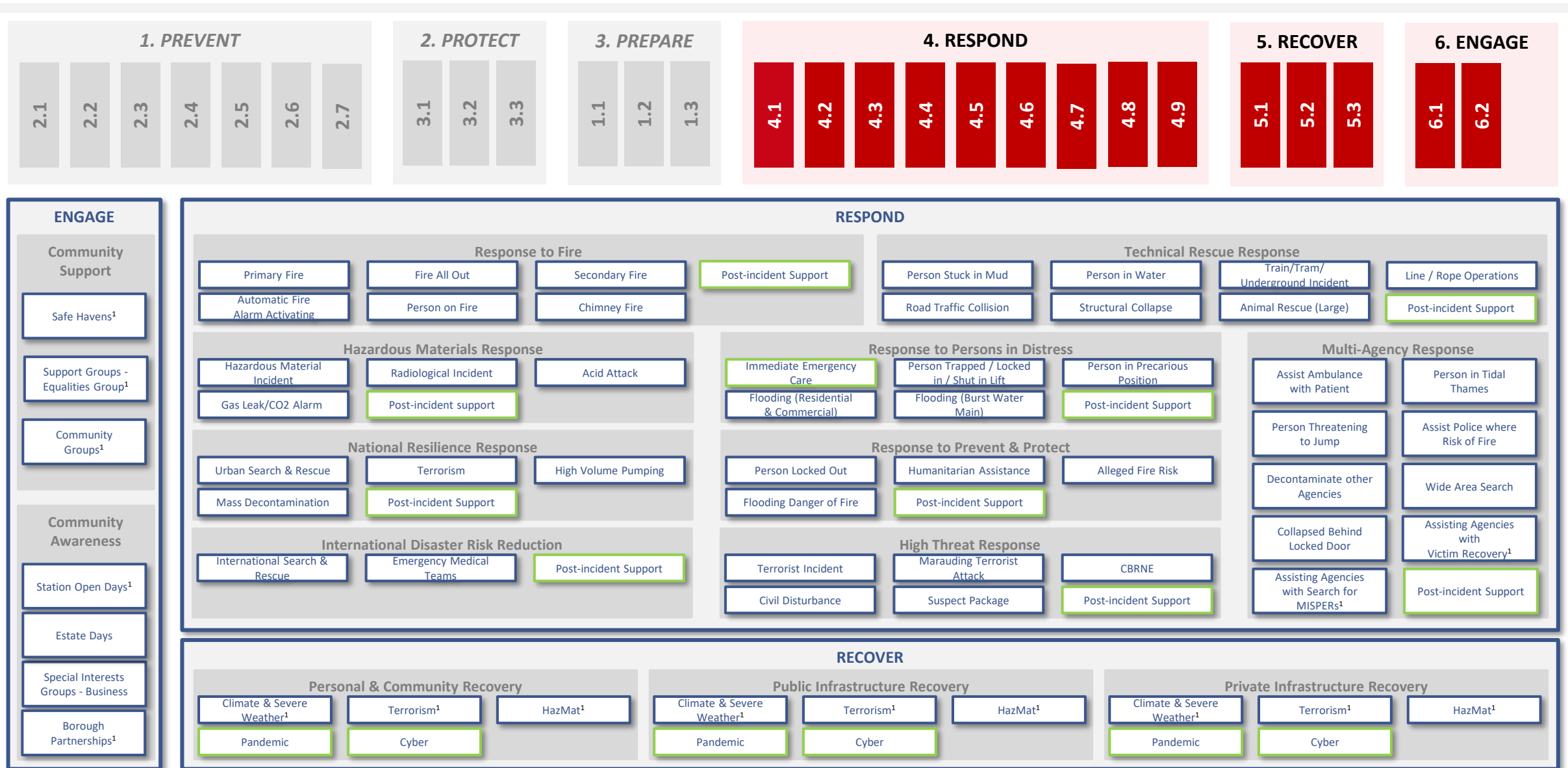
# 2.B | END STATE SERVICE CATALOGUE BREAKDOWN

LFB will improve how all services are offered in the end state and have a boarder service offer



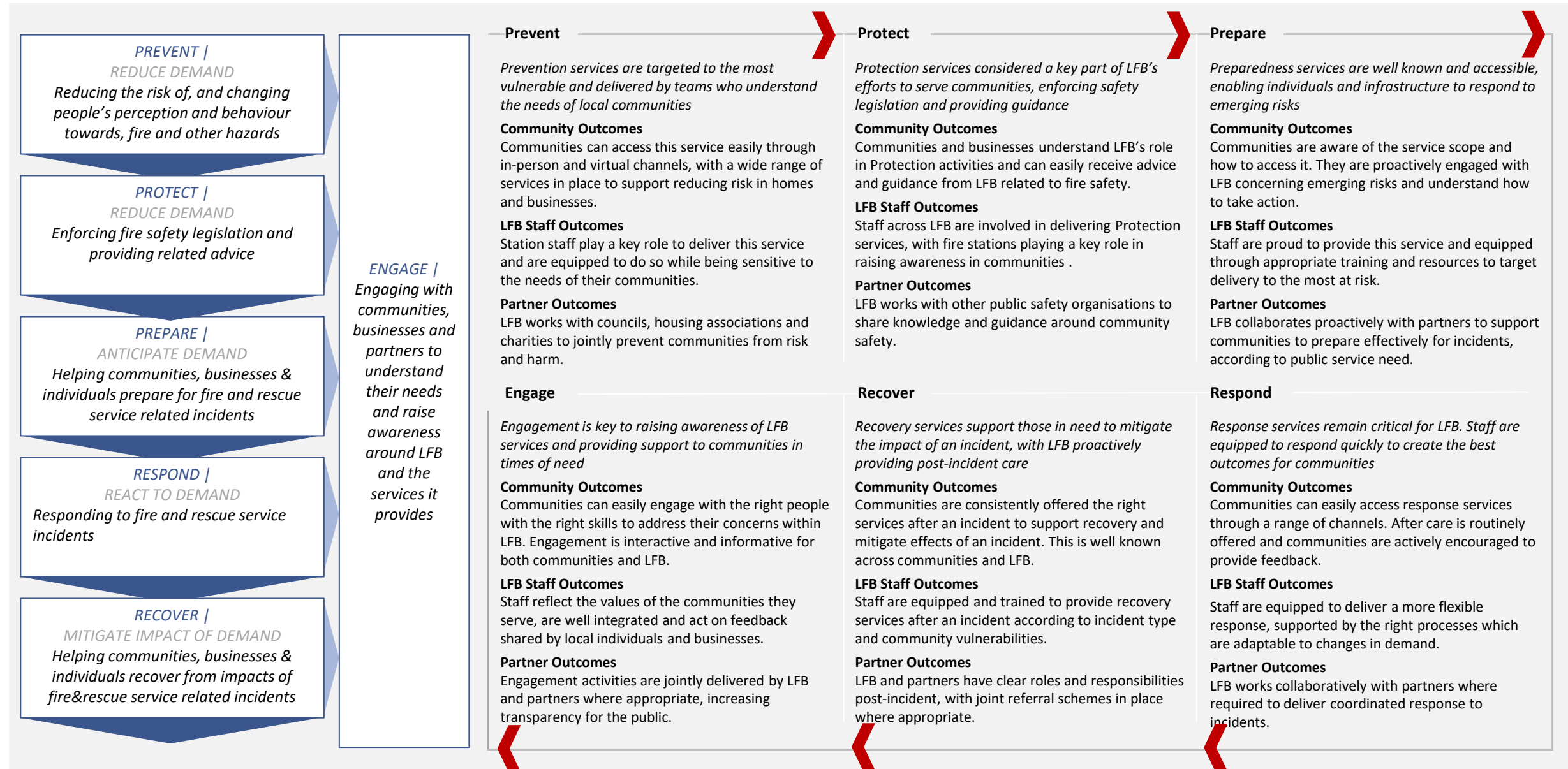
# 2.B | END STATE SERVICE CATALOGUE BREAKDOWN

LFB will improve how all services are offered in the end state and have a boarder service offer



## 2.C | END STATE SERVICE OUTCOMES

LFB services will deliver outcomes for communities according to their wants, needs and expectations.



## 2.D | END STATE SERVICE AMBITION | PREVENTION

Prevention services will be delivered consistently by trained staff to reach the most vulnerable members of the public.

Key shifts in service ambition	New Service	Existing Service Uplift	No Change	Description
Home & Business Safety <sup>1</sup>		✓		<ul style="list-style-type: none"> <li>• <b>Quality Enhanced   Service Accessibility</b> will be uplifted, with non-emergency channels to conduct virtual home safety visits (for fires and other incident types), and to provide advice to support individual safety and well-being, with referrals made to partners where required. Digital Delivery also aids in-person engagement with virtual reality used to support Youth Engagement programmes and Campaigns.</li> <li>• <b>Quality Enhanced   Local Partnerships</b> and increased referrals between LFB and partners enable LFB to deliver targeted Prevention services in collaboration with councils, housing associations and blue light services to better identify vulnerable groups and address risks with the appropriate combination of public services. Use of Community Engagement events to deliver Prevention services enables LFB to work with local partners to more effectively deliver services which are suited to the needs of each community.</li> <li>• <b>Quality Enhanced   Targeted Prevention</b> is enabled by consistent root cause analysis of incidents, supporting LFB to identify cause of fire according to key risk factors, and target prevention services that will most effectively reduce the risk.</li> <li>• <b>Quality Enhanced   Community Feedback</b> is central to supporting continuous improvement of the delivery of Prevention services through channels which suit the needs, wants and expectations of communities. Staff are empowered to use this information to input into decisions and put forward new ideas for consideration.</li> <li>• <b>Community Centred   LFB Integration</b> in the community improves social listening online and understanding of communities' risks and concerns when engaging in person. Increased integration enables LFB to raise awareness of potential risks and hazards early.</li> <li>• <b>Community Centred   Prevention at Stations</b> becomes a key part of service delivery with stations used as learning hubs for communities and schools to inform them of how to identify and address safety risks.</li> <li>• <b>Community Centred   Local Recruitment</b> is enabled through opening up career opportunities through Youth Engagement and Campaigns, increasing the value of these services to local communities and to LFB as Prevention services are delivered by people who have the right skills and capability, with local knowledge to support the local delivery of services.</li> <li>• <b>Community Centred   Local Risk Profiling</b> enables LFB to deliver a more personalised prevention service, with a focus on delivering a greater number of Home and Business Safety services according to risk.</li> <li>• <b>Adaptable to Change   Situational Awareness</b> of local community needs enables LFB to adapt delivery of Prevention services according to changes in community requirements. Information gathered at incidents and from non-emergency contact channels is used to identify opportunities for targeted delivery of Prevention services.</li> <li>• <b>Flexible to Need   Virtual Delivery and Self Serve</b> enable communities to access services in a way that suits them. The virtual delivery of Home and Business Safety services is expanded, enabling LFB staff to focus on enhancing productivity in the delivery of other services.</li> <li>• <b>Flexible to Need   Tailored Service Provision</b> enables LFB to reach a wider range of people. For example, more Prevention services will be delivered by dedicated FRS teams not in uniform where appropriate.</li> </ul>
Road Safety		✓		
Youth Engagement		✓		
Individual Safety & Well-being		✓		
Water Safety		✓		
Campaigns		✓		
Community Safety		✓		

• In the end state, Prevention services will consistently reach the most vulnerable members of the public, and address the full range of risks that LFB is empowered to help communities tackle.

• Fire fighters will recognise the delivery of these services as being a core part of their role, with an understanding of how these activities complement LFB's wider service offering. Staff will be well-trained to engage effectively with communities and partners, with effective performance metrics in place to assess the quality of service delivered and opportunities for process improvements.

## 2.D | END STATE SERVICE AMBITION | PROTECTION

Protection services are targeted and delivered flexibly by staff to share and enforce fire safety legislation and advice.

Key shifts in service ambition	New Service	Existing Service Uplift	No Change	Description
Fire Safety		✓		<ul style="list-style-type: none"> <li>• <b>Quality Enhanced   Targeted Protection</b> is enabled by consistent root cause analysis of incidents, supporting LFB to identify cause of fire according to key risk factors, and target protection services and advice that will most effectively reduce the risk.</li> <li>• <b>Quality Enhanced   Service Accessibility</b> is improved through a range of digital and non-emergency channels in place to complement in-person service delivery. The website is a key tool for communities to access guidance and advice and book Protection services.</li> <li>• <b>Quality Enhanced   One LFB Mindset</b> enables those delivering Protection services to refer communities for other LFB or partner services where this could help reduce demand. Staff are aware of LFB's role in Prevention activities and enable communities to access these easily where required.</li> <li>• <b>Quality Enhanced   First Point of Contact for Protection</b> services (e.g. reception or the switchboard) understand LFB's role in delivering Protection services with clear processes in place to refer communities to the right people with the right skills to address their enquiry.</li> </ul>
Investigation		✓		<ul style="list-style-type: none"> <li>• <b>Quality Enhanced   LFB Culture</b> recognises the importance of fire safety as a core value of fire fighters upon recruitment. This value is embedded throughout LFB.</li> <li>• <b>Community Centred   Local Risk Profiling</b> enables LFB to deliver a more personalised Protection service, with a focus on delivering services according to local risk and vulnerability.</li> <li>• <b>Adaptable to Change   Environmental &amp; Sustainable Protection</b> becomes a key focus of this service with wider environmental risks being integrated into Protection services. For example, advice is offered to communities around conversion away from gas and how to insulate their buildings in a fire safe and environmentally friendly way.</li> <li>• <b>Adaptable to Change   Legislation Forecasting</b> enables LFB to consider the effects of changes in legislation before they come into effect and provide advice to communities of changes needed to respond to this.</li> </ul>
Fire Engineering		✓		<ul style="list-style-type: none"> <li>• <b>Flexible to Need   Virtual Delivery and Self Serve</b> enable communities to access services in a way that suits them. The virtual delivery of Home and Business Safety services is expanded, enabling LFB staff to deliver Protection services in tandem with others (such as Engagement or Prevention).</li> <li>• <b>Flexible to Need   Flexible Resourcing</b> enables LFB to increase the number of staff trained to deliver key Protection services such as Fire Safety.</li> </ul>

• In the end state, Protection services are well understood and easily accessible by communities. LFB supports communities to easily access services, with clear information accessible through virtual channels and in-person delivery maintained where necessary.

• Fire fighters see Protection activities as a core part of their role and are equipped to do so in tandem to delivering other services. Advice is tailored to the needs of local communities.



## 2.D | END STATE SERVICE AMBITION | PREPAREDNESS & RECOVERY

The service will proactively identify and address emerging risk, with approaches personalised and targeted to specific communities.

Key shifts in service ambition	New Service	Existing Service Uplift	No Change	Description
Personal & Community Preparedness <sup>1</sup>	✓	✓		<ul style="list-style-type: none"> <li>• <b>Quality Enhanced   Personalisation</b> will be extended in the end state so that communities are confident they will receive a personalised service when conducted in person, or virtually. Improved digital channels uplift LFB's ability to provide services virtually where appropriate and not to the detriment of service quality.</li> <li>• <b>Quality Enhanced   Service Accessibility</b> is uplifted in the end state and communities can easily instigate a Preparedness &amp; Recovery service and work with LFB to support the service to meet their expectations and addresses their concerns. Access to the service no longer relies solely on engagement with partners to identify those at risk, with greater opportunities for communities to self-refer.</li> <li>• <b>Quality Enhanced   Service Awareness</b> is increased through improved communications about LFB's role in conducting preparedness and recovery activities and how communities can access these services. Social media targeting, the website and other digital media are key to increasing public understanding of the service.</li> <li>• <b>Quality Enhanced   Partner Collaboration</b> remains key to delivering Preparedness and Recovery services, underpinned by SLAs to clearly define roles and responsibilities and data sharing agreements with partners. Referrals between partners and LFB becomes a routine way of working, supporting each organisation to effectively target services where a vulnerability is identified.</li> <li>• <b>Community Centred   Localised Service Delivery</b> enables services to be delivered according to local risks and vulnerabilities. Localised risk profiles, underpinned by the appropriate digital tools, enables LFB to support individuals and communities and public and private infrastructure to prepare for and recover from incidents in a way that is sensitive to their needs. Station staff play a significant role in ensuring the specific wants, needs and expectations of their communities are met.</li> <li>• <b>Community Centred   Community Feedback</b> becomes integral to continuous improvement of the service. Opportunities are consistently provided for communities to share their satisfaction rating with LFB, who routinely use these insights to drive service improvements.</li> <li>• <b>Community Centred   Sentiment Analysis</b> through digital channels enables LFB to identify where communities have the greatest worries about localised risks. These insights are routinely used by LFB to target Preparedness activities to mitigate the effect of a potential incident, and where relevant simultaneously deliver Prevention services to reduce the chance of an incident occurring.</li> <li>• <b>Adaptable to Change   Scenario Modelling</b> capabilities are embedded within the Preparedness service, with scenario modelling directly impacting to whom the services are targeted and the possible implications on communities.</li> <li>• <b>Adaptable to Change   Long-term Risk Planning</b> conducted with other agencies where required, informs how Preparedness services are delivered by proactively anticipating changes to future demand and emerging risks over time.</li> <li>• <b>Flexible to Need   Self-serve</b> enables LFB to more effectively target in-person delivery where this will be most valuable.</li> <li>• <b>Flexible to Need   Joint Service Delivery</b> with Prevention and Protection enables communities to access these services simultaneously where this will decrease their risk of harm and support them in preparing for future emerging risks.</li> </ul>
Public Infrastructure Preparedness <sup>1</sup>	✓	✓		
Private Infrastructure Preparedness <sup>1</sup>	✓	✓		
Personal & Community Recovery <sup>1</sup>	✓	✓		
Public Infrastructure Recovery <sup>1</sup>	✓	✓		
Private Infrastructure Recovery <sup>1</sup>	✓	✓		

• In the end state, Preparedness & Recovery services will be more transparent to communities; communities will be aware of LFB's role and easily be able to access the service in a way that meets their needs, wants and expectations. The service will be interactive and personalised, with communities receiving a tailored offering based on localised risk profiles and their specific concerns.

• Long-term risk planning and horizon scanning, underpinned by digital tools, strategic capabilities and new processes, will enable LFB to proactively deliver the service to mitigate emerging risks.

## 2.D | END STATE SERVICE AMBITION | RESPONSE

Community support will be embedded into the response service delivery at every stage of an incident.

Key shifts in service ambition	New Service	Existing Service Uplift	No Change	Description
Response to Fire	✓	✓		<p><b>Quality Enhanced   Post-incident support</b> is embedded into response service delivery and consistent processes, roles and responsibilities are defined for post incident care. Points of access for post-incident support is clearly communicated during incidents and after and LFB play a more proactive role in following up with individuals and communities to support adequate support to be received.</p>
Technical Rescue Response	✓	✓		<ul style="list-style-type: none"> <li>• <b>Quality Enhanced   Live incident updates</b> are delivered to communities during incidents for increased awareness on progressing developments and to provide guidance regarding actions to be taken to mitigate risk from the incident e.g. route suggestions for taking transport around the city to enable access for appliances. Opportunities for two-way communication regarding the incident will be used to provide situational awareness information to better inform response.</li> </ul>
Hazardous Material Response	✓	✓		<ul style="list-style-type: none"> <li>• <b>Quality Enhanced   Cross departmental collaboration</b> remains integral to response service delivery with greater cooperation between functional teams (e.g. Control or community safety teams) and front line service teams to support end-to-end care before dispatch and after incidents.</li> </ul>
Response to Persons in Distress	✓	✓		<ul style="list-style-type: none"> <li>• <b>Quality Enhanced   In-Person Delivery</b> remains central to the response service, but communication is improved during an incident and fire fighters are better equipped to identify vulnerabilities and other needs of those affected by an incident. Referrals for other LFB services become routine where communities' safety will benefit from this.</li> </ul>
Multi-Agency Response	✓	✓		<ul style="list-style-type: none"> <li>• <b>Community Centred   Community Feedback</b> becomes integral to continuous improvement of the Response service and is integrated throughout the lifecycle of response service delivery. LFB will routinely use these insights to drive service improvements and tailor response based on local needs, wants and expectations. Social media is used to conduct sentiment analysis during and following an incident.</li> </ul>
National Resilience Response	✓	✓		<ul style="list-style-type: none"> <li>• <b>Community Centred   Safeguarding Provisions</b> for the public are enhanced throughout all stages of response to incidents. Dedicated roles such as mental health first aiders are introduced to support adequate community support to be received by communities and communities impacted by incidents during and post-event. Referrals to partners are made as part of post-incident support where needed.</li> </ul>
Response to Prevent Fire	✓	✓		<ul style="list-style-type: none"> <li>• <b>Adaptable to Change   Situational Awareness</b> information is made available in real time to inform and improve response to incidents. Existing mobilisation system capabilities provide local information to crews attending an incident. Local support requirements are identified rapidly through the use of tools to inform deployment and mobilisation of resources is based on evolving community needs and requirements at incidents.</li> </ul>
International Response	✓	✓		<ul style="list-style-type: none"> <li>• <b>Flexible to need   Blue Light Collaboration</b> remains central to response service delivery and is enhanced through integrated command centres across blue light services for rapid sharing of situational awareness data, to reduce handoffs for individuals with multiple support needs and deliver integrated dispatch based on need.</li> </ul>
High-Threat Response	✓	✓		

• In the end state, Response services will provide holistic health, safety and well-being support to communities affected by an incident. LFB will support the right, people, processes and tools to be in place to meet community needs, wants and expectations during and after incidents.

• Post incident support will be embedded into Response standardised methods to deliver after-care support will be tailored to provide support to communities based on their individual needs.

## 2.D | END STATE SERVICE AMBITION | ENGAGEMENT

Engagement services will be a key avenue for improving awareness and access to other LFB services.

Key shifts in service ambition	New Service	Existing Service Uplift	No Change	Description
Community Support <sup>1</sup>		✓		<p><b>Quality Enhanced   LFB Cross-Departmental Collaboration</b> remains integral to engagement service delivery with greater cooperation between functional teams and other frontline service teams to support with engagement initiatives. It is recognised that everyone in LFB plays a role in engaging with communities to raise awareness of LFB and the support provided to communities.</p> <ul style="list-style-type: none"> <li><b>Quality Enhanced   Partner Collaboration</b> remains integral to delivering engagement services. Increased collaboration with local partners and joint community initiatives will improve the perception of LFB's integration within local communities.</li> <li><b>Quality Enhanced   Cross-Service Awareness</b> is achieved through engagement services, by providing an avenue for the public to access information on, and understand LFB's role in providing other LFB services such as Preparedness, Recovery and Protection services.</li> <li><b>Quality Enhanced   Virtual Engagement</b> enables a wider range of communities to become aware of LFB's service provision and how to access it.</li> <li><b>Quality Enhanced   Service Accessibility</b> enables communities to request Engagement services independently and participate interactively to support Engagement activities to suit the needs, wants and expectations of those in attendance.</li> <li><b>Quality Enhanced   Personalised Engagement</b> enables LFB to deliver services which are well-suited to the risks and vulnerabilities of local communities, informed by sentiment analysis and localised risk profiles. LFB understands the concerns of local communities and engages with them in an appropriate way to mitigate these and raise awareness of the steps that can be taken to increase safety.</li> </ul>
Community Awareness <sup>1</sup>		✓		<ul style="list-style-type: none"> <li><b>Community Centred   Community Feedback</b> becomes integral to continuous improvement of engagement service. Opportunities are consistently provided for communities to share their satisfaction with LFB, who routinely use these insights to inform future interactions and engagement with LFB.</li> <li><b>Community Centred   Social Value</b> framework is used to assess and improve the performance of Engagement services. More effective Engagement services will support LFB to target activities and efficiently deploy the workforce according to need.</li> <li><b>Community Centred   Local Recruitment</b> is achieved by utilising community engagement and interaction to deliver recruitment campaigns and onboard local talent into the organisation.</li> <li><b>Community Centred   Service Co-delivery</b> is enabled through engagement from fire stations or sites occupied by other local organisations. This supports LFB to become more integrated with local communities and improves partner working.</li> <li><b>Adaptable to Change   Local Relationships</b> remain integral to engagement service delivery relationship building and management capabilities will be enhanced to this effect.</li> <li><b>Flexible to Need   Standardised Inclusion Indicators</b> are defined and used to assess the Engagement services methods and channels used across London to support accessibility of service and support interaction amongst marginalised and minority groups.</li> </ul>

- In the end state, Engagement services will enable the public to access support from LFB when in need and to become more aware of LFB's role in securing public safety.

- Proactive community engagement supports LFB target other services effectively, increasing overall value for money of the fire service for the communities it serves.

# 03

## Channel Strategy

How will communities access LFB services?

### Section content:

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**3.A** What channels will LFB use to deliver services in the end state?

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**3.B** What outcomes will uplifted channels deliver in the end state?

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# 3.A | Channel Strategy ambition

- Channels used to deliver LFB services will be more personalised, interactive, efficient and easier to access for improved outcomes.

End State Channel Mix | Design drivers for proposed changes:



## PERSONALISED

Channels are differentiated and tailored to communities' wants, needs and expectations. LFB will have a segmented view of the communities it serves, proactively engaging with them through appropriate channels.



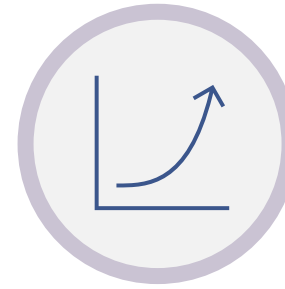
## INTERACTIVE

Channels provide an opportunity for two-way communication between LFB and communities. This includes enhanced channels to request, deliver and evaluate LFB's service delivery.



## EASY TO ACCESS

Channels are designed to enable quick and convenient access to services, with the use of self-serve and user experience design to support more adaptable service delivery methods that capitalise on digital opportunities.



## EFFICIENT

Channels support LFB to become more streamlined in the way that it measures and tracks engagement. Process re-design and automation allow staff to focus on service provision which benefits from direct face-to-face interaction with communities.

End State Channel Mix | Example changes to Level 0 Service Catalogue:

Prevention	Protection	Preparedness & Recovery	Response	Community Engagement
Services are increasingly delivered virtually or through self-serve tools to enable more convenient access for communities.	In-person and virtual channels use data to become more personalised to enable tailored advice and guidance to be shared.	Personalised channels which are sensitive to localised risk profiles will support communities prepare for and recover from incidents.	In-person delivery remains central and is complemented by greater incident data & information collected through digital channels.	In-person delivery is supported by digital tools to make Engagement more interactive for communities.

Leading to improved outcomes:



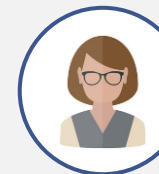
## Community Outcomes

Communities can more easily access services through an increased range and improved quality of channels. Awareness of LFB service provision and fire safety precautions increase as a result.



## LFB Staff Outcomes

LFB staff provide services in-person and virtually where self-serve is not appropriate and is valuable for the community. Capacity is freed up to support staff with high value service delivery.

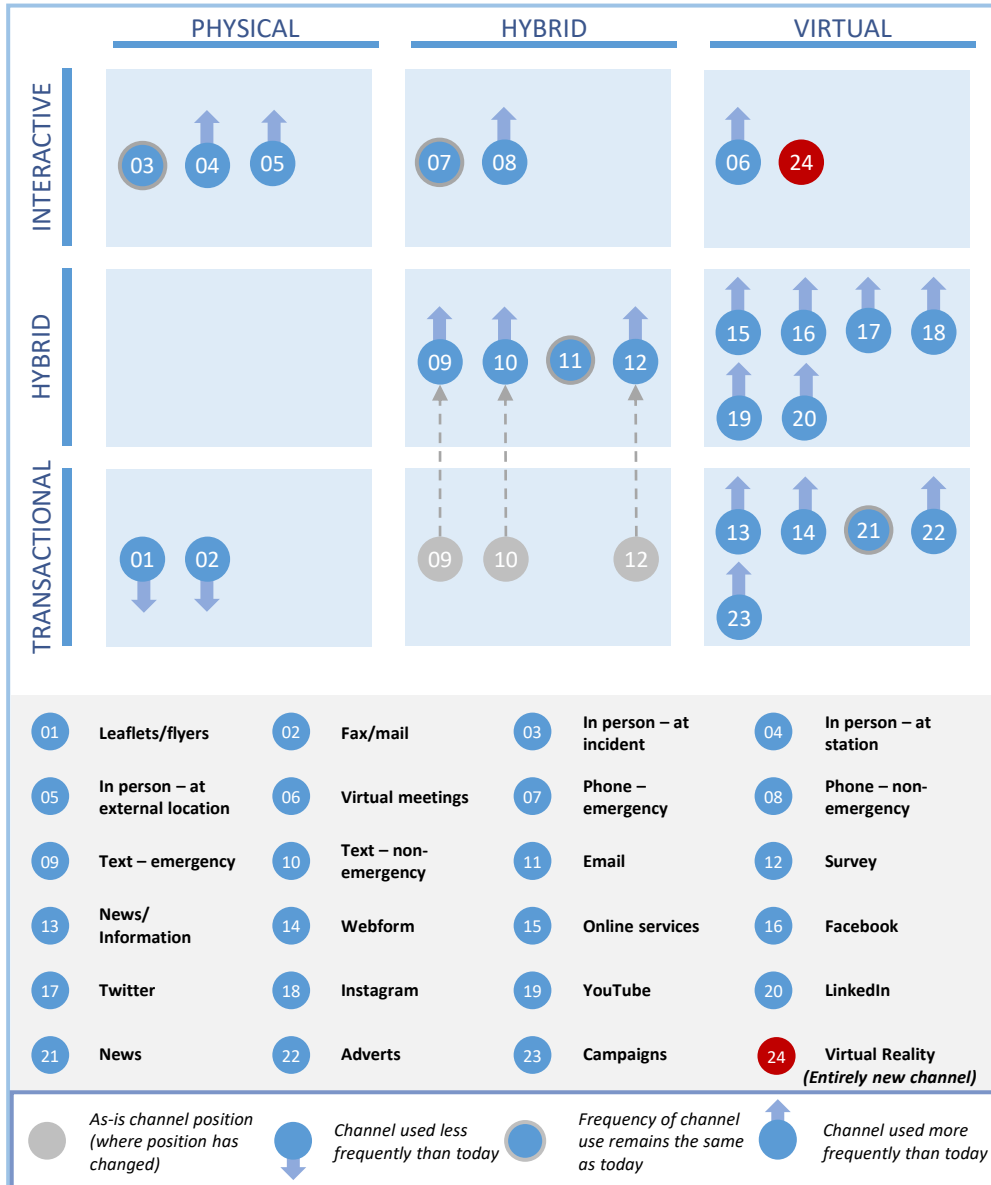


## Partner Outcomes

Partners work collaboratively with LFB both in person and virtually where appropriate to provide a tailored and easy to access service where the right partners are engaged at the right time to maximise community outcomes.

# 3.B | channel strategy outcomes

- There is a shift towards having more interactive channels and an increase in the frequency of use of virtual channels.



## Key changes to LFB Channels:

- In the end state, **physical channels remain central** to delivering LFB’s services, where face-to-face engagement is required these channels will be uplifted to improve experience for communities. For example, by using the **LFB fire stations and other assets as spaces for interactive community engagement and non-emergency service delivery**. The use of physical spaces will be diversified in the end state to provide a broader range of services.
- Channels will be used to enable **more effective two-way interaction** between LFB and communities. This will be done by using **social media to target updates, generate feedback and engage with communities** in new ways.
- New digital channels** will be introduced to enable a more personalised and engaging delivery of services. For example, **virtual reality** will enable remote station visits, **chatbots** will replace static information provision on the LFB website and **applications** like the 999i will be used more effectively to communicate updates.
- This increased use of digital channels **will improve community experience and ease to access** LFB services, and enable **LFB to have a greater understanding of those it serves** with improved access to data and segmentation of communities.

## Service spotlight slides key:



**New Channel**

- Service will be delivered through a channel not currently used by LFB



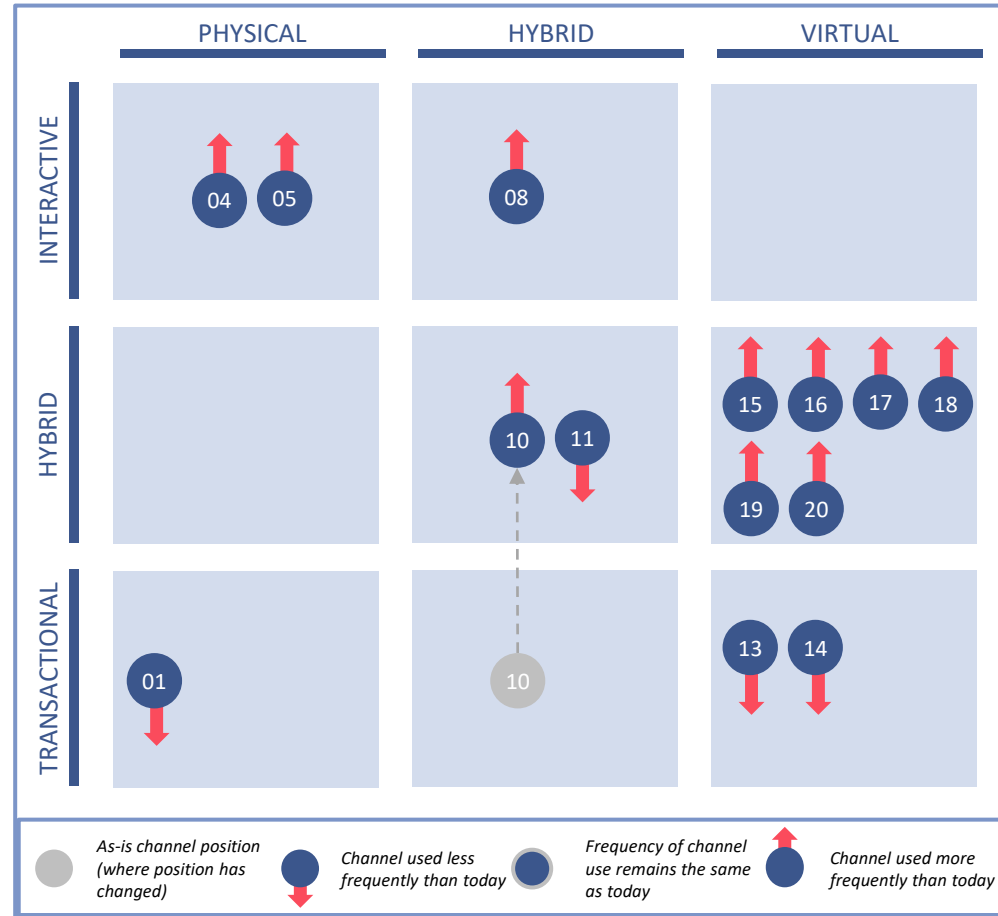
**Existing Channel Uplift**

- Service will be delivered through the same type of channels as today, which have improved in quality

*It is expected that all Level 1 services will be delivered through improved existing channels and through additional new channels*

### 3.C | END STATE CHANNELS | PREVENTION

The LFB website will be a core channel for the delivery of Prevention services enabling accessing to services and self-serve.



#### Description

- 04 **New Channel | In person - At station** service delivery will be more prevalent as the physical estate becomes more open to the communities of London. Prevention and Protection services can be delivered in tandem.
- 05 **Existing Channel Uplift | In person - At external location** service delivery of Prevention services will be maintained at external locations such as schools, residences, places of work or community events however this will no longer be the dominant channel as we see an increase in in-station service delivery and virtual service delivery. Prevention and Protection services can be delivered in tandem.
- 08 **Existing Channel Uplift | Phone - Non-Emergency** A easier to access non-emergency central number should be used for communities to access and book Prevention services and ask for advice/ guidance
- 10 **Existing Channel Uplift | Text - Non-Emergency** A easier to access non-emergency central number should be used for communities to access and book Prevention services and ask for advice/ guidance
- 13 - 15 **Existing Channel Uplift | The LFB website** (Contact, advice and online services) will become a core channel for delivering Prevention services. The full breadth of Prevention services should be listed online in one place. This should be linked to relevant (i) guidance and advice, (ii) self-service online services, (iii) booking for multiple services in one go to enable the same resources to deliver multiple services in one event. The Home Fire Safety Checker is the only LFB online service, but self-serve online services should extend to all Prevention services including the ability to receive tailored advice and guidance. This should be accessible to reflect the diverse requirements of London's communities e.g. availability in different languages.
- 16 - 20 **New Channel | Social Media** (Facebook, LinkedIn, Instagram, YouTube and other future options) should continue to be used for targeted advice and guidance.

*There will be a reduction in email, leaflets & flyers, webforms, news, non-centralised texts in lieu of targeted digital information sharing.*

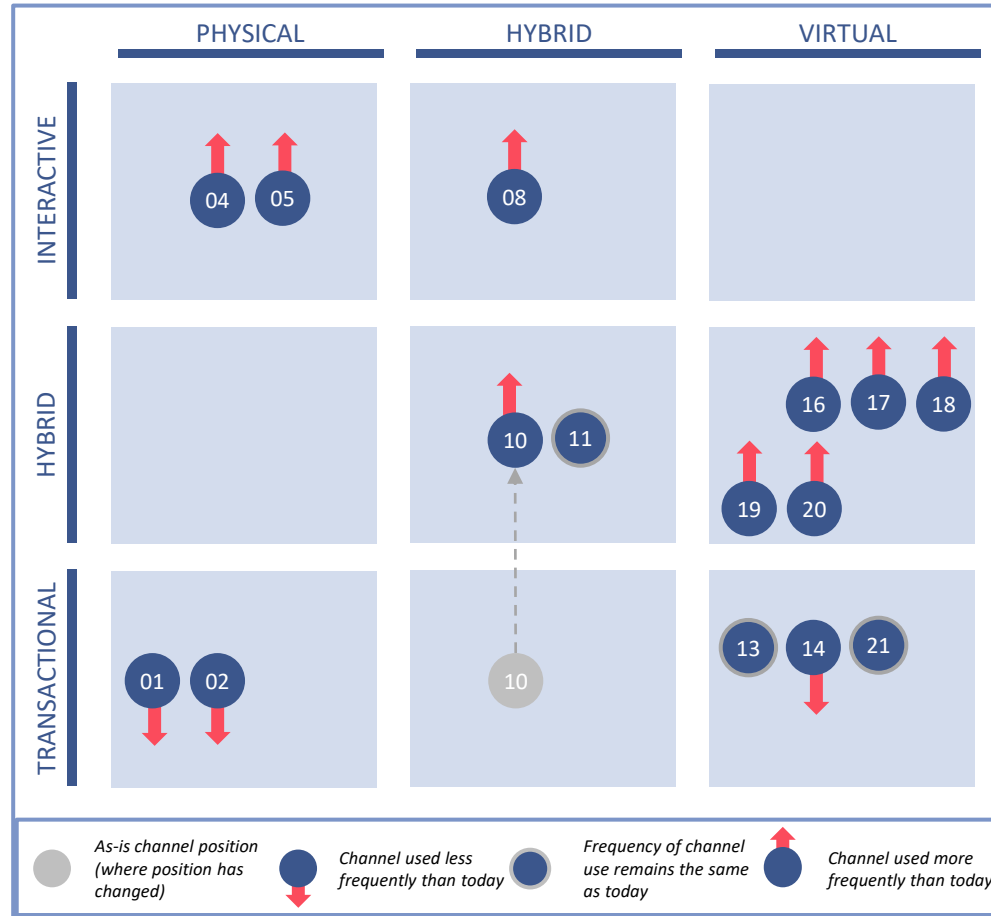
In the end state the Prevention service will be more:

- **Easy to access** | Clearly articulated on the website, with centralised end-to-end view of LFB services and an ability to book several services online in one go and access guidance. There will be increased virtualisation and self-service for Prevention services online, and a non-emergency number will be in place. There will be further opportunity to access services in person at fire stations.
- **Personalised** | Services will be accessible virtually, either targeted to specific communities via social media or online-service provision in which users can select parameters for their specific scenarios to receive targeted advice.
- **Interactive** | Improved web-based and telephone channels which allow more two-directional contact will make the service more interactive.
- **Efficient** | Consolidating access to all Prevention services and having more joined-up provision of services will make service delivery more efficient. Prevention and Protection services can be delivered in tandem.

Notes: (1) It is expected that these changes to channels will apply to all Prevention services

### 3.C | END STATE CHANNELS | PROTECTION

Alongside in-person visits to homes and businesses, there will be a shift to advice and online services via the LFB website for Protection.



#### Description

- 04 **New Channel | In person - At station** service delivery for advice and guidance will be more prevalent as the physical estate becomes more open to the communities of London, however Protection services can be quite situ-specific so a significant shift to at station service delivery is not expected.
- 05 **Existing Channel Uplift | In person - At external location** service delivery of Protection services will be maintained at external locations such as homes and businesses however this will be supported by virtual service delivery. Prevention and Protection services can be delivered in tandem.
- 08 **New Channel | Phone - Non-Emergency** A easier to access non-emergency central number should be used for communities to access Protection services and ask for advice/ guidance
- 10 **New Channel | Text - Non-Emergency** A easier to access non-emergency central number should be used for communities to access and book Protection services and ask for advice/ guidance
- 13 **Existing Channel Uplift | The LFB website** (Contact, advice and online services) will become a core channel for delivering Protection services. The full breadth of Protection services should be listed online in one place. This should be linked to relevant (i) guidance and advice, (ii) self-service online services, (iii) booking for multiple services in one go to enable the same resources to deliver multiple services in one event. Self-serve online services should extend to all Protection services including the ability to receive tailored advice and guidance. This should be accessible to reflect the diverse requirements of London's communities e.g. availability in different languages.
- 16 - 20 **New Channel | Social Media** (Facebook, LinkedIn, Instagram, YouTube and other future options) should continue to be used for targeted advice and guidance and increasing community awareness about fire safety and associated LFB services.

*There will be a reduction in webforms, leaflets & flyers, fax and mail in lieu of targeted digital information sharing.*

In the end state the Protection service will be more:

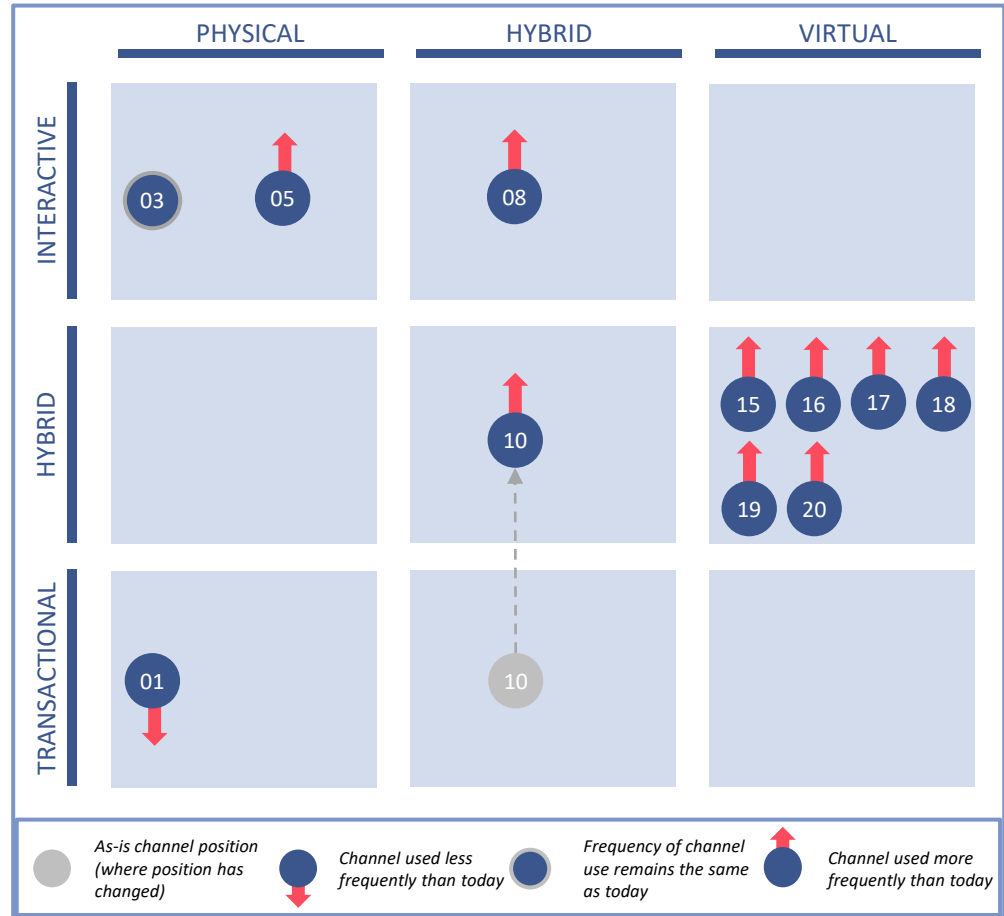
- **Easy to access** | Clearly articulated on the website, with centralised end-to-end view of LFB services and an ability to book several services online in one go and access guidance. There will be increased virtualisation and self-service for Protection services online, and a non-emergency number will be in place.
- **Personalised** | Services will be more accessible virtually, either targeted to specific communities via targeted communications on social media or via online-service provision in which users can select parameters for their specific scenarios to receive targeted advice.
- **Interactive** | Improved web-based and telephone channels which allow more two-directional contact will make the service more interactive.
- **Efficient** | Consolidating access to all services that LFB offers for Protection (via web, phone or in-person) and having more joined-up provision of services will make Protection service delivery more efficient. Prevention and Protection services can be delivered in tandem.

Notes: (1) It is expected that these changes to channels will apply to all Protection services



# 3.C | END STATE CHANNELS | PREPAREDNESS & RECOVERY

Preparedness & Recovery services will be better communicated and accessible to the public.



**Description**

- 03/05 Existing Channel Uplift | In person – at incident or at external location** service delivery of Preparedness & Recovery services will be maintained at incidents, homes and businesses but is improved through enhanced supporting capabilities of communication and engagement, identification of vulnerability, mental health and physical health needs. Further, there is a more sophisticated use of technology to provide real-time information as the incident develops. Digital twins support LFB in providing more tailored communications to communities prepare for an incident.
- 08 New Channel | Phone - Non-Emergency** A easier to access non-emergency central number should be used for communities to access and book Preparedness & Recovery services and ask for advice/ guidance
- 10 New Channel | Text - Non-Emergency** A easier to access non-emergency central number should be used for communities to access and book Preparedness & Recovery services and ask for advice/ guidance
- 15 Existing Channel Uplift | The LFB website** (Contact, advice and online services)will become a core channel for delivering Preparedness & Recovery services. The full breadth of Preparedness & Recovery services should be listed online in one place. This should be linked to relevant (i) guidance and advice, (ii) self-service online services, (iii) booking for multiple services in one go to enable the same resources to deliver multiple services in one event. This should be accessible to reflect the diverse requirements of London’s communities e.g. availability in different languages.
- 16-20 New Channel | Social Media** (Facebook, LinkedIn, Instagram, YouTube and other future options) should continue to be used for targeted advice and guidance according to risk and vulnerability of individuals and public infrastructure.

*There will be a reduction in leaflets & flyers in lieu of targeted digital information sharing.*

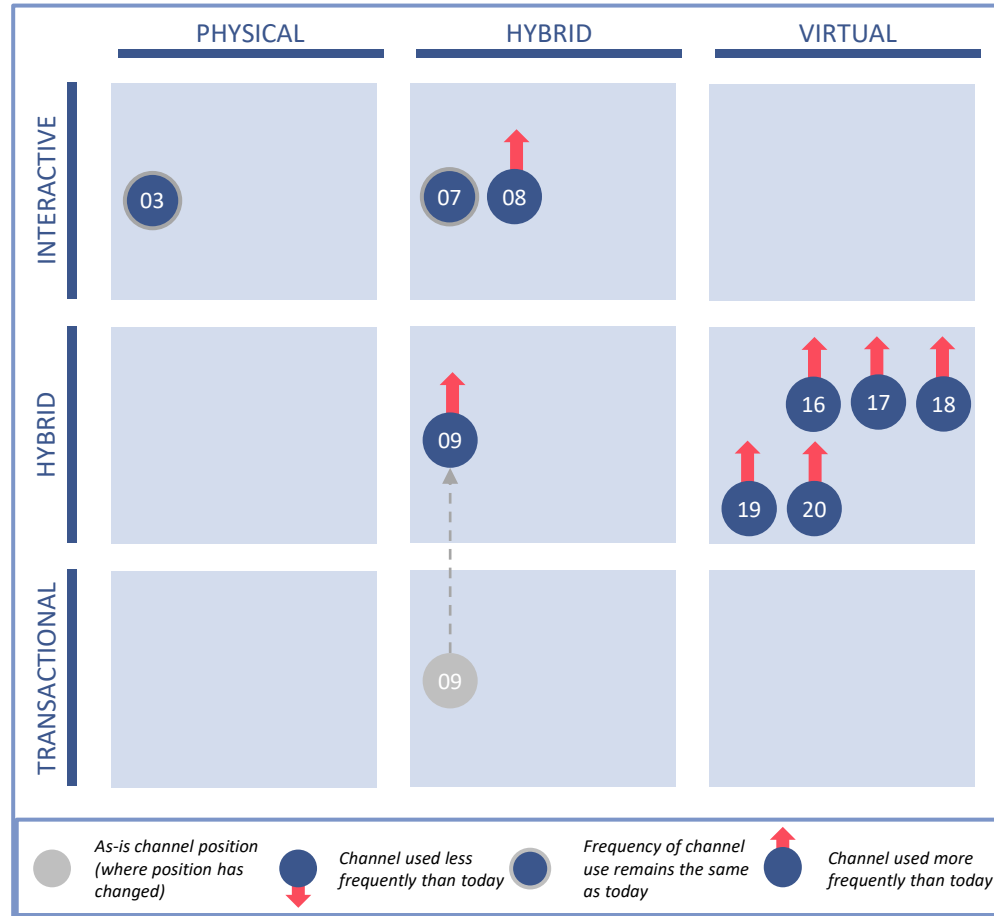
In the end state the Preparedness & Recovery service will be more:

- Easy to access** | Clearly articulated on the website, with centralised end-to-end view of LFB services and an ability to book several services online in one go and access guidance. There will be increased virtualisation and self-service for Preparedness & Recovery services online, and a non-emergency number will be in place.
- Personalised** | Services will be more accessible virtually, either targeted to specific communities via targeted communications on social media or via online-service provision in which users can select parameters for their specific scenarios to receive targeted advice.
- Interactive** | Improved web-based and telephone channels which allow more two-directional contact will make the service more interactive.
- Efficient** | Consolidating access to all services that LFB offers for Preparedness & Recovery (via web, phone or in-person) and having more joined-up provision of services will make Preparedness & Recovery service delivery more efficient.

Notes: (1) It is expected that these changes to channels will apply to all Preparedness & Recovery services

### 3.C | END STATE CHANNELS | RESPONSE

Response channels will remain as predominantly via emergency phone and in person, but the quality of interaction will improve.



#### Description

- 03 **Existing Channel Uplift | 'In person – at incident'** attendance at an incident remains central, but is improved through enhanced supporting capabilities of communication and engagement, identification of vulnerability, mental health and physical health needs. Further, there is a more sophisticated use of technology to provide real-time information as the incident develops.
- 07 **Existing Channel Uplift | 'Phone – emergency'** remains the primary channel for communities to access Response services, although this is uplifted through improving the sophistication of the channel through tooling and access to data/insights for call handlers. This includes improved information on callers but also improved insights for mobilising the right LFB resources. Further, the ability for call handlers to communicate with frontline service providers is improved to allow for two-way internal communication and data sharing. This is continued to be supported by the use of digital tools such as mobile apps such as the 999Eye and What-3-Words that enable LFB to better understand the unique scenarios for each caller.
- 08 **New Channel | 'Phone – non-emergency'** is an updated channel that is managed by Control to support callers without using an emergency line. The ambition is for call handlers to be able to transfer calls to the non-emergency line to support communities. Adequate training and support will be needed to empower call handlers to manage the emergency and non-emergency lines in a risk-proportionate way.
- 09 **Existing Channel Uplift | 'Text - emergency'** remains run and operated by the BT operator, however there is greater community awareness of how to use this functionality and call handlers have uplift in capability to respond to emergency texts. This national service should be made more interactive.
- 16-20 **New Channel | Social media** is used during and after the incident to inform the community of what is happening, the risk and actions being taken to mitigate the risk. This promotes transparency and therefore trust in LFB whilst also reducing demand for Control as multiple people call regarding the same incident.

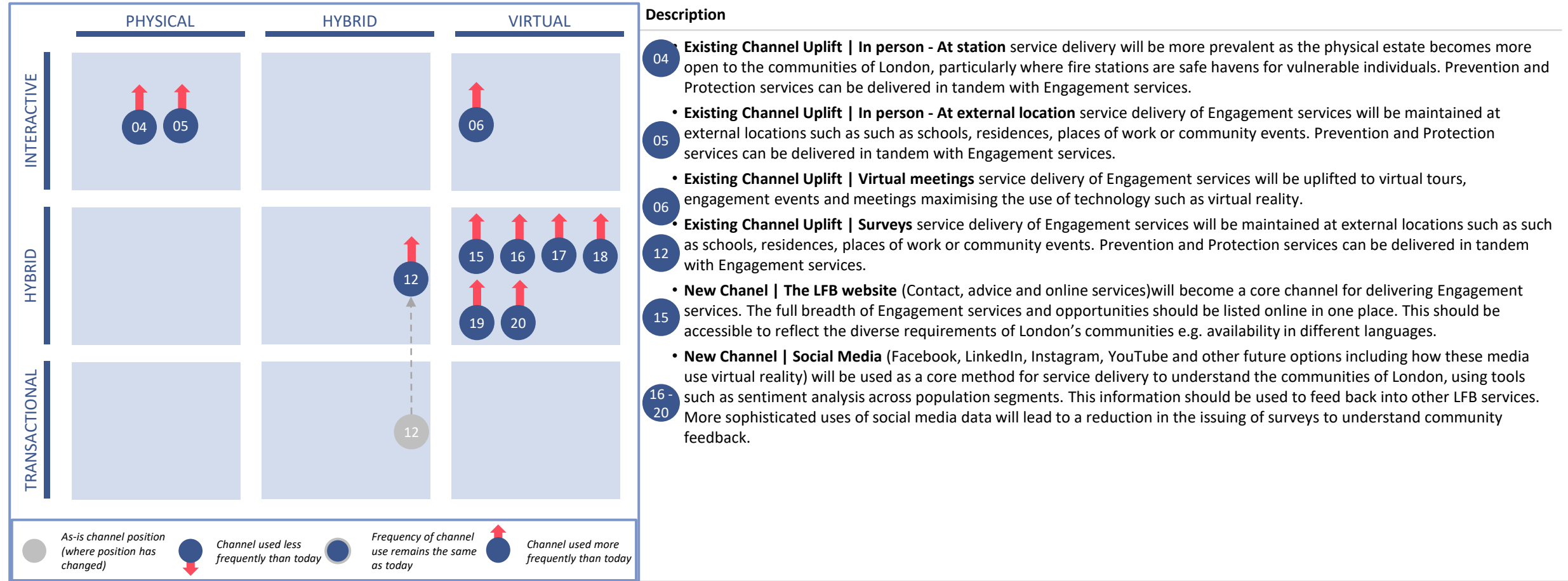
In the end state the Response service will be more:

- **Personalised** | Improved data and insights to call handlers on callers including increased use of digital tools (e.g. 999Eye) will create a more personalised service. This will be augmented by data sharing between Control and Response service delivery.
- **Interactive** | There will be greater opportunity and capability to support interactive service provision which is responsive to the needs of the community. This will be done through enhanced capabilities for in-person interactions, and use of a non-emergency phone.
- **Easy to access** | There will continue to be one route for accessing the service (calling or texting 999) which is used nationally across emergency services.
- **Efficient** | Improved access to data for call handlers and firefighters as well as enhanced capabilities to improve the quality of service provision will make the Response service more efficient.

Notes: (1) It is expected that these changes to channels will apply to all Response services

### 3.C | END STATE CHANNELS | ENGAGEMENT

Engagement services will be provided through an uplift in physical channels (e.g. at station) and virtual channels (e.g. social media).



In the end state the Engagement service will be more:

- **Easy to access** | At station service delivery will be more prevalent as the physical estate becomes more open to the communities of London. Clearly articulated services on the website and an ability to book several services online will improve access. There will also be a non-emergency number to call to access and book Engagement services. Engagement services will also be 'pushed' to communities via targeted communications on social media.
- **Personalised** | Services will be more accessible virtually, either targeted to specific communities via targeted communications on social media or via online-service provision in which users can select parameters for their specific scenarios to receive targeted advice.
- **Interactive** | Improved web-based and telephone channels which allow more two-directional contact will make the service more interactive.
- **Efficient** | Having more joined-up provision of services will make Engagement service delivery more efficient.

Notes: (1) It is expected that these changes to channels will apply to all Engagement services

# 04

## Fast-Track Change

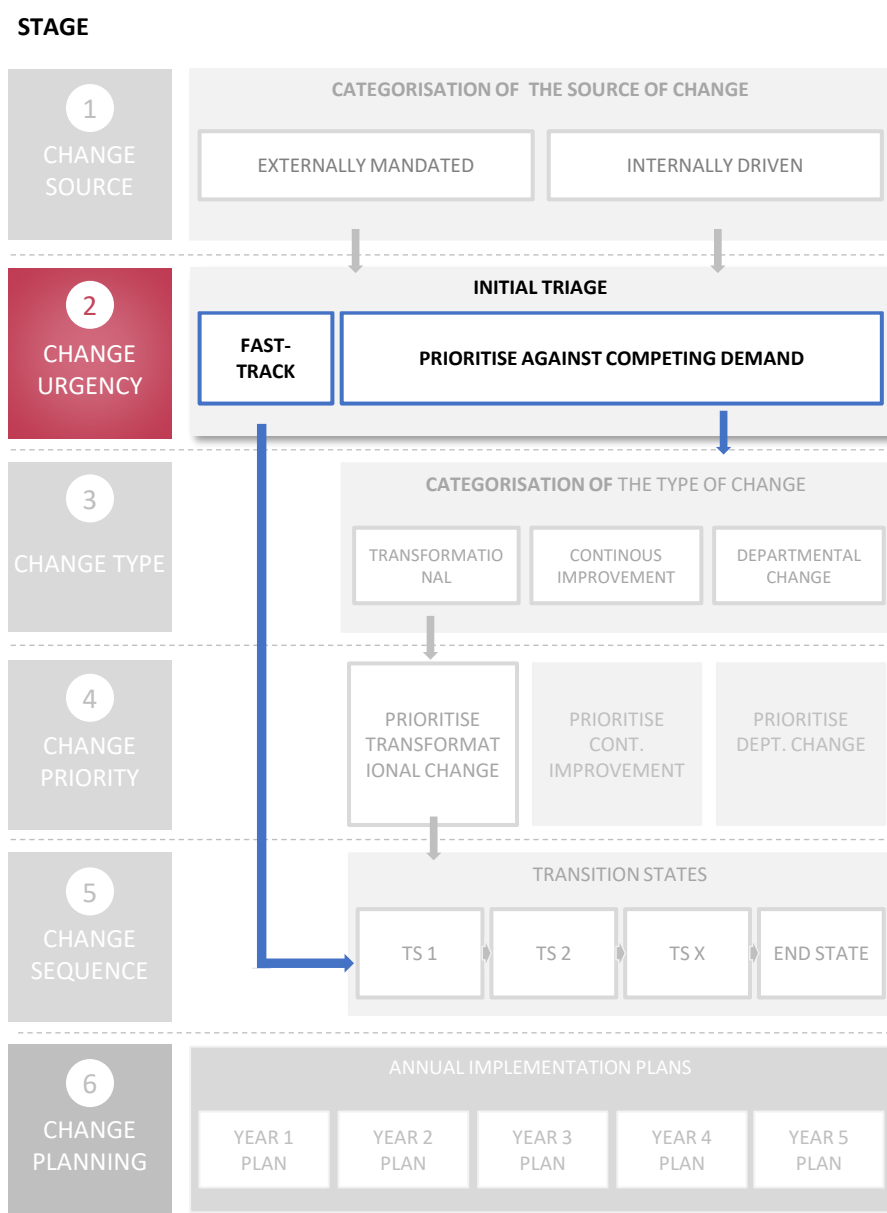
**What current activity needs to be fast-tracked on to portfolio in Transition State 1?**

### Section content:

- 2.A What are the key findings for 'fast-track' change?
- 2.B What is the approach to informing 'fast-track' change?
- 2.C What are the categories to identify projects eligible for 'fast-track'?
- 2.D What are the summary findings across 'fast-track' projects?

# 2.A | fast-track change - Summary

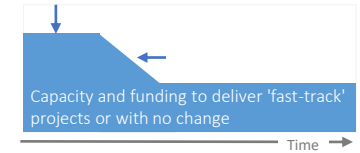
- This Section focuses on LFB's critical projects that have been identified as being eligible for fast track into TS1.



## DESCRIPTION

Identify critical projects that are eligible to be **fast-tracked for delivery in TS 1** and those to be reprioritised, to understand where capacity can be reinvested.  
**24 of the 47 projects were identified for fast-track.**

## OUTPUT

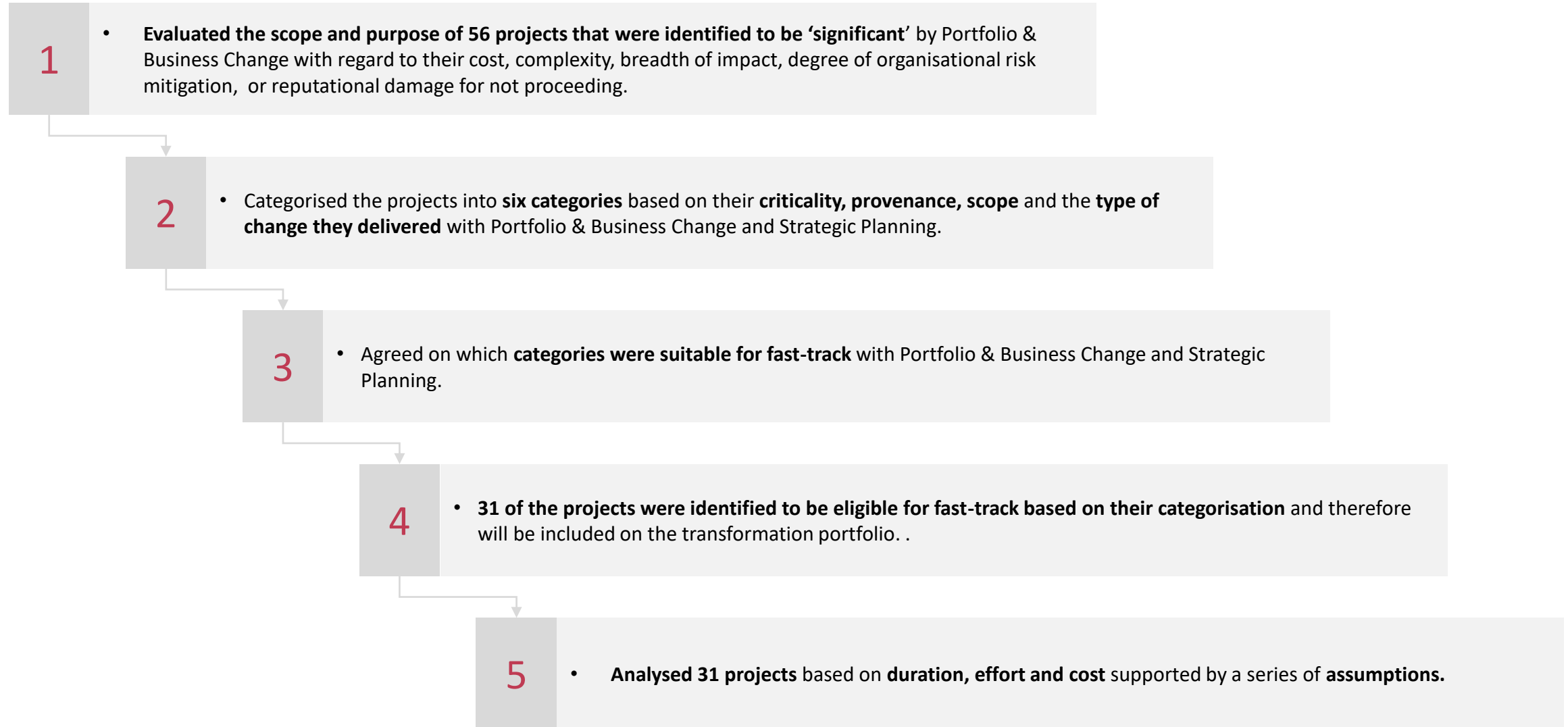


## KEY FINDINGS

FINDING	TRANSFORMATION PORTFOLIO IMPLICATION	EVIDENCE
1 <b>31 PROJECTS ARE ELIGIBLE FOR FAST-TRACK ONTO THE PORTFOLIO</b>	<ul style="list-style-type: none"> <li>The transformation portfolio must take into account the projects address mandatory change or external recommendations.</li> </ul>	<ul style="list-style-type: none"> <li><b>31 projects eligible for fast-track</b> based on their categorisation into Categories A-C</li> </ul>
2 <b>MANDATORY &amp; STATUTORY PROJECTS ARE THE LARGEST CATEGORY</b>	<ul style="list-style-type: none"> <li>The transformation portfolio must be flexible and adaptable to mean that any future mandatory and statutory changes can continue to be prioritised.</li> </ul>	<ul style="list-style-type: none"> <li><b>10 projects are in response to mandatory</b> requirements and statutory obligations</li> </ul>
3 <b>TOTAL PROJECT DURATION REMAINS HIGH</b>	<ul style="list-style-type: none"> <li>Projects that include scope beyond direct recommendations need to be appropriately considered to mean critical aspects can be delivered in a time sensitive manner.</li> </ul>	<ul style="list-style-type: none"> <li>The <b>average project duration is 2.7 years</b>, only 5 months shorter on average than the current roadmap.</li> </ul>
4 <b>THE TOTAL COST OF FAST-TRACK PROJECTS IS £51.1M</b>	<ul style="list-style-type: none"> <li>Due to the nature of fast-track projects, the sources of funding for these will vary and the impact on available funding must be assessed.</li> </ul>	<ul style="list-style-type: none"> <li>This total cost is <b>highest between 2022-23</b> given the durations of the most costly projects.</li> </ul>

## 2.B | fast-track change – APPROACH to analysis

- To analyse activity from the current roadmap which must be included in the Transformation Portfolio, we took the following approach.



## 2.C | CRITERIA TO IDENTIFY PROJECTS ELIGIBLE FOR THE FAST-TRACK

Six categories were established to assess projects based on their criticality, provenance, scope and the type of change they delivered.

	CATEGORY	SUMMARY	DESCRIPTION	PRIORITISATION NEXT STEPS	NO. OF PROJECTS
FAST-TRACK	A	Mandatory & Statutory	Projects without which there would be a detrimental impact on current services and operations. These include addressing changes in statutory or legislative requirements, as well as projects addressing corporate risks.	Fast-tracked for delivery in TS1.	10
	B	Direct Response to Recommendations	Projects that directly address external recommendations such as those from: the Grenfell Report, HMICFRS inspection report, and other Inquests and Inquiries (e.g. the Manchester Arena, Jaden Francois Esprit Inquest).	Fast-track for delivery in TS1.	5
	C	Direct Response to Recommendations & Additional Scope	Projects that have some components that are in direct responses to external recommendations but have a wider scope beyond meeting the recommendation.	Components in direct response to external recommendations fast-tracked for delivery in TS1 (as per Cat. A). Wider components addressed as per Cat. C.	16
PRIORITISE & SEQUENCE	D	Transformational Change that Meets Strategic Ambitions	Projects that deliver transformational change, supporting LFB meet its strategic ambition. These have a significant impact on how LFB operates, and should therefore be prioritised and sequenced for the transformation portfolio.	Prioritised and sequenced on the Transformation Portfolio across TS1 – TS4 alongside the new change as defined by the Service-led TOM.	19
SEQUENCE	E	Low Strategic Impact with High Investment or Cross-Cutting Internal Impact	Projects with low strategic impact but require high investment from LFB and/or have an impact across several department and teams. Therefore these may require support and monitoring from P&BC due to size, cost and/or complexity and impact.	Sequenced on the Transformation Portfolio across Cat. A- Cat. D, but not prioritised with other transformation initiatives.	6
	Dept. Change	Low Strategic Impact & Complexity with Targeted Internal Impact	Ongoing activity which can be implemented within a department without requiring significant cross-LFB collaboration, cost, complexity or impact. This includes less strategically focused improvements to current processes and ways of working.	Not to be considered as part of the Transformation Portfolio.	16

# 2.C | OVERVIEW OF CURRENT PROJECTS BY CATEGORY

Thirty-one projects are eligible for the 'fast-track' to be delivered in Transition State 1.

In development /  
On hold

CATEGORY	PROJECTS
FAST-TRACK A	<div style="display: flex; justify-content: space-between;"> <div style="width: 18%;">Projects without which there would be a detrimental impact on current services and operations. These include addressing changes in statutory or legislative requirements.</div> <div style="width: 82%; display: flex; flex-wrap: wrap;"> <div style="width: 18%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">RPE And Radio Replacement Project</div> <div style="width: 18%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Replacement Mobilising System Project</div> <div style="width: 18%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Operational Contingency Arrangements Imp.</div> <div style="width: 18%; border: 1px dashed #ccc; border-radius: 10px; padding: 5px;">Workforce Planning (Phase 2)</div> <div style="width: 18%; border: 1px dashed #ccc; border-radius: 10px; padding: 5px;">Fire Contaminants Phase 2</div> </div> </div>
	<div style="display: flex; justify-content: space-between;"> <div style="width: 18%;">Development Of Our Organisational Strategy</div> <div style="width: 18%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">HR And Payroll System</div> <div style="width: 18%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Finance And Purchasing System Replacement</div> <div style="width: 18%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Occupational Health Service Retender</div> <div style="width: 18%; border: 1px dashed #ccc; border-radius: 10px; padding: 5px;">Alternative Fuels</div> </div>
FAST-TRACK B	<div style="display: flex; justify-content: space-between;"> <div style="width: 18%;">Projects that directly address external recommendations such as those from: the Grenfell Report, HMICFRS inspection report, cultural review, and others (e.g. the Manchester Arena).</div> <div style="width: 82%; display: flex; flex-wrap: wrap;"> <div style="width: 18%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">NOG Integration</div> <div style="width: 18%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Marauding Terrorist Attack (MTA) Project</div> <div style="width: 18%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Reasonable Adjustment Passport &amp; Learning Support System</div> <div style="width: 18%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Fire Stations Behaviours Delivery</div> <div style="width: 18%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Togetherness - Inclusive Leadership</div> </div> </div>
C	<div style="display: flex; justify-content: space-between;"> <div style="width: 18%;">Projects that have some components that are in direct responses to external recommendations but have a wider scope beyond meeting the recommendation.</div> <div style="width: 82%; display: flex; flex-wrap: wrap;"> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Firefighting Training Strategy &amp; Urban Firefighting Course</div> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Command Unit Replacement Project</div> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Togetherness – Culture</div> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">OneRisk</div> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Fire Safety Training - Inspecting Officer Qualifications</div> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Middle Leadership Programme</div> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Top Management Group (TMG) Development</div> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">People Organisation Strategy</div> </div> </div>
	<div style="display: flex; justify-content: space-between;"> <div style="width: 18%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Portfolio And Business Change Capabilities</div> <div style="width: 12.5%; border: 1px dashed #ccc; border-radius: 10px; padding: 5px;">Organisational Learning Model</div> <div style="width: 12.5%; border: 1px dashed #ccc; border-radius: 10px; padding: 5px;">Privacy for All</div> <div style="width: 12.5%; border: 1px dashed #ccc; border-radius: 10px; padding: 5px;">Togetherness – FF (D Support)</div> <div style="width: 12.5%; border: 1px dashed #ccc; border-radius: 10px; padding: 5px;">Water Supply</div> <div style="width: 12.5%; border: 1px dashed #ccc; border-radius: 10px; padding: 5px;">Digital Self-Service Solutions (Pilot)</div> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Establishing the High Performing Team</div> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Mental Health Identification, Support &amp; Comms</div> </div>
PRIORITISE & SEQUENCE D	<div style="display: flex; justify-content: space-between;"> <div style="width: 18%;">Projects that deliver transformational change and should be prioritised and sequenced for the transformation portfolio.</div> <div style="width: 82%; display: flex; flex-wrap: wrap;"> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Modern Workplace Programme</div> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Model Fire Stations</div> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Procurement for a Diverse Workforce</div> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Net Zero Strategy</div> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Capacity Model for Resourcing &amp; Recruitment</div> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Togetherness – Account. &amp; Assur. of Inclusion</div> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Togetherness – Understanding Communities</div> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">IT and Digital Transformation Strategy</div> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Ultra High-Pressure Lances &amp; Mistig Lances</div> </div> </div>
	<div style="display: flex; justify-content: space-between;"> <div style="width: 12.5%; border: 1px dashed #ccc; border-radius: 10px; padding: 5px;">Wellness Strategy</div> <div style="width: 12.5%; border: 1px dashed #ccc; border-radius: 10px; padding: 5px;">NOG Integration Phase 2</div> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">GLA Procurement Collaboration</div> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Opening Up Fire Stations</div> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">ZEPA1</div> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Bodyworn Video Phase 2</div> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Drones Phase 2</div> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Positive Pressure Ventilation</div> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Inventory Management</div> <div style="width: 12.5%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">ULEF Programme</div> </div>
SEQUENCE E	<div style="display: flex; justify-content: space-between;"> <div style="width: 18%;">Projects with low strategic impact but require high investment from LFB and/ or have an impact across several department and teams.</div> <div style="width: 82%; display: flex; flex-wrap: wrap;"> <div style="width: 18%; border: 1px dashed #ccc; border-radius: 10px; padding: 5px;">Major Refurbishment – Plumstead Fire Station</div> <div style="width: 18%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">Lambeth River Station - Pontoon Refurbishment</div> <div style="width: 18%; border: 1px solid #ccc; border-radius: 10px; padding: 5px;">LFB Security System Upgrade</div> <div style="width: 18%; border: 1px dashed #ccc; border-radius: 10px; padding: 5px;">LFB Museum</div> <div style="width: 18%; border: 1px dashed #ccc; border-radius: 10px; padding: 5px;">8 Albert Embankment Re-development</div> </div> </div>
	<div style="border: 1px dashed #ccc; border-radius: 10px; padding: 5px; width: 15%; margin-left: 10%;">Risk Assessment</div>



## 2.D | fast-track - project duration

- Just over half of LFB's current roadmap (51%) is taken up by highest priority transformational change activity, identified for fast-track.

*Analysing 31 fast-track projects that are currently in-flight or planned*

The average project duration is

**2.4 years**

with the longest project duration of

**5.8 years**

and the shortest project duration of

**9 months**

### Summary findings

- These findings are **based on projects that are currently in-flight or planned..**
- **The average project duration for fast-track change is 2.4 years, just 5 months shorter of the overall portfolio averaging 2.9 years per project.**
  - Fast-track activity makes up 55% of the current roadmap, suggesting that over half of the in-flight or planned change activity is a priority for the organisation. However, the high project duration implies that the change is complex, timely and most likely lacking adequate resources.
  - This will have a significant impact on LFB's Transformation Portfolio if all of the fast-track activity needs to be delivered with the current cost and capacity constraints.
  - As such, projects that include scope beyond statutory requirements or direct HMI / Grenfell recommendations will need to be appropriately considered to support critical aspects can be delivered in a time sensitive manner, and the rest can be sequenced with the Transformation Portfolio.
- **Fast-track change has a similar variation in project duration than the overall portfolio, ranging from 9 months to 5.8 years, which is reflective of the lack of consistency in levelling change.**
  - The shortest fast-track project is the first phase of the Organisational Learning Model, lasting **9 months**. This project is linked to an HMICFRS recommendation to support LFB staff to be properly trained for their roles.
  - The longest project that was identified as eligible for fast-track into TS1 is the Command Unit Replacement Project, estimated to last for a total of **5.8 years**. This project is set to deliver a new Incident Command Operating System (ICOS) that meets future operational and collaborative requirements, in response to recommendations from the Grenfell and the HMICFRS reports.

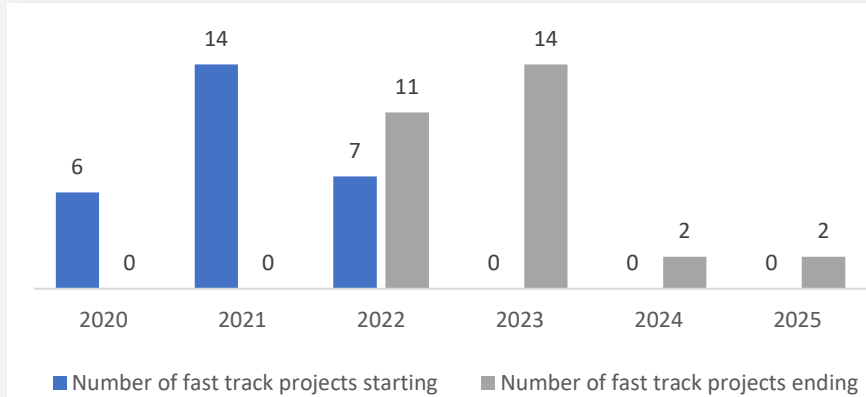
### Limitations / Assumptions

- N/A

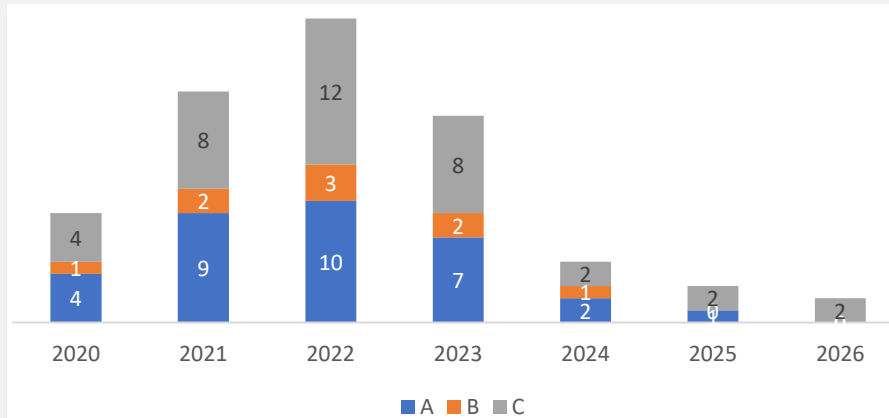
## 2.D | fast-track - start and end dates

- The majority of ongoing fast-track activity is responding to external mandates, but there is a lack of forward planning.

Number of Fast Track Projects Starting and Ending Over Time, 2020-25



Net Active Fast Track Projects, 2020-26



### Summary findings

- These findings are **based on projects that are currently in-flight or planned**. The years shown in the analysis (2020 – 2025) are based on the available data on planned start and end dates.
- A large proportion of fast-track activity started in 2021 (14 out of 31 projects, or 45%) and was a direct response to statutory requirements, HMI or Grenfell recommendations.** This, coupled with the fact that 25 out of the 31 (80%) fast-track projects are anticipated to end in 2022-3, indicates that **LFB's current roadmap is mostly reactive to externally-mandated changes**.
  - There is no new planned activity from 2022 onwards, which indicates the lack of internally-driven initiatives being considered into LFB's roadmap.
  - The Transformation Portfolio must be flexible and adaptable to support any future mandatory and statutory changes to continue to be prioritised.
- 2022 is the year with the most concurrent fast-track projects (25 out of 31), followed by 2021 (with 19).** This high volume of current change will likely hinder LFB's ability to deliver high-priority initiatives at pace, and to the planned delivery dates.
  - This is especially true when considering the limitations in the resources dedicated to supporting change activity. This is because a significant number of projects have low team sizes given their complexity, size and impact.
  - The nuances in the requirements for change will need to be appropriately considered when sequencing fast-track projects for the Transformation Portfolio, so that we can mean that the critical aspects of externally mandated change can be prioritised for delivery.

### Limitations / Assumptions

- N/A

## 2.D | fast-track - project cost

- The total cost of fast-track projects is £84.6, representing 28% of the total spend on current change activity.

### *Analysing 31 fast-track projects that are currently in-flight or planned*

The total cost of LFB's fast-track projects is

**£84.6 m**

The average fast-track project cost is

**£2.7 m**

with the most costly fast-track project worth

**£14.6 m**

and the least costly fast-track project worth

**£10 k**

### Summary findings

- These findings are based on projects that are currently in-flight or planned..
- LFB is set to spend £84.6 million on its fast-track activity, which represents 28% of the total cost of current change activity.
  - This figure is lower than expected given that the proportion of fast track projects against the entire portfolio is 38%, although this might be due to the fact that fast-track projects take slightly less time to deliver on average.
  - It will be important to carefully balance the ongoing investment with ensuring LFB is delivering value-for-money for the Transformation Portfolio.
- The average fast-track project costs about £2.7 million, which is almost half of the average cost across all of LFB's change activity. The variation in cost range is less than when compared with the entire portfolio, with the most costly fast-track project costing £14.6 million, and the least costly one costing £10,000.
  - The most costly fast-track project, worth £14.6 million, is the Replacement Mobilising System Project. This is also the longest project in the entire current roadmap, set to deliver a new RMS that supports continuity of operations with a more efficient use of operational resources.
  - The least costly fast-track project, worth £10,000 is the Water Supply project which is a direct response to a Grenfell report on the provision and use of water for fire fighting.

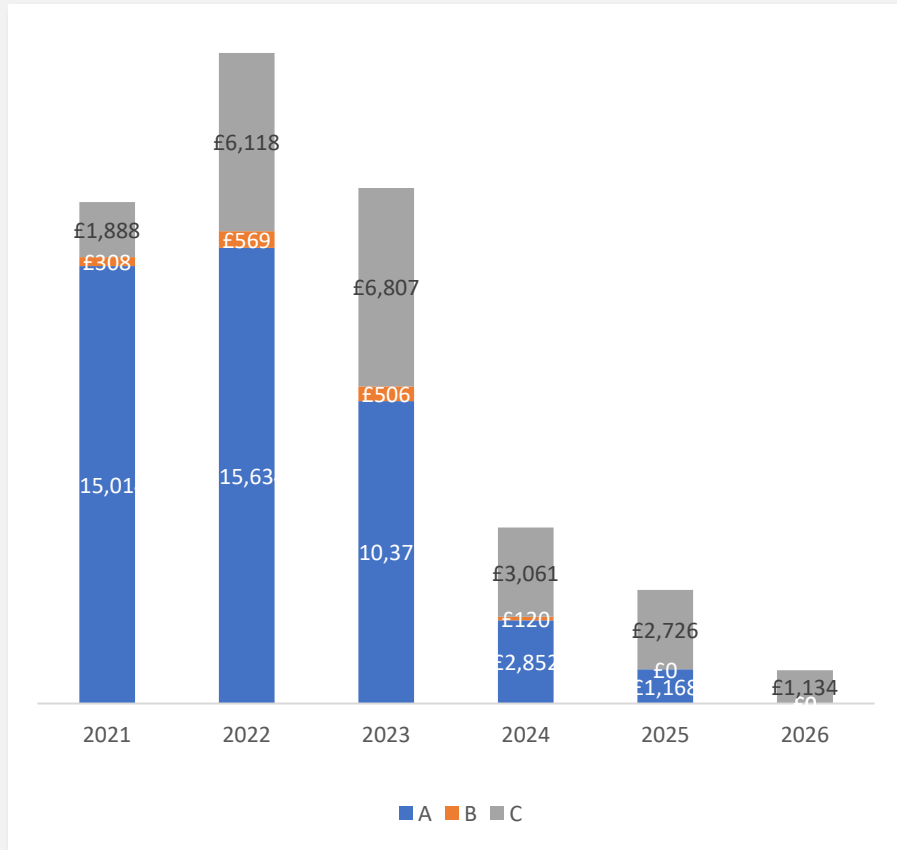
### Limitations / Assumptions

- Assumptions were made to support a pragmatic estimation of the costs including using professional judgement to estimate on a case by case basis for fast-track projects (ASM023).
- Where a cost range was provided, the average was used (ASM001) and where the total project costs were available, the cost was profiled based on the number of days from the start date to the end date and aggregated up to the yearly cost (ASM002).
- The project costs provided were assumed to not include LFB people costs (ASM003) or ongoing costs post-implementation (ASM004).

## 2.D | fast-track - TOTAL project cost

- The total cost of fast-track projects is most highly concentrated between 2022-23, given the duration of the most costly projects.

Total Annual Fast Track Project Cost (£, 000s), 2021-26



### Summary findings

- These findings are **based on projects that are currently in-flight or planned.**
- Between 2022 and 2026 £51.1 m is anticipated to be spent on fast-track projects.**
  - 59% of the projected spend in fast-track change is allocated to Category A projects (£30m), without which there would be a detrimental impact on current services and operations (including addressing changes in statutory or legislative requirements).
  - 2% of the projected spend in fast-track change is allocated to Category B projects (£1.2m)
  - 39% of the projected spend in fast-track change is allocated to Category C projects (£19.8m) that include additional scope to direct responses to externally mandated recommendations (Grenfell, HMRCFI and others). This will need to be appropriately considered to support critical scope to be delivered, but that funding is released where possible for the Transformation Portfolio.
- The total expected cost for fast-track projects is highest in 2022-23, as a result of the durations of the most costly projects and the majority of net active projects being concentrated in this period.**

### Limitations / Assumptions

- 7 out of the 31 fast-track projects did not have a known cost, so assumptions were made to support a pragmatic estimation of the costs including using professional judgement to estimate on a case by case basis for fast-track projects (ASM023).
- Where a project cost does not specify that the value returned is per annum, the cost provided is profiled as the total cost across the project duration (ASM005). Where a project cost has a value for capital and revenue, their total sum is used (ASM006).

# 05

## Transformational Change

What are the programmes, projects and initiatives for transformation?

### Section content:

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**3.A** What are the key findings for transformational change?

---

**3.B** What are the Programmes, projects and initiatives that make up the full scope of transformative change?

---

**3.C** What is each Programme seeking to achieve?

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# 3.A | TRANSFORMATION CHANGE – INTRODUCTION

This section provides an overview of the programmes, projects and initiatives to deliver LFB's transformation.

This section provides an overview of the programmes, projects and initiatives to be established to enable transformation. Together, these elements describe what should be in place to deliver LFB's transformational objectives.

## Section objectives:

- Define the key elements comprising the Transformation Portfolio
- Identify the value generated by each Programme within the Portfolio
- Describe in detail the projects and initiatives which comprise each Programme

Section 4 builds on this information to describe how the Transformation Portfolio should be sequenced over time to realise the transformation objectives over time.

## TRANSFORMATIONAL CHANGE SUMMARY

Developing the transformation portfolio

Defining the Programmes, Projects and Initiatives making up the Transformation Portfolio

SHIFT	PROGRAMME	CITIZEN SATISFACTION	EMPLOYEE SATISFACTION	PRODUCTIVITY UPLIFT	SERVICE EFFECTIVENESS	SERVICE EFFICIENCY	VALUE FOR MONEY
1	Enhanced around diverse needs of local communities	5	3	4	5	4	4
2	Enhanced through consent and engagement	5	3	4	5	4	4
3	Adapt to changing needs today and tomorrow	5	3	4	5	4	4
4	Enhanced to meet needs	5	3	4	5	4	4
5	Enhanced to meet needs with the right skills and capability	5	3	4	5	4	4
6	Enhanced to meet needs with the right skills and capability	5	3	4	5	4	4
7	Value driven and most in the public interest	2	3	3	3	3	3
8	Enhanced to meet needs with the right skills and capability	4	3	3	3	3	3
9	Enabling organisational change	3	4	4	3	4	3
OVERALL VALUE GENERATED		34	32	35	37	31	42

Value generated across the transformation portfolio

Providing an overview of the impact that each Programme is expected to have on LFB's six value drivers

PROJECTS	TYPE	OUTCOME	INITIATIVES
Local Communities Engagement	Address	Empowering local leadership to take control of service delivery, with mechanisms to track, track, and report on progress.	Local Communities Engagement, Local Communities Engagement, Local Communities Engagement
Local Communities Engagement	Address	Facilitating engagement across the community, and enabling operational delivery across the community.	Local Communities Engagement, Local Communities Engagement, Local Communities Engagement
Local Communities Engagement	Address	Enabling information on local risks to be easily captured, analysed and made available to all frontline staff.	Local Communities Engagement, Local Communities Engagement, Local Communities Engagement
Digital Risk & Risk Analysis	Support	Supporting frontline staff to easily identify, capture and update risk data during all service delivery.	Digital Risk & Risk Analysis, Digital Risk & Risk Analysis, Digital Risk & Risk Analysis

Programme Spotlights across the portfolio

Detailing the initiatives and projects comprising each Programme, with a supporting description and type

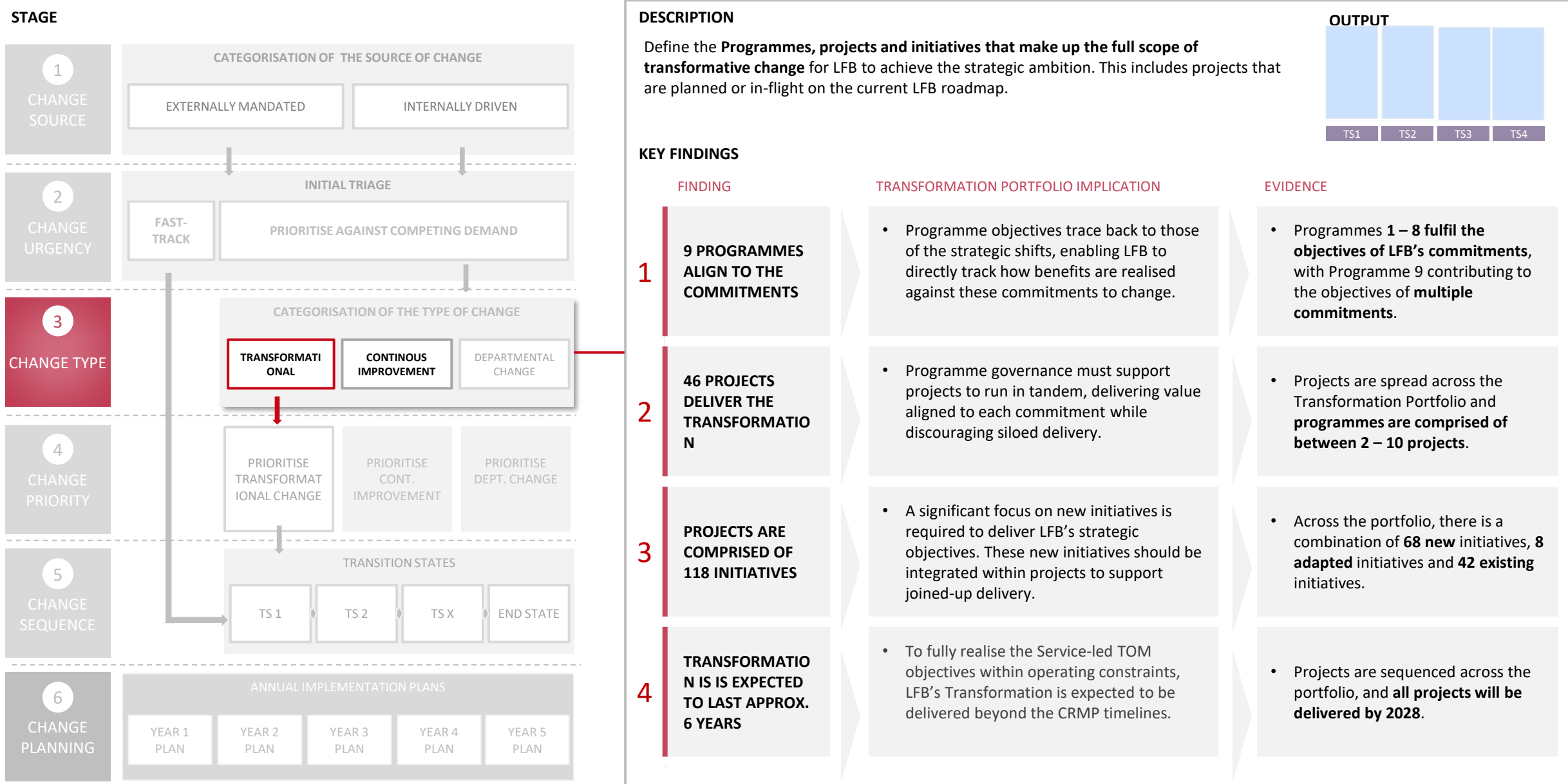
PROJECT	DESCRIPTION	VALUE	IMPACT	INITIATIVES	TYPE	START DATE	END DATE	IN
Local Communities Engagement	Empowering local leadership to take control of service delivery, with mechanisms to track, track, and report on progress.	5	3	1.1.1 Local Communities Engagement	Address	01/01/2024	01/01/2025	1
Local Communities Engagement	Facilitating engagement across the community, and enabling operational delivery across the community.	5	3	1.1.2 Local Communities Engagement	Address	01/01/2024	01/01/2025	2
Local Communities Engagement	Enabling information on local risks to be easily captured, analysed and made available to all frontline staff.	5	3	1.1.3 Local Communities Engagement	Address	01/01/2024	01/01/2025	3
Local Communities Engagement	Supporting frontline staff to easily identify, capture and update risk data during all service delivery.	5	3	1.1.4 Local Communities Engagement	Address	01/01/2024	01/01/2025	4
Digital Risk & Risk Analysis	Supporting frontline staff to easily identify, capture and update risk data during all service delivery.	5	3	1.2.1 Digital Risk & Risk Analysis	Support	01/01/2024	01/01/2025	5
Digital Risk & Risk Analysis	Supporting frontline staff to easily identify, capture and update risk data during all service delivery.	5	3	1.2.2 Digital Risk & Risk Analysis	Support	01/01/2024	01/01/2025	6
Digital Risk & Risk Analysis	Supporting frontline staff to easily identify, capture and update risk data during all service delivery.	5	3	1.2.3 Digital Risk & Risk Analysis	Support	01/01/2024	01/01/2025	7
Digital Risk & Risk Analysis	Supporting frontline staff to easily identify, capture and update risk data during all service delivery.	5	3	1.2.4 Digital Risk & Risk Analysis	Support	01/01/2024	01/01/2025	8

Detailed project overviews per Programme

Providing detailed information on each project, including the full description of each initiative

# 3.A | TRANSFORMATIONAL CHANGE – SUMMARY

This section provides an overview of the Programmes, projects and initiatives that make up the full scope of transformative change.



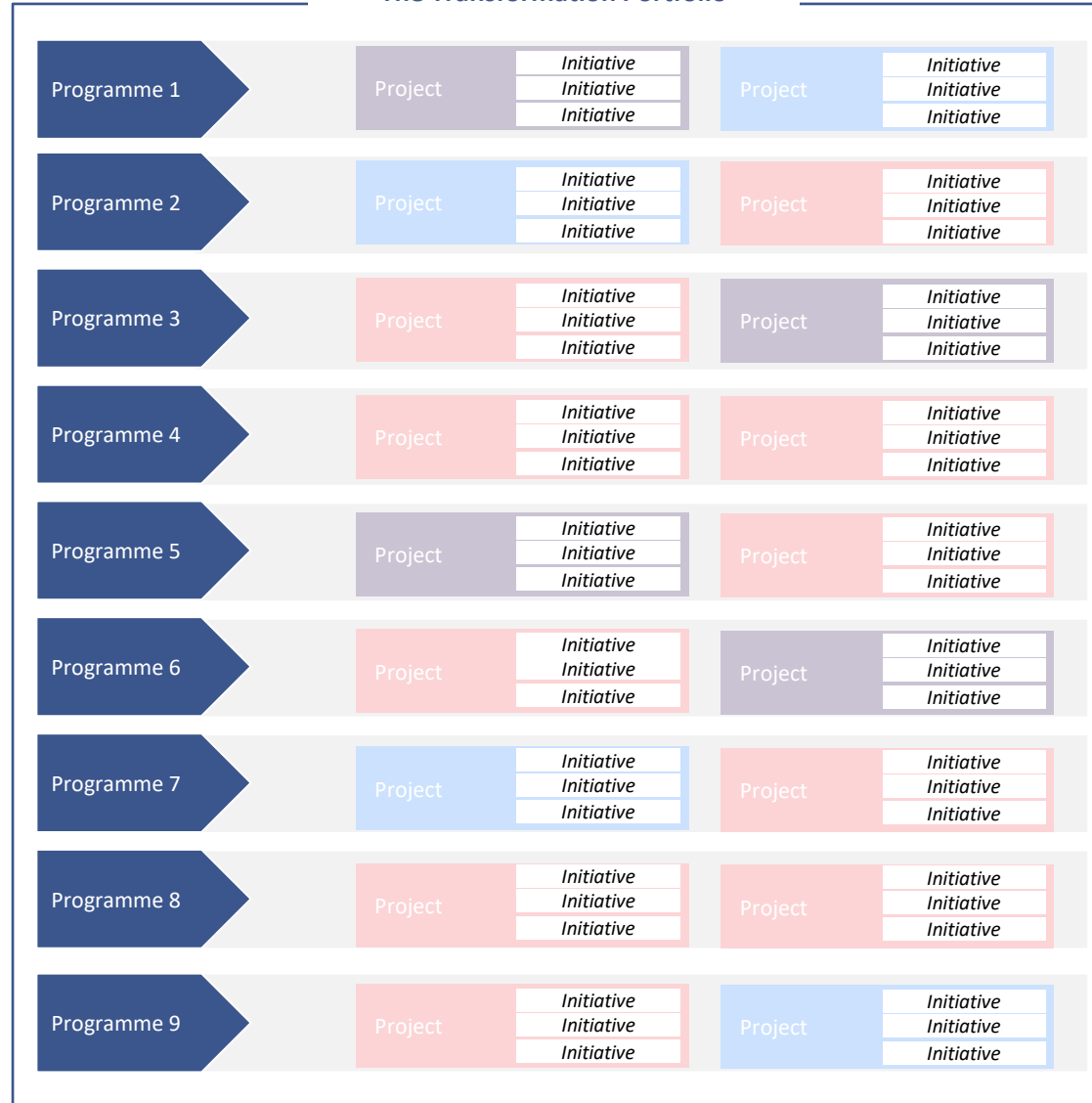
# 3.B | DEVELOPING THE TRANSFORMATION PORTFOLIO

LFB's transformation portfolio will be comprised of a series of programmes and projects.

## The Strategic Ambition

<b>Commitment 1</b>	We will work with you to provide localised services that meet your needs
<b>Commitment 2</b>	We will make it easy for you to access our services
<b>Commitment 3</b>	We will adapt our services as your needs change
<b>Commitment 4</b>	We will design services around your needs and concerns
<b>Commitment 5</b>	We will enable our people to be the best they can be, to serve you better
<b>Commitment 6</b>	We will work together to provide the best possible services to meet your needs
<b>Commitment 7</b>	We will be driven by evidence so that our resources give you the value you expect
<b>Commitment 8</b>	We will work with other organisations to secure a safer future for everyone
<b>All</b>	We will enable organisational change

## The Transformation Portfolio



## Definitions

The commitments **set the direction of travel** for LFB's transformation, and **serve as anchors for the Portfolio**.

Transformation Programmes provide a **cohesive change narrative aligned to the strategic ambition**. Related projects are grouped within a programme to enable **coordinated management**.

Projects deliver **tangible outputs**, aligned to the objectives of the programme. Each project delivers on specific goals, with a defined timeframe, budget and Transition State Alignment.

There are **3 types of projects**:

**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.

**Initiatives** provide a **lower level of detail for requirements** to support the implementation of projects, contributing to an **uplift in LFB capability**



# 3.B | LFB'S TRANSFORMATION PORTFOLIO

50 projects spanning 9 programmes anchored in strategic commitments make up the Transformation Portfolio.

PROGRAMME	PROGRAMME OBJECTIVE	PROJECTS	Existing Transformation Project	Adapted Transformation Project	New Transformation Project	High Investment Low Strategic Value Project
1	Work with you to provide localised services that meet your needs	One Risk & Risk Analytics	Local Governance	Local Community Engagement	Digitised Risk Applications	
2	Make it easy for you to access our services	Digital Self-Service Applications	Community-led Physical Footprint	New Non Emergency Channel	Sentiment Analysis	Personalised Channels
3	Adapt our services as your needs change	Incident Management	Modern Firefighting Technology	Adapting to Changing Demand	Predictive Insights	
		Horizon Scanning	Caller & Operational Awareness	Real Time Frontline Data Sharing		
4	Design services around your needs and concerns	MTA Project	Enhanced End to End Services	Connecting Services for Meaningful Interactions	Digitised Service Recommendations	Live Incident Updates
		Improving Awareness of LFB Services				
5	Enable our people to be the best they can be, to serve you better	Togetherness Strategy Delivery	Workforce Planning & Contingency Arrangements	Staff Wellbeing & Experience	Leadership Development	Staff Safety
		Strategic Workforce Planning	Organisational & Operational Learning Models	Talent Development	Enhanced Workforce Modelling	Modern Training Systems & Assets
6	Work together to provide the best possible services to meet your needs	Modernising Enabling Services Technology	Enhancing Enabling Services	Improved Collaboration	Front Door for Employee Services	
7	Driven by evidence so that our resources give you the value you expect	Measuring Value & Outcomes	Agile Services that Deliver Value			
8	Work with other organisations to secure a safer future for everyone	Adopting National Operational Guidance	Net Zero Strategy	Shared Procurement & Service Delivery		
All	Enable organisation change	Delivering the CRMP	Portfolio Management	Change Adoption Mechanisms	Embedding a Change Culture	Agile Change Delivery
None	High investment, low strategic value change	Major Refurbishment – Plumstead Fire Station	Lambeth River Station - Pontoon refurbishment	8 Albert Embankment Re-development	Risk Assessment	LFB Museum
		LFB Security System upgrade				

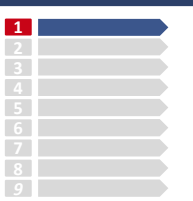
## 3.B | VALUE GENERATED ACROSS THE TRANSFORMATION PORTFOLIO

It is expected that programmes across the Portfolio will generate holistic value for LFB.

PROGRAMME		COMMUNITY SATISFACTION	EMPLOYEE SATISFACTION	PRODUCTIVITY UPLIFT	SERVICE EFFECTIVENESS	SERVICE EFFICIENCY	VALUE FOR MONEY
1	Work with you to provide localised services that meet your needs	5	3	4	4	3	3
2	Make it easy for you to access our services	5	3	3	5	4	4
3	Adapt our services as your needs change	5	3	4	5	4	5
4	Design services around your needs and concerns	5	4	4	4	3	4
5	Enable our people to be the best they can be, to serve you better	3	5	5	4	3	4
6	Work together to provide the best possible services to meet your needs	2	5	4	3	5	5
7	Driven by evidence so that we give you the value you expect	3	3	5	4	4	5
8	Work with other organisations to secure a safer future for everyone	4	3	3	4	2	5
All	Enable organisation change	2	4	4	5	4	5

OVERALL VALUE GENERATED	34	33	36	38	32	42
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1 Very Low Impact      2 Low Impact      3 Medium Impact      4 High Impact      5 Very High Impact



# 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 and vulnerabilities, supporting the appropriate provision of services according to need.
- Create opportunities for more integration within a community.

## PROGRAMME BENEFITS:

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

**Financial, Cashable**

**Financial, Non-cashable**

**Non-financial**

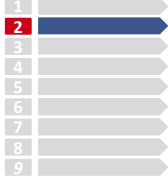


## PROGRAMME VALUE DRIVERS:

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 Governance</b>	Adapted	Empowering local leadership to take ownership of service delivery, with mechanisms to scale locally designed interventions.	<div style="display: flex; justify-content: space-between;"> <div style="background-color: #f8d7da; padding: 2px;">Local Governance Model</div> <div style="background-color: #d1ecf1; padding: 2px;">Local Community Risk Plans</div> <div style="background-color: #f8d7da; padding: 2px;">Community-Centred Performance</div> </div>
PO1.2 <b>Local Community Engagement</b>	New	Facilitating engagement across the community, and enabling comparison across London of LFB's community integration.	<div style="display: flex; justify-content: space-between;"> <div style="background-color: #f8d7da; padding: 2px;">Engagement to Identify Local Risk Drivers</div> <div style="background-color: #f8d7da; padding: 2px;">Local Inclusion Measures</div> </div>
PO1.3 <b>One Risk &amp; Risk Analytics</b>	Adapted	Enabling information on local risks to be easily captured, analysed and made available to all frontline staff.	<div style="display: flex; justify-content: space-between;"> <div style="background-color: #d1ecf1; padding: 2px;">OneRisk</div> <div style="background-color: #f8d7da; padding: 2px;">Data Aggregator</div> <div style="background-color: #f8d7da; padding: 2px;">Local Risk Analytics</div> </div>
PO1.4 <b>Digital Risk Applications</b>	New	Supporting frontline staff to easily identify, capture and update risks data during all service delivery.	<div style="display: flex; justify-content: space-between;"> <div style="background-color: #f8d7da; padding: 2px;">Interactive Applications to Access Risk Data</div> <div style="background-color: #f8d7da; padding: 2px;">Digitised Capture of Risk Data</div> </div>

Existing Initiative (Purple), Adapted Initiative (Blue), New Initiative (Red)



# 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 and understanding of the services LFB provides and their value.
- Improve how LFB meets the needs of different communities across London.
- Improve LFB's understanding of community needs to adapt services

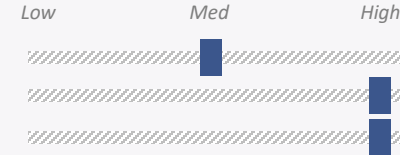
### PROGRAMME BENEFITS:

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

**Financial, Cashable**

**Financial, Non-cashable**

**Non-financial**

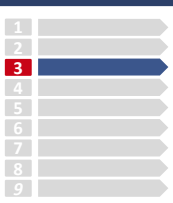


### PROGRAMME VALUE DRIVERS:



PROJECTS	TYPE	OUTCOME	INITIATIVES
PO2.1 <b>Digital Self-Service Channels</b>	New	Enabling communities to easily find answers to common queries, understand awareness resources and request access to services.	<div style="display: flex; justify-content: space-between;"> <div style="background-color: #f8d7da; padding: 2px;">Digital Omni-Channel Design</div> <div style="background-color: #f8d7da; padding: 2px;">Self-Service Capabilities Across Channels</div> <div style="background-color: #d1ecf1; padding: 2px;">Digital Self-Service Solutions (Pilot)</div> </div>
PO2.2 <b>Personalised Channels</b>	New	Improving understanding of the personal circumstances and needs of those LFB serves.	<div style="display: flex; justify-content: space-between;"> <div style="background-color: #f8d7da; padding: 2px;">Segmented Channel Offer by Risk Profile</div> <div style="background-color: #f8d7da; padding: 2px;">Tailored Initial Point of Contact</div> </div>
PO2.3 <b>New Non-Emergency Channel</b>	New	Enabling communities to access services through a broader range of channels that are tailored to their needs.	<div style="background-color: #f8d7da; padding: 2px; width: 100%;">Non-Emergency Channels</div>
PO2.4 <b>Sentiment Analysis</b>	New	Identifying trends in community engagement volumes, key interest topics and sentiment across LFB and other channels.	<div style="background-color: #f8d7da; padding: 2px; width: 100%;">Social Listening</div>
PO2.5 <b>Community-led Physical Footprint</b>	Adapted	Placing LFB's physical footprint at the heart of communities to support LFB to be accessible and inclusive for all.	<div style="display: flex; justify-content: space-between;"> <div style="background-color: #d1ecf1; padding: 2px;">Accessible, Inclusive Stations</div> <div style="background-color: #f8d7da; padding: 2px;">Physical Footprint to Expand Reach</div> </div>

Existing Initiative (grey), Adapted Initiative (light blue), New Initiative (pink)



# 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 proactively align to the evolving needs of London’s communities and anticipate needs.
- Support evidence-based decision making to deliver fit-for-purpose services.
- Improve LFB’s ability to provide services to respond to emerging risks such as those associated with the built environment.

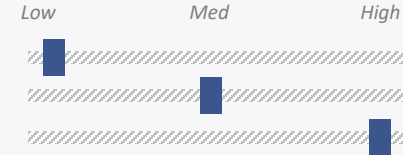
## PROGRAMME BENEFITS:

This programme will release significant non-financial 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.

**Financial, Cashable**

**Financial, Non-cashable**

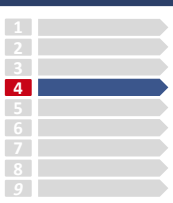
**Non-financial**



## 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	Enabling services and delivery plans to become aligned to evolving needs of communities.	Scenarios & Foresight Approaches (New Initiative), Strategic Improvement Framework (New Initiative)
P03.2 <b>Adapting to Changing Demand</b>	New	Identifying underlying trends across services and forecasting demand to adapt service delivery.	Alternative Fuels (Existing Initiative), Joined-up Historical Root Cause Analysis (New Initiative), Services for Emerging Risks (New Initiative), Demand Forecasting Across Services (New Initiative)
P03.3 <b>Predictive Insights</b>	New	Modelling changing risks and providing information during an incident to uplift service delivery.	Digital Twins (New Initiative)
P03.4 <b>Modern Firefighting Technology &amp; Tactics</b>	Existing	Updating technology used for firefighting and the training needed for this to improve a response according to needs.	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 Mgmt.</b>	Existing	Replacing the mobilising system/ command units /RPE / radio & implementing bodyworn video /drones for better incident mgmt.	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	Enabling immediate access to situational awareness data, reduced handoffs and integrated dispatch based on 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 inform targeted risk assessment and support response.	Caller & Situational Awareness (New Initiative)



# 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 needs.
- Promote community understanding of service provision prior to an incident to reduce the impact of incidents.
- Prioritise communities' needs to support their wellbeing after an incident has occurred

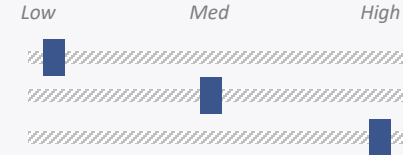
## PROGRAMME BENEFITS:

This programme will generate significant non-financial 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.

**Financial, Cashable**

**Financial, Non-cashable**

**Non-financial**

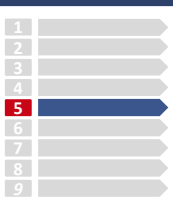


## PROGRAMME VALUE DRIVERS:



PROJECTS	TYPE	OUTCOME	INITIATIVES
PO4.1 <b>Improving Awareness of LFB Services</b>	New	Ensuring that all LFB staff understand the services LFB offers and the value these bring to communities.	<div style="display: flex; justify-content: space-between;"> <div style="background-color: #f8d7da; padding: 5px;">Awareness Campaign of Catalogue</div> <div style="background-color: #f8d7da; padding: 5px;">Value-led Communication of LFB activities</div> </div>
PO4.2 <b>Connecting Services for Meaningful Interactions</b>	New	Supporting LFB staff with guidance to make every interaction meaningful and target services based on needs.	<div style="display: flex; justify-content: space-between;"> <div style="background-color: #f8d7da; padding: 5px;">Person-Centred Service Design</div> <div style="background-color: #f8d7da; padding: 5px;">Inclusion by Design</div> </div>
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.	<div style="display: flex; justify-content: space-between;"> <div style="background-color: #f8d7da; padding: 5px;">Dedicated Community Incident Support</div> <div style="background-color: #f8d7da; padding: 5px;">Post-incident Follow-ups</div> <div style="background-color: #f8d7da; padding: 5px;">Joined-up LFB &amp; Partner Post-Incident Support</div> <div style="background-color: #f8d7da; padding: 5px;">Joint Mitigation Plans for Most Vulnerable</div> </div>
PO4.4 <b>Digitised Service Recommendations</b>	New	Enabling staff to easily identify needs and confidently recommend and offer wider LFB services and mitigating actions.	<div style="background-color: #f8d7da; padding: 5px;">Next Best Action Applications</div>
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.	<div style="background-color: #f8d7da; padding: 5px;">Live Incident Updates for Reassurance</div>

Existing Initiative    Adapted Initiative    New Initiative



# 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 building accessible training into role expectations and planning.
- Invest in LFB people through modern training systems and assets.
- Improve service provision by developing, tracking and allocating skills, capability and experience according to need and risk.

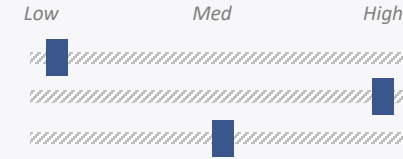
## PROGRAMME BENEFITS:

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

**Financial, Cashable**

**Financial, Non-cashable**

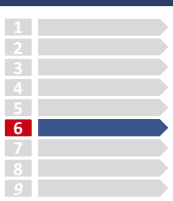
**Non-financial**



## 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>Togetherness Strategy Delivery</b>	Existing	Supporting LFB to realise its ambitions around inclusion & diversity.	<div style="display: flex; justify-content: space-between;"> <div>Culture</div> <div>FF(D Support)</div> <div>Accountability &amp; Assurance of Inclusion</div> <div>I&amp;D – Capacity building</div> <div>Privacy for All</div> <div>Procurement for a Diverse Workforce</div> <div>Inclusive Leadership</div> </div>
PO5.2 <b>Workforce Planning &amp; Operational Contingency</b>	Existing	Ensuring LFB is prepared for near-term changes in the overall workforce.	<div style="display: flex; justify-content: space-between;"> <div>Workforce Planning (Phase 2)</div> <div>Operational Contingency Arrangements Implementation</div> </div>
PO5.3 <b>Strategic Workforce Planning</b>	Adapted	Increasing staff's ability to deliver services flexibly, according to the needs of communities.	<div style="display: flex; justify-content: space-between;"> <div>Capacity Model for Resourcing &amp; Recruitment Strategy</div> <div>Integrated Workforce Plans</div> <div>Fire Safety Training</div> <div>Flexible Resourcing Models</div> <div>Professional Skills Mgmt</div> </div>
PO5.4 <b>Enhanced Workforce Modelling</b>	New	Proactively assessing the implications changes to service delivery requirements, eg to trends in service demand volumes.	<div style="display: flex; justify-content: space-between;"> <div>Workforce Scenario Modelling</div> <div>Workforce Analytics</div> </div>
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.	<div style="display: flex; justify-content: space-between;"> <div>Organisational Learning Model – Phase 1</div> <div>Service-Centred Training Plans</div> </div>
PO5.6 <b>Modern Training Systems &amp; Assets</b>	New	Equipping staff with the right skills and career development opportunities.	<div style="display: flex; justify-content: space-between;"> <div>Improved Learning Experiences</div> <div>Real-time view of Skills &amp; Competency</div> <div>Industry Leading Training Assets</div> </div>
PO5.7 <b>Talent Development &amp; Rewards</b>	New	Addressing identified skills gaps and offering career development opportunities for specialist skills.	<div style="display: flex; justify-content: space-between;"> <div>Career Pathways &amp; Succession Plans</div> <div>Integrated Engagement, Retention &amp; Rewards</div> </div>
PO5.8 <b>Staff Safety</b>	Existing	Enabling the right balance of effectiveness, efficiency and safety in a high-risk operating environment.	<div style="display: flex; justify-content: space-between;"> <div>Fire Contaminants (Phase 2)</div> <div>Safety First Culture in High Resilience Organisation</div> </div>
PO5.9 <b>Staff Wellbeing &amp; Experience</b>	Existing	Improving staff safety and wellbeing and accommodating diverse needs.	<div style="display: flex; justify-content: space-between;"> <div>Occupational Health Service Retender</div> <div>Reasonable Adjustment Passport &amp;</div> <div>Mental Health Identification, Support &amp; Communication</div> </div>
PO5.10 <b>Leadership Development</b>	Existing	Developing leadership including supervisory leadership, middle leadership, top management and at fire stations.	<div style="display: flex; justify-content: space-between;"> <div>Gillian Tanner Programme</div> <div>Middle Leadership Programme</div> <div>Top Management Group Development</div> <div>Establishing High Performing Team</div> <div>Fire Stations Behaviours</div> </div>



# 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 leadership to respond most effectively to community risk.

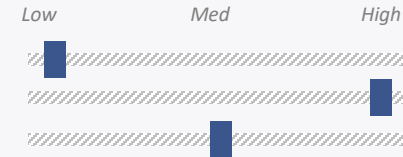
## PROGRAMME BENEFITS:

This programme will generate significant non-cashable benefits through making LFB more efficient and effective as services are delivered cohesively across the organisation.

**Financial, Cashable**

**Financial, Non-cashable**

**Non-financial**



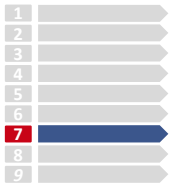
## PROGRAMME VALUE DRIVERS:

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	Streamlining and automating high volume, transactional activities for improved productivity and capacity for frontline staff.	<div style="display: flex; justify-content: space-between;"> <div style="background-color: #d9e1f2; padding: 2px;">Discovery Review of Enabling Services</div> <div style="background-color: #f4cccc; padding: 2px;">Productivity Initiatives</div> <div style="background-color: #d9e1f2; padding: 2px;">People Organisation Strategy</div> </div>
PO6.2 <b>Improved Collaboration</b>	New	Creating a view of how processes fit together for effective service delivery and reducing duplicated effort.	<div style="display: flex; justify-content: space-between;"> <div style="background-color: #f4cccc; padding: 2px;">Process Engineering</div> <div style="background-color: #f4cccc; padding: 2px;">Service-led Governance</div> <div style="background-color: #f4cccc; padding: 2px;">Integrated Client Model</div> </div>
PO6.3 <b>Modernising Enabling Services Technology</b>	Existing	Enabling LFB transformation through property, IT and equipment.	<div style="display: flex; justify-content: space-between;"> <div style="background-color: #d9e1f2; padding: 2px;">Modern Workplace Programme</div> <div style="background-color: #d9e1f2; padding: 2px;">HR &amp; Payroll System</div> <div style="background-color: #d9e1f2; padding: 2px;">Finance &amp; Purchasing System</div> <div style="background-color: #d9e1f2; padding: 2px;">Inventory Management</div> </div>
PO6.4 <b>Front Door for Employee Services</b>	New	Offering a single front door to enabling services and improving staff experience and productivity.	<div style="display: flex; justify-content: space-between;"> <div style="background-color: #f4cccc; padding: 2px;">Employee Experience Platform Layer</div> <div style="background-color: #f4cccc; padding: 2px;">Automation of Data Processing</div> </div>

Existing Initiative
  Adapted Initiative
  New Initiative





# Programme 7 | Driven by evidence so that we 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.

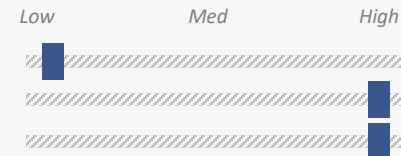
## PROGRAMME BENEFITS:

This programme will generate significant non-cashable and non-financial benefits given the focus on outcomes and values to London's communities.

**Financial, Cashable**

**Financial, Non-cashable**

**Non-financial**

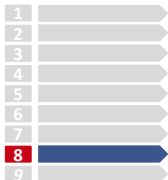


## PROGRAMME VALUE DRIVERS:

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	Supporting LFB to measure performance against value creation and quality of service provision.	<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    Adapted Initiative    New Initiative



# 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 an ease of 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 societal agendas such as sustainability.

## PROGRAMME BENEFITS:

This programme will generate significant non-cashable benefits through improved working with partners, and a greater focus on sustainability will generate significant societal benefits for communities across London.

**Financial, Cashable**

**Financial, Non-cashable**

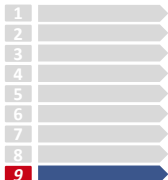
**Non-financial**



## 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	Enabling LFB to offer initiatives to wider FRS' to increase influence on the national change agenda and achieve economies of scale.	Lead Service Delivery Model (New Initiative), Joint Partnership Priorities & Outcomes (New Initiative), GLA Procurement Collaboration (Existing Initiative), Partner Interoperability (New Initiative)
PO8.3 <b>Net Zero</b>	New	Delivering environmentally sustainable outcomes for LFB.	Net Zero Strategy (Existing Initiative), ULEF (Existing Initiative), ZEPA (Existing Initiative)



# 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, ensuring there is a cohesive change narrative and strategy to encourage adoption.
- Enable LFB to adopt evidence-led methods to manage change and realise benefits over time.

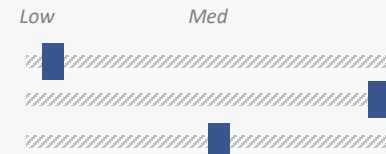
### PROGRAMME BENEFITS:

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.

**Financial, Cashable**

**Financial, Non-cashable**

**Non-financial**



### 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>Developing the CRMP</b>	Existing	Setting out 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>Change Adoption Mechanisms</b>	New	Setting up the transformation for success and empowering leaders across LFB 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 Mgmt, Value Realisation Approaches

# 06

## Transformation Portfolio

How can projects be sequenced and prioritised across the transition states to enable an uplift of LFB capabilities?

### Section content:

- 4.A What are the key findings for the transition state design?
- 4.B What is the approach to designing the transition states?
- 4.C What are the factors informing the design of the transition states?
- 4.D What is the strategic change narrative across the transition states?
- 4.E How has the transformation portfolio been sequenced on the Transition States?

# 4.A | THE TRANSFORMATION PORTFOLIO – INTRODUCTION

This section provides an overview of how LFB's portfolio should be sequenced over time to realise the Service-led TOM objectives.

This section provides an overview of how LFB's transformation portfolio should be sequenced over time to realise the Service-led TOM objectives. The sequencing considers:

- Desirability – what service uplifts LFB needs to make to realise service-led outcomes over time throughout the transformation
- Feasibility – what capacity, capability and funding constraints are in place which shape the pace of change over time
- Viability – how the change should be delivered to support it to be sustainable over time and appropriately embedded within the organisation

Section 5 builds on this information to provide a detailed view of Programme, project and initiative sequencing between April 2022 – September 2023.

## TRANSFORMATION PORTFOLIO SUMMARY

**4.B | APPROACH TO TRANSFORMATION**  
The service-led TOM provides an overview of the projects delivered and outcomes realised by each Transition State.

The following slides provide a view of LFB's Transformation Portfolio sequenced over time.

Capacity, funding and CRMP timeline assumptions inform the sequencing of the Portfolio. Taking into consideration these constraints and the ambitions for the Transformation Portfolio, all change has been categorised into discrete Transition States. A full explanation of the approach to defining Transition States is provided on the following slide.

Subsequent slides provide an overview of the projects delivered and outcomes realised by each Transition State.

This sequenced activity is complemented by the Implementation Plans in slide Chapter 8 of the service-led Target Operating Model which breakdown this change through yearly plans for transformation.

**It is recommended that LFB establish key processes to support transformation**

- Establish Portfolio governance to optimise the delivery of programmes in line with their strategic objectives.
- Establish an LFB Design Authority to advise on best practice regarding the detailed design of projects, to ensure ongoing alignment to LFB's strategic objectives.
- Complete outline business cases followed by detailed business cases for new and adapted projects to assess their benefit and value.
- Design programme and project KPIs to understand how success will be measured.
- Identify project requirements and determine business owners to manage the transformation.
- Expand governance and processes with Strategic Planning to ensure that as projects are defined, the TOM is maintained to inform decision-making.

**Embed the TOM into LFB governance**

**Create business cases and scope projects**

**Agree business owners across the portfolio**

Defining the approach to transformation

Summarising the outcomes of the transition state design and recommended next steps

**4.B | INTRODUCING THE TRANSITION STATES**  
Transition states form logical design states which act as 'stopping points' on LFB's transformation journey.

**What is a transition state?**  
A transition state is a design state at which the operating model is steady and sustainable in its own right. Ongoing change or programmes or deliveries could 'stop' at this point, and the end-to-end design is such that the model will remain operable. Demonstrable progress could be made between each transition state and goals should be set for what the outcomes of each state should be.

**What is the indicative view of the transition states?**

**TIMELINE**

Development of the TOM: Q4 2021/22

T01: Build the Foundation: Q3 2022/23

T02: Build the Foundation: Q4 2022/23

T03: Enhance Service Delivery: Q4 2022/23

Endstate: Transition State & Protect: Q4 2023/23

**Why are transition states important?**

- ✓ Make change feel achievable by a staged journey to get to the end state.
- ✓ Provide logical stopping points on the transformation journey to assess progress and adapt in the following transition state.

An introduction to the transition state design

Providing an overview of the Service-led TOM transition state design and assumptions

**4.E | SEQUENCING THE PORTFOLIO**

101 Define Capabilities (Timeline: Q4 2021/22)

102 Build the Foundation (Timeline: Q3 2022/23)

103 Enhance Service Delivery (Timeline: Q4 2022/23)

104 Transition State & Protect (Timeline: Q4 2023/23)

105 Transition State & Protect (Timeline: Q4 2023/23)

106 Transition State & Protect (Timeline: Q4 2023/23)

107 Transition State & Protect (Timeline: Q4 2023/23)

108 Transition State & Protect (Timeline: Q4 2023/23)

109 Transition State & Protect (Timeline: Q4 2023/23)

110 Transition State & Protect (Timeline: Q4 2023/23)

111 Transition State & Protect (Timeline: Q4 2023/23)

112 Transition State & Protect (Timeline: Q4 2023/23)

113 Transition State & Protect (Timeline: Q4 2023/23)

114 Transition State & Protect (Timeline: Q4 2023/23)

115 Transition State & Protect (Timeline: Q4 2023/23)

116 Transition State & Protect (Timeline: Q4 2023/23)

117 Transition State & Protect (Timeline: Q4 2023/23)

118 Transition State & Protect (Timeline: Q4 2023/23)

119 Transition State & Protect (Timeline: Q4 2023/23)

120 Transition State & Protect (Timeline: Q4 2023/23)

Sequencing the portfolio across the transition states

Detailing how programmes, projects and initiatives will be sequenced over time

**CAPABILITY UPLIFT OVERVIEW**  
Through implementing LFB's Transformation Portfolio, it is expected that all LFB capabilities will mature by the end state.

**Current capability maturity**

**Overview** LFB has some of the most advanced capabilities across all UK Fire & Rescue services, enabling the provision of specialist services to London's communities and nationally. However, some key capabilities are not well understood, such as those relating to virtual response and first fire safety advice and guidance. There are also significant opportunities for uplift across many of LFB's other capabilities, with an immediate focus on making enhancements to support future delivery of large-scale change.

**End state capability maturity**

**Overview** LFB's capabilities are proactive, supporting mature service delivery across the London Fire & Rescue and enabling LFB to adapt to meet communities' and nationally, however, some key capabilities are not well understood, such as those relating to virtual response and first fire safety advice and guidance. There are also significant opportunities for uplift across many of LFB's other capabilities, with an immediate focus on making enhancements to support future delivery of large-scale change.

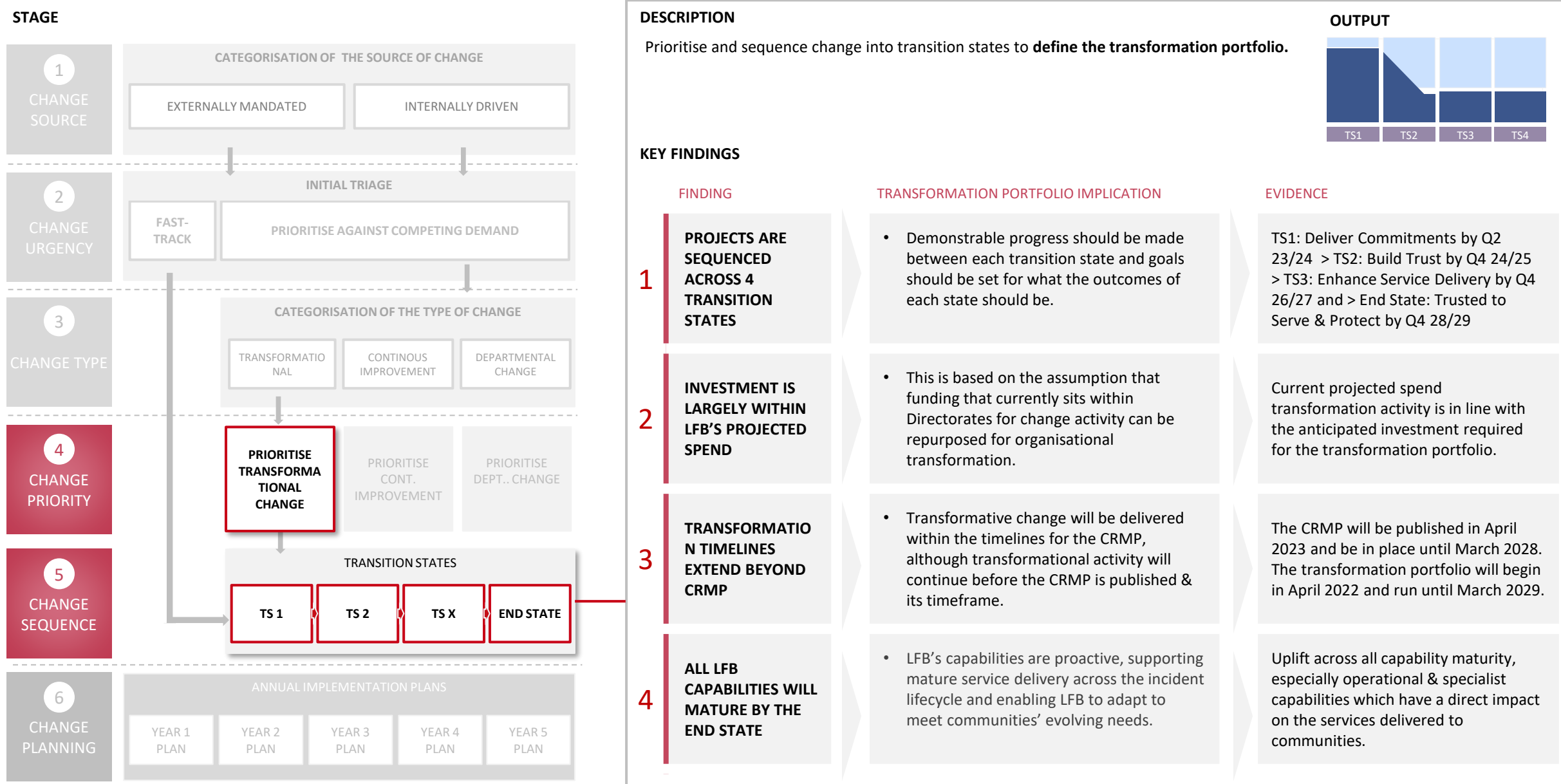
**Key capability uplift** All LFB capabilities should be uplifted to realise the ambitions of the service-led TOM, with significant uplift across operational and specialist capabilities which have a direct impact on the service delivered to communities. LFB will also implement changes to ensure strategic capabilities, enabling improved proactive decision-making and horizon scanning, to anticipate service delivery requirements and select capabilities to meet these. Talent and training capabilities will also be enhanced, enabling LFB to develop further skills for effective performance. These uplifts should be sequenced across transition states to ensure increases in maturity are delivered in consideration of the desired end state outcomes, while ensuring all enhancements are effectively embedded across the organisation to support long-term sustainable transformation.

Detailed capability uplift summary

Providing a detailed overview of the capability uplift across each transition state

# 4.A | THE TRANSFORMATION PORTFOLIO—SUMMARY

This section provides an overview of LFB's current roadmap of change activity.



## 4.B | APPROACH TO TRANSFORMATION

The Service-led TOM provides an overview of the projects delivered and outcomes realised by each Transition State.

The following slides provide a view of LFB's Transformation Portfolio sequenced over time.

Capacity, funding and CRMP timeline assumptions inform the sequencing of the Portfolio. Taking into consideration these constraints and the ambitions for the Transformation Portfolio, all change has been categorised into discrete Transition States. A full explanation of the approach to defining Transition States is provided on the following slide.

Each Transition State seeks to achieve a set of discrete outcomes, with projects sequenced throughout according to their contribution to realising those outcomes, taking into consideration the complexity of delivery over time.

Subsequent slides provide an overview of the projects delivered and outcomes realised by each Transition State.

This sequenced activity is complemented by the Implementation Plans included in Chapter 8 of the Service-led Target Operating Model which breakdown this change through yearly plans for transformation.

It is recommended that LFB establish key processes to support transformation:

Embed the TOM into LFB governance

- **Establish Portfolio governance** to optimise the delivery of programmes in line with their strategic objectives.
- Establish an **LFB Design Authority** to advise on best practice regarding the detailed design of projects, to support ongoing alignment to LFB's strategic objectives.

Create business cases and scope projects

- Complete **outline business cases** (followed by detailed business cases) for new and adapted projects to assess their benefit and value.
- **Design programme and project detail** to provide greater level of certainty on what will be delivered and how success will be measured.

Agree business owners across the portfolio

- **Identify project requirements** and determine business owners to manage the transformation.
- Establish **governance and processes with Strategic Planning** to support the TOM to be maintained to inform decision-making, as projects are defined,.

## 4.B | FACTORS CONSIDERED IN PORTFOLIO DESIGN

Designing the Portfolio of work has been an iterative process, and further work will be required to finalise structures.

### Factors Informing Portfolio Design

Several design factors were considered to craft the structure of the portfolio to enable:

- the alignment of programmes, projects and initiatives to be at a similar scale and complexity
- the scale of change to be manageable based on the delivery assumptions
- the structure for delivery to be governed in the right way.

### Transformation Portfolio Design (Feb – March 2022)

The portfolio structure and design focused on the following criteria:

- **Outcomes:** Designing the portfolio around outcomes and impact for communities and the value that will be driven.
- **Deliverability:** The right level of complexity and scale within each of the programmes and projects.
- **Project Dependencies:** Where there is a cross-project or programme dependency, this impacted the structure and sequencing.
- **Logical order:** Alignment to the strategy and the transition state design.
- **Financial parameters:** The profile of spend across projects and programmes for the duration of the portfolio.

### Refinement and Mobilisation (April – June 2022)

LFB will continue to refine the portfolio as further analysis is completed as part of mobilisation. Areas that could further adapt the portfolio over time includes:

- **Organisational feedback:** Refinement activity based on understanding the lower levels of detail in project scope and objectives.
- **Organisational governance:** The way in which LFB refines its change governance processes could impact the levelling of projects to be reported on.
- **Leadership structures:** Setting up SRO alignments to programmes and projects could influence groupings around scope.
- **Changing corporate priorities:** External mandates could impact the portfolio delivery plan and cause re-prioritisation of effort.
- **Refinement of assumptions:** Delivery assumptions regarding capacity and capability to deliver projects. This will also be informed during the business case stage as resourcing requirements are finalised.



## 4.B | INTRODUCING THE TRANSITION STATES

Transition states form logical design states which act as 'stopping points' on LFB's transformation journey.



What is a transition state?

A transition state is a design state at which the operating model is **steady and sustainable in its own right**.

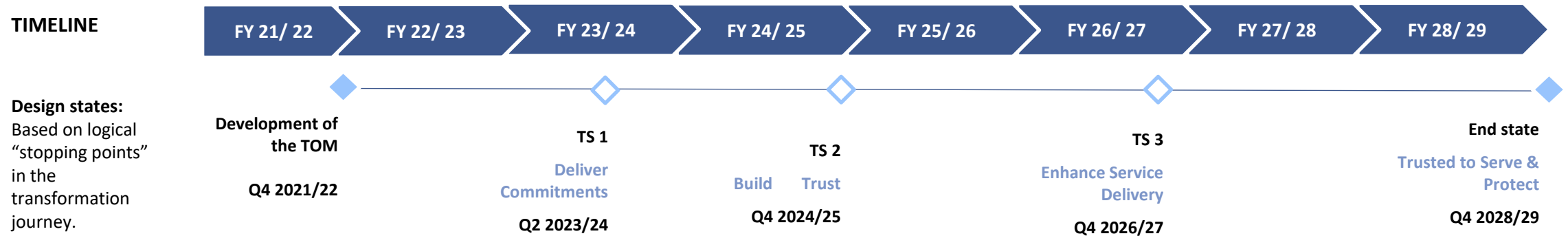
Ongoing change or programmes or deliveries could 'stop' at this point, and the end-to-end design is such that the **model will remain operable**.

**Demonstrable progress** should be made between each transition state and **goals should be set** for what the outcomes of each state should be.



What is the indicative view of the transition states?

TIMELINE



**Design states:**  
Based on logical "stopping points" in the transformation journey.



Why are transition states important?

- ✓ Make change feel achievable by a staged journey to get to the end state.
- ✓ Provide logical stopping points on the transformation journey to assess progress and adapt in the following transition state.

# 4.C | ASSUMPTIONS FOR TRANSITION STATE DESIGN

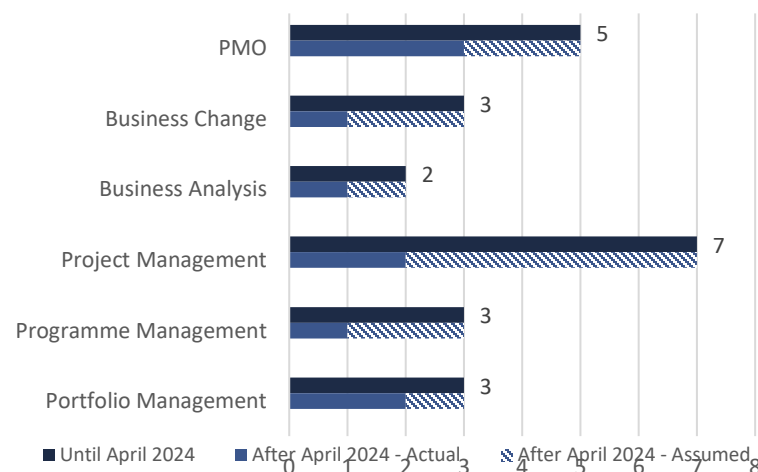
Capacity of transformation skills, available funding and the CRMP timelines impact the sequencing of the portfolio into transition states.



## TRANSFORMATION RESOURCE CAPACITY

**Position**  
Resource capacity for transformation is based on the current uplift in transformation resource capacity expected in May 2022. Where further resource is anticipated, this has been called out by transition state.

Total Number of Resources per Transformation Resource Category



### Key assumptions

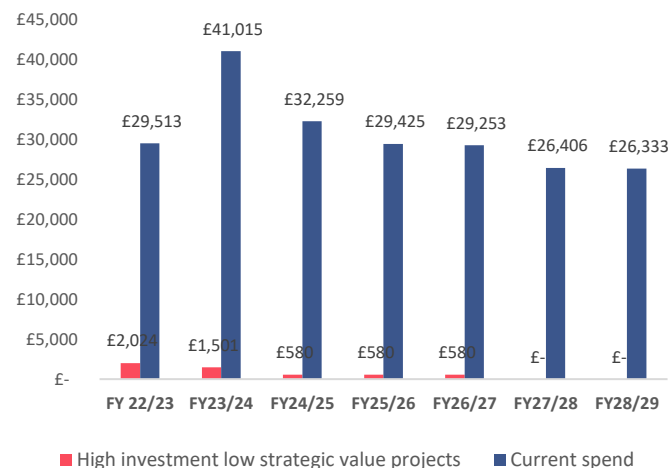
- New Transformation resource positions will be filled by May 2022.
- Positions with 'Reserve' funding for two years (May 2022 – April 2024) will continue after this period for the full transformation duration. Additional funding will be needed to secure these roles.



## FUNDING FOR TRANSFORMATION

**Position**  
Current projected spend transformation activity is in line with the anticipated investment required for the transformation portfolio.

Annual Transformational Spend (£, 000s)



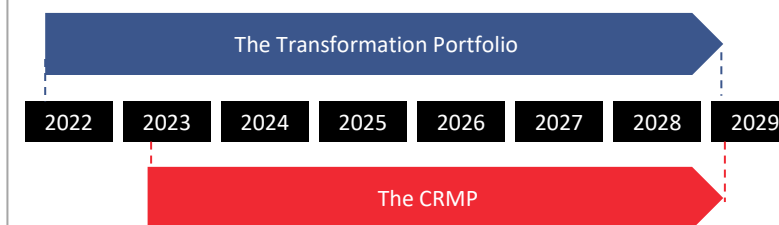
### Key assumptions

- Funding that currently sits within Directorates for change activity can be repurposed for organisational transformation.



## CRMP TIMELINES

**Position**  
Transformative change will be delivered within the timelines for the CRMP, although transformational activity will continue before the CRMP is published and after the timeframe for the CRMP.



### Key assumptions

- The CRMP will be published in April 2023 and be in place until March 2028.
- The transformation portfolio will begin in April 2022 and run until March 2029.

## 4.D | TRANSITION STATE CHANGE NARRATIVE EXECUTIVE SUMMARY

Through four transition states, LFB will move from delivering current commitments to becoming a leader of service delivery.

### TS1: Deliver Commitments *Delivered by Q2 2023/24*

- LFB will **address the majority of existing externally mandated recommendations** with enhancements to support future delivery of large-scale change.
- Prioritising **proactive management of in-flight change**, LFB will focus on delivering short-term priorities.
- This will uplift LFB's ability to **identify and respond to local risks** and modernise LFB's enabling technology supporting teams to work together.
- LFB will lay the foundations for longer term transformation, **uplifting key capabilities** such as **Talent & Training** and **Strategy & Governance**.
- Services will be more accessible, with projects establishing **more convenient and effective channels** for communities to communicate with LFB.
- Staff capability to **meet evolving community needs** will also improve and LFB will embed a culture and workforce **ready to embrace sustainable transformation** over time.

### TS2: Build Trust *Delivered by Q4 2024/25*

- LFB will **establish core processes required to accelerate change** and pilot complex implementation related to providing **enhanced end-to-end care during an incident**.
- **Time-intensive processes will be streamlined**, with improvements made to uplift LFB's use of **data-driven insights**. These will create an evidence-base for action and funding requests as well as a collective understanding of service value.
- A **renewed understanding of local community needs** and the initiation of projects to improve LFB's ability to conduct **horizon scanning** activities will enable the prioritisation of activity based on communities' evolving requirements.
- **Uplifted KPIs** and an improved **understanding of where services deliver the most value** will support LFB to create strong business cases for further complex change, improving LFB's overall ability to articulate value to staff, communities and partners.

### TS3: Enhance Service Delivery *Delivered by Q4 2026/27*

- The implementation of projects to deliver services centred around **local community needs will be mature**.
- Uplifted operational capabilities will underpin this, with **new capabilities enabling post-incident support and environmental assessment**.
- **Enhanced workforce modelling and data-led employee experience** will support the proactive assessment of trends so LFB can adapt to meet critical workforce gaps.
- LFB will be **more flexible** in delivering services to enhance community value, and will utilise the workforce in a way that is proportionate to need.
- Key technology enhancements will enable communities to **easily access personalised services**, through channels which are **interactive and suited to their needs**.
- **New non-emergency channels and caller situational awareness** will enable support the delivery of differentiated services.

### End State: Trusted to Serve & Protect *Delivered by Q4 2028/29*

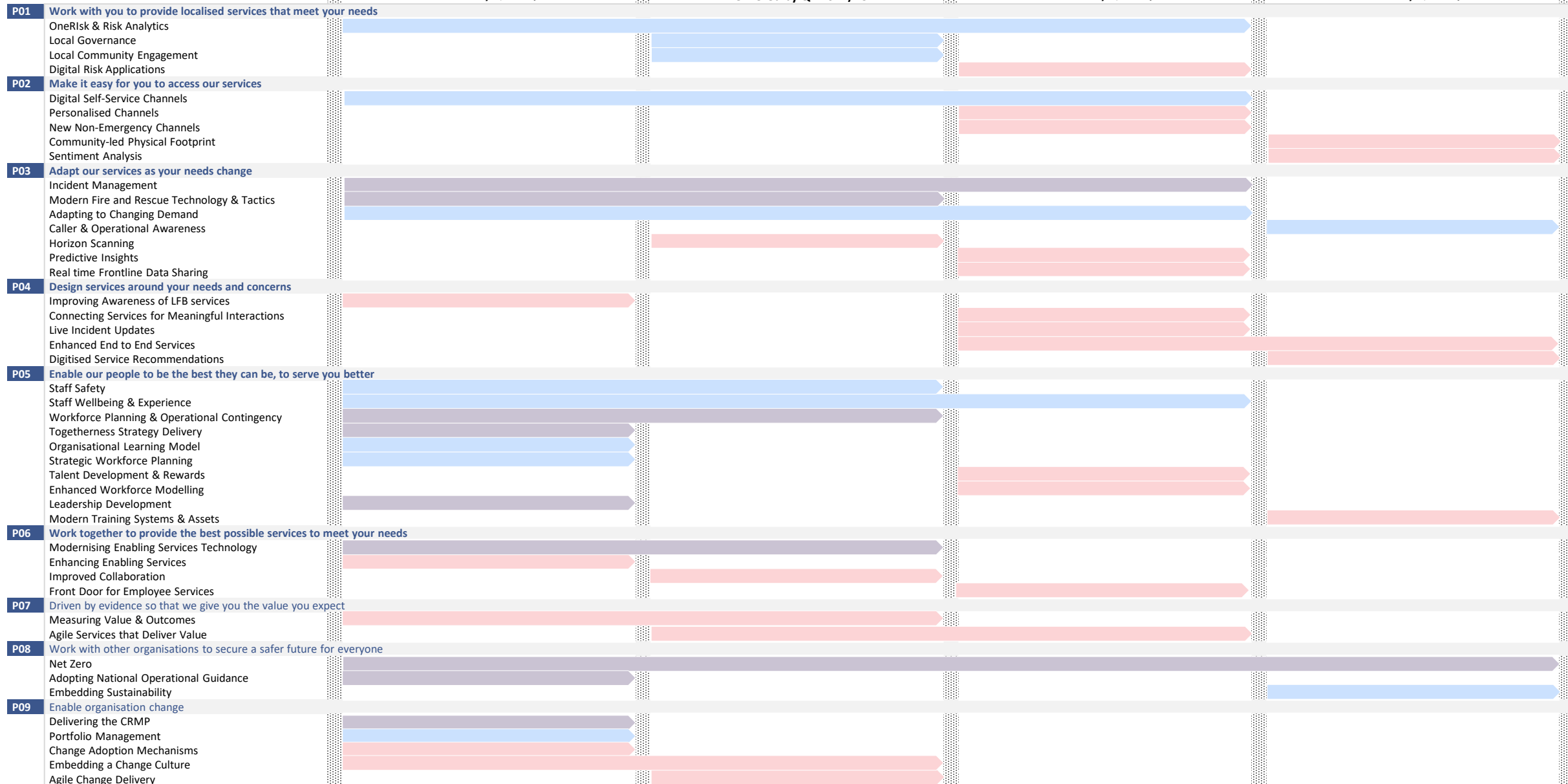
- LFB will **realise the benefits from large-scale investments**, and services will deliver outcomes for communities according to their wants, needs and expectations.
- High maturity in service delivery will be underpinned by **real-time frontline data sharing and sentiment analysis** enabling LFB to understand the needs of communities. LFB will have a **mature end-to-end service offer**, with digitised service recommendations for communities.
- LFB will **adapt to changing demand** with **predictive insights** to anticipate emerging risks and an increased focus on **embedding sustainability**. This will enable LFB to deliver services for today while adapting delivery to **safeguarding for the future** – with approaches that are **personalised and targeted to specific communities**.
- LFB will be a **key influencer on the national Fire agenda**, working effectively with partners to deliver public services that serve and protect communities.

**TS1 | Deliver Commitments**  
Delivered by Q2 2023/24

**TS 2 | Build Trust**  
Delivered by Q4 2024/25

**TS 3 | Enhance Service Delivery**  
Delivered by Q4 2026/27

**TS 4 | Trusted to Serve and Protect**  
Delivered by Q4 2028/29



PROJECTS	9 EXISTING	8 ADAPTED	5 NEW	7 EXISTING	8 ADAPTED	7 NEW	3 EXISTING	4 ADAPTED	12 NEW	1 EXISTING	2 ADAPTED	5 NEW
PROJECT MANAGERS	9 FTE	8 FTE	5 FTE	7 FTE	8 FTE	7 FTE	3 FTE	4 FTE	11 FTE	1 FTE	2 FTE	5 FTE
COST	~ £39.4 M	~ £14.2 M	~ £1.8 M	~ £49.6 M	~ £8.2 M	~ £2.1 M	~ £58.4 M	~ £5.5 M	~ £10.4 M	52.8 M	~ 3 M	~ £11 M

07

# Capability Uplift

**What is the capability uplift across transitions states as a result of the portfolio?**

## Section content:

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5.A What is the resulting uplift in capabilities across the transition states?

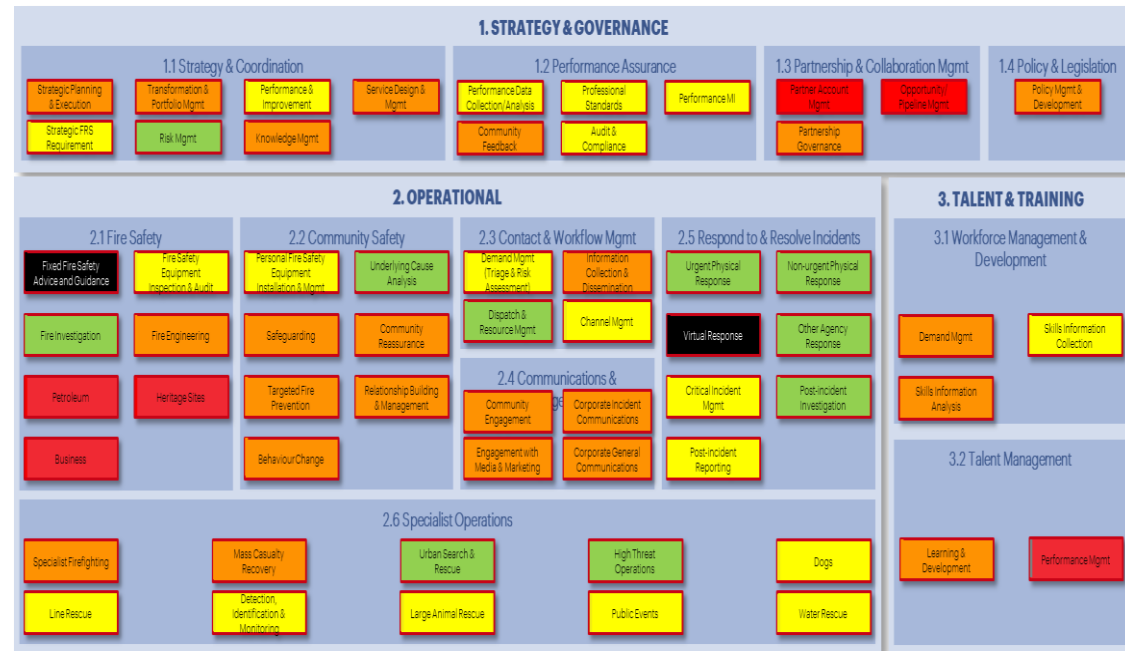
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# 5.A | Capability uplift overview

- Through implementing LFB's Transformation Portfolio, it is expected that all LFB capabilities will mature by the end state.

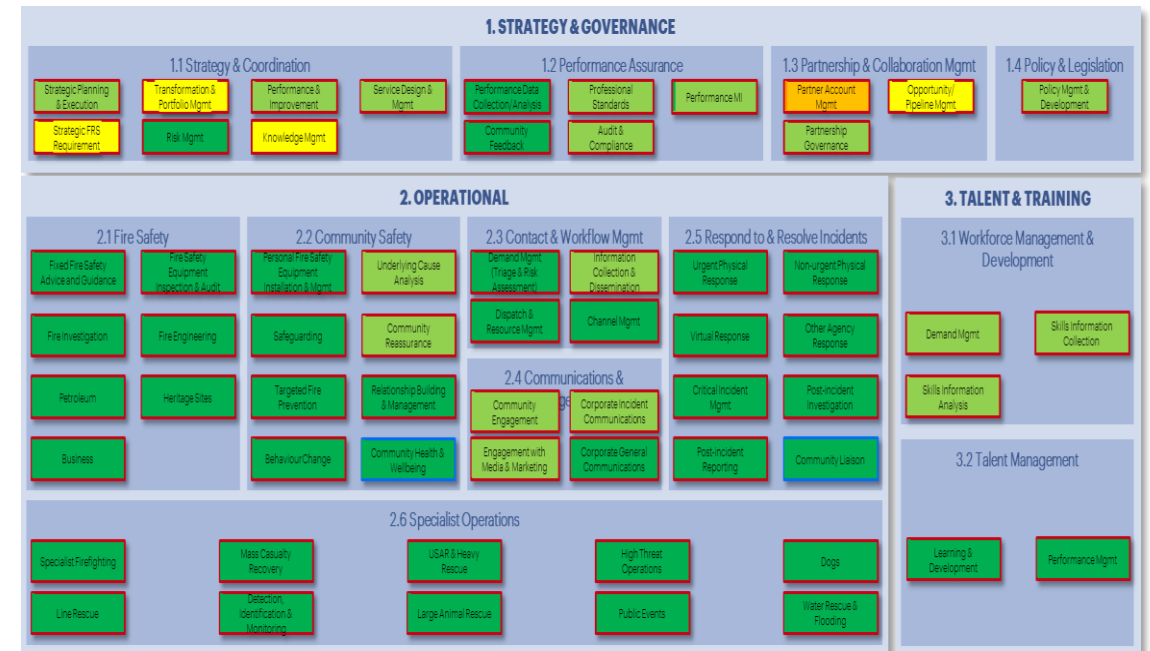
## Current capability maturity

Overview | LFB has some of the most advanced capabilities across all UK Fire & Rescue services, enabling the provision of specialist services to London's communities and nationally. However, some key capabilities are not well understood, such as those relating to virtual response and fixed fire safety advice and guidance. There are also significant opportunities for uplift across many of LFB's other capabilities, with an immediate focus on making enhancements to support future delivery of large-scale change.



## End state capability maturity

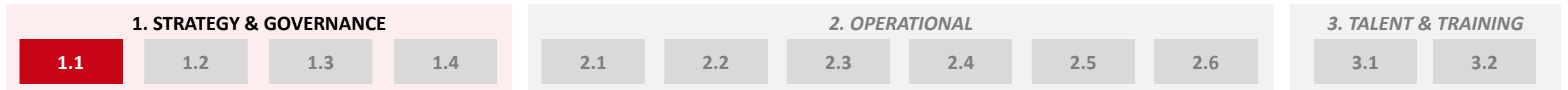
Overview | LFB's capabilities are proactive, supporting mature service delivery across the incident lifecycle and enabling LFB to adapt to meet communities' evolving needs. New capabilities focusing on community health and wellbeing and community liaison are well-established, enabling LFB to support the mental and physical wellbeing of communities and provide information, guidance and advice on how to access LFB's services. Mature capabilities enable LFB to become integrated in communities and satisfy their wants, needs and expectations.



Key capability shifts | All LFB capabilities should be uplifted to realise the ambitions of the Service-led TOM, with significant uplift across operational and specialist capabilities which have a direct impact on the services delivered to communities. LFB will also implement changes to mature strategic capabilities, enabling improved proactive decision-making and horizon-scanning, to anticipate service delivery requirements and adapt capabilities to meet these. Talent and training capabilities will also be enhanced, enabling LFB to develop further skills for effective performance. These uplifts should be staggered across Transition States, to support increases in maturity to be delivered in consideration of the desired end state outcomes, while ensuring all enhancements are effectively embedded across the organisation to support long-term sustainable transformation.

# 5.A | CAPABILITY MATURITY BY TRANSITION STATE

- It is expected that the delivery of LFB's Transformation Portfolio will uplift all Strategy & Coordination capabilities, particularly Risk Mgmt.

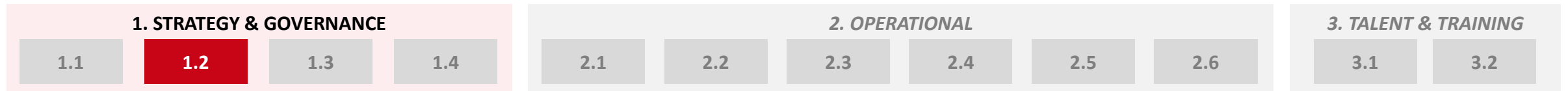


## 1.1 STRATEGY & COORDINATION

L2 Capability	L2 Capability Definition	Capability Maturity				
		As-is	TS1	TS2	TS3	End State
1.1.1 Strategic Planning & Exec	Ability to collate, understand, and prioritise LFB's services, strategic objectives - create strategic assessments and plans that are executable and measurable.	○	○	○	○	○
1.1.2 Transformation & portfolio mgmt	Ability to plan, prioritise and oversee ongoing transformation not part of LFB's Departmental Change activities	○	○	○	○	○
1.1.3 Performance & improvement	Ability to align LFB's strategic planning and priorities to performance metrics and KPIs that are aligned to the various business units	○	○	○	○	○
1.1.4 Service design & management	Allocate responsibility for strategic objectives to relevant leads and facilitate the planning and subsequent requirements for each capability to deliver those objectives	○	○	○	○	○
1.1.5 Strategic FRS Requirement	Ability to oversee LFB's statutory requirements & direct teams to execute	○	○	○	○	○
1.1.6 Risk Management	Ability to identify, assess, and prioritise risks to service delivery and mission success. Compile a risk register and identify actions and assets to mitigate those risks.	○	○	○	○	○
1.1.7 Knowledge Management	Ability to retain in an accessible way knowledge of delivery and risk mitigation tactics that evidence has shown to work (evidence-based delivery). Additionally the process of receiver and librarian for all reviews following service failure to support advice and recommendations to be adopted throughout LFB	○	○	○	○	○

# 5.A | CAPABILITY MATURITY BY TRANSITION STATE

- Uplift in capability maturity is largely the result of changes in how service performance is measured and opportunities for feedback.



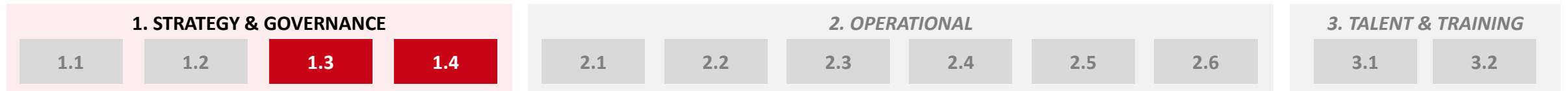
## 1.2 PERFORMANCE ASSURANCE

L2 Capability	L2 Capability Definition	Capability Maturity				
		As-is	TS1	TS2	TS3	End State
1.2.1 <b>Performance data collation &amp; analysis</b>	Ability to set information requirements for data to be collated and analysed for dissemination					
1.2.2 <b>Professional standards</b>	Ability to establish key KPIs and data requirements to monitor service delivery against defined standards of behaviour and professionalism. Collate and analyse data for action.					
1.2.3 <b>Performance Mgmt Information</b>	Ability to interpret and visualise underlying segmented performance across LFB and Partners (e.g. performance portal / monthly departmental performance reports). Facilitate performance meetings					
1.2.4 <b>Community Feedback</b>	Ability to design implement segmented data collection for gauging the communities' perception of service delivery and risk through surveys, social media interaction, victim surveys etc, directed by strategic intentions					
1.2.5 <b>Audit &amp; Compliance</b>	Ability to comply with national / state regulatory requirements for data reporting.					



# 5.A | CAPABILITY MATURITY BY TRANSITION STATE

- LFB's ability to collaborate with partners and manage policy developments is expected to mature significantly by the end state.



## 1.3 PARTNERSHIP COLLABORATION & MANAGEMENT

L2 Capability	L2 Capability Definition
1.3.1 <b>Partner account management</b>	Ability to oversee all aspects of partner relationship management at a central and local level (eg LFB attending the CDRP etc)
1.3.2 <b>Opportunity / pipeline mgmt</b>	Ability to develop partnerships (eg define requirements, identify potential suppliers, procurements and appointment of suppliers, implement and manage contracts, eg national frameworks)
1.3.3 <b>Partnership governance</b>	Ability to govern existing partnerships across the GLA, police agencies, private enterprises, charities/NGPs that have a responsibility to be part of these partnerships

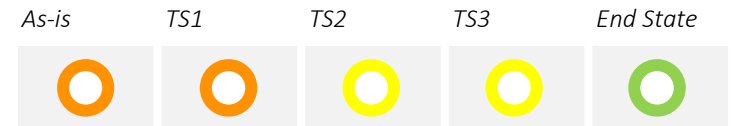
### Capability Maturity



## 1.4 POLICY & LEGISLATION

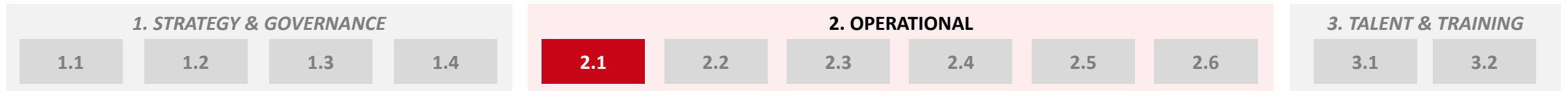
L2 Capability	L2 Capability Definition
1.4.1 <b>Policy Mgmt</b>	Ability to manage existing policies, review against time and knowledge management, leading to the development, removal of revised / modified / new policies based on strategic direction

### Capability Maturity



# 5.A | CAPABILITY MATURITY BY TRANSITION STATE

- LFB's Fire Safety capabilities are expected to mature as LFB implements changes to become more personalised and tailored.

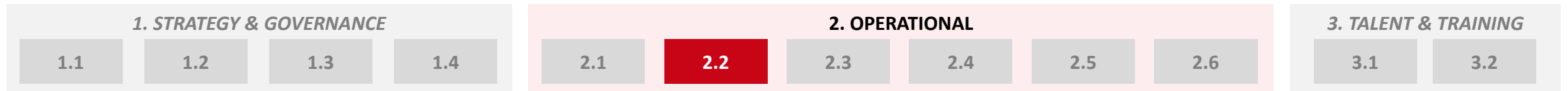


## 2.1 FIRE SAFETY

L2 Capability	L2 Capability Definition	Capability Maturity				
		As-is	TS1	TS2	TS3	End State
2.1.1 Fire safety equip advice & guidance	Ability to install and maintain fire safety equipment including smoke alarms under the Fire Safety (Regulatory Reform) Order	○	○	○	○	○
2.1.2 Fire Safety equip Inspection & Audit	Ability to inspect fire safety equipment installed in public and private property	○	○	○	○	○
2.1.3 Fire investigation	Ability to identify and investigate the direct cause of a fire and provide innovative solutions to prevent them	○	○	○	○	○
2.1.4 Fire Engineering	Ability to interpret design plans for new structures and alterations as part of the consultations	○	○	○	○	○
2.1.5 Petroleum & Alternative Fuels	Ability to deploy specialist fire safety knowledge in relation to petroleum and alternative fuels storage	○	○	○	○	○
2.1.6 Heritage sites	Ability to deploy specialist fire safety knowledge in relation to heritage site	○	○	○	○	○
2.1.7 Primary Authority	Ability to develop business networks to share fire safety advice and guidance	○	○	○	○	○

# 5.A | CAPABILITY MATURITY BY TRANSITION STATE

- It is expected that by the end state, Community Safety will be highly mature leading to improved integration with the community.



## 2.2 COMMUNITY SAFETY

L2 Capability	L2 Capability Definition	Capability Maturity				
		As-is	TS1	TS2	TS3	End State
2.2.1 <b>Personal fire safety equip mgmt</b>	Ability to install fire safety equipment including smoke alarms not under the Fire Safety (Regulatory Reform) Order (HFSVs)	Yellow	Yellow	Green	Green	Green
2.2.2 <b>Underlying cause analysis</b>	Ability to support the creation of multi-agency models that identify the underlying causes of fire and provide innovative solutions to prevent them (e.g. advanced data analytics, digital engagement with communities)	Green	Green	Green	Green	Green
2.2.3 <b>Safeguarding</b>	Ability to monitor people, objects, locations and events deemed at risk of fire or hazards (eg through advanced data analytics or community engagement)	Orange	Yellow	Green	Green	Green
2.2.4 <b>Community reassurance</b>	Ability to manage activities that increase public confidence and feeling of security	Orange	Yellow	Yellow	Yellow	Green
2.2.5 <b>Targeted fire prevention</b>	Ability to provide training and manage staff and partners to advise communities on design and planning for events, premises and potential victims	Orange	Green	Green	Green	Green
2.2.6 <b>Relationship building &amp; mgmt</b>	Ability to build and manage relationships with communities, people and other agencies to foster community satisfaction and enhance perception of safety (e.g. through new digital channels) add local	Orange	Yellow	Green	Green	Green
2.2.7 <b>Behaviour Change</b>	Ability to influence human behaviour to reduce the risk of individuals carrying out risky behaviour	Orange	Yellow	Yellow	Green	Green
2.2.8 <b>Community Health&amp;Wellbeing</b>	Ability to support a community's overall wellbeing through actions to raise awareness of safe behaviours and support in times of need	Grey	Orange	Yellow	Green	Green

# 5.A | CAPABILITY MATURITY BY TRANSITION STATE

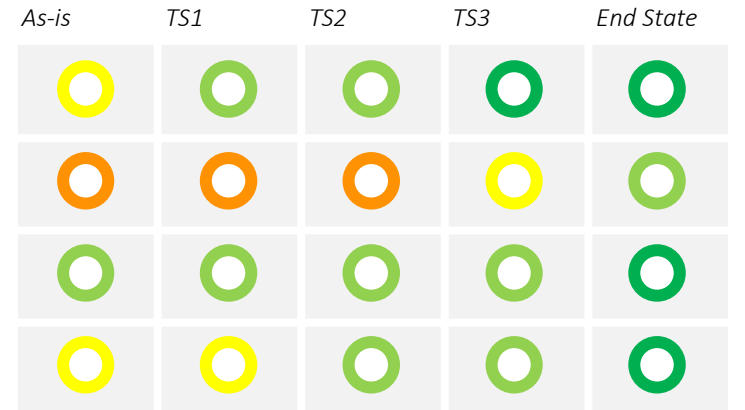
- Projects shaping how communities interact with LFB and the channels they use are expected to uplift these capabilities.



## 2.3 CONTACT & WORKFLOW MANAGEMENT

L2 Capability	L2 Capability Definition
2.3.1 Demand Mgmt	Ability to provide consistency of approach in managing and prioritising calls for service to support appropriate response to calls based on risk and need. Providing Fire Survival Guidance where needed to people at risk, who are directly affected by fire, heat or smoke.
2.3.2 Info collection & dissemination	Ability to collect and disseminate information from internal and external sources to inform decision making
2.3.3 Dispatch & resource mgmt	Ability to manage processes to support effective and appropriate deployment of resources
2.3.4 Channel mgmt	Ability to effectively manage communication networks to support the volume of calls to be effectively handled in a timely manner

### Capability Maturity



## 2.4 COMMUNICATIONS & ENGAGEMENT

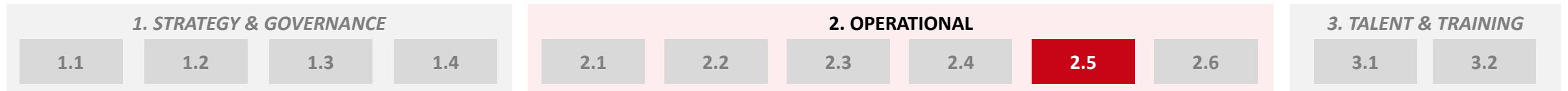
L2 Capability	L2 Capability Definition
2.4.1 Community engagement	Ability to proactively and in real-time interact with communities and seek their feedback & support
2.4.2 Corporate Incident Comms	Ability to manage processes to support information gathered from call handling to be effectively disseminated to internal stakeholders and external agencies
2.4.3 Engagement with Media	Ability to proactively and in real-time interact with media and marketing agencies to enhance the public perception of LFB
2.4.4 Corporate General Comms	Ability to communicate with LFB staff about organisational changes, service delivery and strategy & governance

### Capability Maturity



# 5.A | CAPABILITY MATURITY BY TRANSITION STATE

- It is expected that by TS3, LFB's capability to respond to and resolve incidents will be highly mature.



## 2.5 RESPOND TO & RESOLVE INCIDENTS

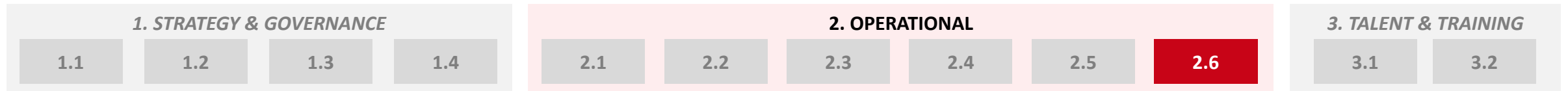
L2 Capability	L2 Capability Definition
2.5.1 Urgent physical response	Ability to dispatch resources directly to a scene to provide face-to-face support immediately
2.5.2 Non-urgent physical response	Ability to dispatch resources to a scene when they become available
2.5.3 Virtual response	Ability to manage requests for assistance without the deployment of resources to the scene
2.5.4 Other agency response	Ability to coordinate with other agencies such as police, hospitals etc where their response is required
2.5.5 Critical incident mgmt	Ability to take early steps at incidents to support that public confidence to be maintained
2.5.6 Post-incident investigation	Ability to identify causes of an incident and safety of people, objects, locations & events after an incident has taken place
2.5.7 Post-incident reporting	Ability to summarise steps taken to resolve an incident
2.5.8 Community Liaison	Ability to support communities while responding to incidents by providing information, guidance and advice on how to access LFB's services

### Capability Maturity

	As-is	TS1	TS2	TS3	End State
2.5.1	○	○	○	○	○
2.5.2	○	○	○	○	○
2.5.3	○	○	○	○	○
2.5.4	○	○	○	○	○
2.5.5	○	○	○	○	○
2.5.6	○	○	○	○	○
2.5.7	○	○	○	○	○
2.5.8	○	○	○	○	○

# 5.A | CAPABILITY MATURITY BY TRANSITION STATE

- It is expected that by TS3, LFB's specialist response capabilities will be highly mature.



## 2.6 SPECIALIST RESPONSE

L2 Capability	L2 Capability Definition	Capability Maturity				
		As-is	TS1	TS2	TS3	End State
2.6.1 Specialist firefighting	Ability to manage officers trained to provide specialist response to enter, recover, treat and firefight	○	○	○	○	○
2.6.2 MCR - mass casualty recovery	Ability to manage officers trained to provide specialist mass casualty recovery response	○	○	○	○	○
2.6.3 USAR - urban search & rescue	Ability to manage officers trained to provide specialist urban search and rescue response	○	○	○	○	○
2.6.4 High Threat Operations	Ability to manage specialist staff and processes that support a response to counter terrorism in accordance with the Contest programme	○	○	○	○	○
2.6.5 Dogs	Ability to manage specialist officers and dogs for general purpose & search activity	○	○	○	○	○
2.6.6 Line rescue	Ability to manage officers trained to provide specialist response to rescue people above height of standard equipment	○	○	○	○	○
2.6.7 DIM	Ability to manage officers, equipment and processes to provide a safe response to CBNE and other categories in collaboration with other emergency services	○	○	○	○	○
2.6.8 Large animal rescue	Ability to manage officers trained to provide specialist response to large animal incidents	○	○	○	○	○
2.6.9 Public events	Ability to manage staff (in partnership with other organisations where needed) to provide response to ceremonies, sporting events and protests	○	○	○	○	○
2.6.10 Water rescue	Ability to manage officers trained to provide specialist response to water-related incidents, eg flooding	○	○	○	○	○

LFB does not have this capability  
 Capability is not well understood by staff / is highly immature  
 Capability is not well understood by staff / is quite immature  
 The capability maturity is limited  
 The capability is reliable and standardised  
 The capability is well understood by staff and is fairly mature  
 The capability is cutting edge and seamless

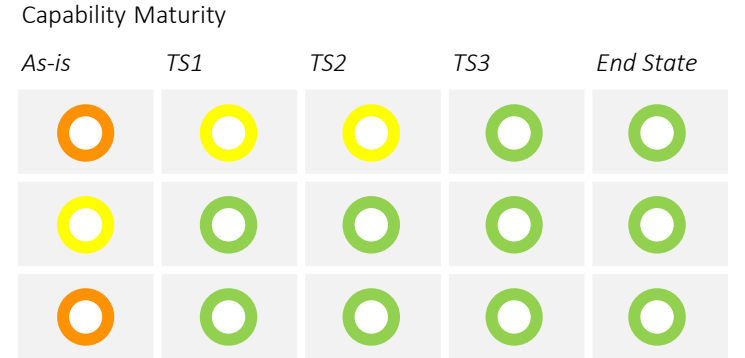
# 5.A | CAPABILITY MATURITY BY TRANSITION STATE

- It is expected that by the end state, LFB will have significantly uplifted its talent and training capabilities.



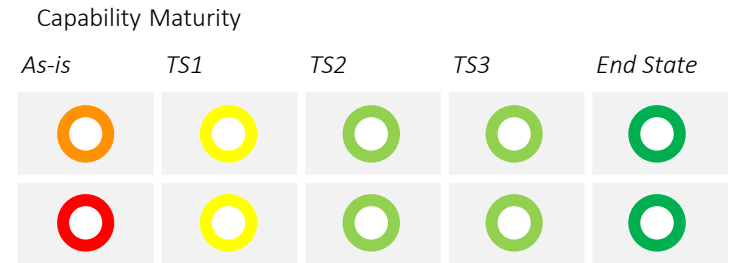
## 3.1 WORKFORCE MANAGEMENT & DEVELOPMENT

L2 Capability	L2 Capability Definition
<b>3.1.1 Demand Management</b>	Ability to forecast, plan and manage the demand for skills and capabilities that LFB may need
<b>3.1.2 Skills Information Collection</b>	Ability to collect and store information related to skills and competencies across LFB
<b>3.1.3 Skills Information Analysis</b>	Ability to analyse, forecast and plan workforce and skills required to determine talent management interventions and capacity



## 3.2 TALENT MANAGEMENT

L2 Capability	L2 Capability Definition
<b>3.2.1 Learning &amp; Development</b>	Ability to create, retain, transfer and track knowledge and learning opportunities through designing, delivering and assessing training, leadership development and career development
<b>3.2.2 Performance Management</b>	Ability to design, deliver and assess ways to understand and recognise LFB staff's performance through maintaining competency frameworks and setting objectives



# 08

## Project Impact

**What is the project impact on capability maturity?**

### Section content:

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**8.A**      What is the resulting project impact on capability maturity.

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# Programme 1 | Project impact on capability maturity

PROJECT	1.1. Strategy & Coordination	1.2. Performance Assurance	1.3. Partnership & Collaboration Mgmt	1.4. Policy & Legislation	2.1. Fire Safety	2.2. Community Safety	2.3. Contact & Workflow Mgmt	2.4. Comms & Engagement	2.5. Respond To & Resolve Incidents	2.6. Specialist Operations	3.1. Workforce Mgmt & Development	3.3. Talent Development & Mgmt	
P01.1	Local Governance	High	High	Medium	None	Medium	Medium	None	Low	Low	None	Low	None
P01.2	Local Community Engagement	Low	Medium	Low	None	Medium	Medium	Low	Medium	None	None	None	None
P01.3	One Risk & Risk Analytics	None	None	None	None	Low	Low	Low	Low	Low	Low	None	None
P01.4	Digital Risk Applications	Medium	None	None	None	Medium	Medium	Medium	Medium	Medium	Medium	Medium	None

# Programme 2 | Project impact on capability maturity

PROJECT	1.1. Strategy & Coordination	1.2. Performance Assurance	1.3. Partnership & Collaboration Mgmt	1.4. Policy & Legislation	2.1. Fire Safety	2.2. Community Safety	2.3. Contact & Workflow Mgmt	2.4. Comms & Engagement	2.5. Respond To & Resolve Incidents	2.6. Specialist Operations	3.1. Workforce Mgmt & Development	3.3. Talent Development & Mgmt	
PO2.1	Digital Self-Service Channels	None	None	None	None	High	High	High	None	Low	Low	None	None
PO2.2	Personalised Channels	None	None	None	None	High	High	High	None	None	None	None	None
PO2.3	New Non-Emergency Channel	None	None	None	None	Medium	Medium	High	None	Low	Low	None	None
PO2.4	Sentiment Analysis	Medium	None	None	None	Medium	Medium	Medium	Medium	Low	Low	None	None
PO2.5	Community-led Physical Footprint	None	None	Low	None	High	High	Medium	Medium	Low	Low	None	None

# Programme 3 | Project impact on capability maturity

PROJECT	1.1. Strategy & Coordination	1.2. Performance Assurance	1.3. Partnership & Collaboration Mgmt	1.4. Policy & Legislation	2.1. Fire Safety	2.2. Community Safety	2.3. Contact & Workflow Mgmt	2.4. Comms & Engagement	2.5. Respond To & Resolve Incidents	2.6. Specialist Operations	3.1. Workforce Mgmt & Development	3.3. Talent Development & Mgmt	
PO3.1	Horizon Scanning	High	None	None	None	Low	Low	None	None	Medium	Medium	None	None
PO3.2	Adapting to Changing Demand	High	None	None	None	Low	Medium	None	None	Low	Low	None	Low
PO3.3	Predictive Insights	High	None	None	None	Medium	Medium	None	None	Medium	Medium	None	None
PO3.4	Modern Firefighting Technology & Tactics	None	None	None	None	None	None	None	None	High	High	None	None
PO3.5	Incident Mgmt	None	None	Low	None	None	None	None	None	Medium	Medium	None	None
PO3.6	Real-time Frontline Data Sharing	Low	None	Medium	None	None	None	High	None	High	High	None	None
PO3.7	Caller & Operational Awareness	None	None	None	None	High	High	High	Low	High	High	None	None

# Programme 4 | Project impact on capability maturity

PROJECT	1.1. Strategy & Coordination	1.2. Performance Assurance	1.3. Partnership & Collaboration Mgmt	1.4. Policy & Legislation	2.1. Fire Safety	2.2. Community Safety	2.3. Contact & Workflow Mgmt	2.4. Comms & Engagement	2.5. Respond To & Resolve Incidents	2.6. Specialist Operations	3.1. Workforce Mgmt & Development	3.3. Talent Development & Mgmt
PO4.1 Improving Awareness of LFB Services	None	None	None	None	None	None	None	High	None	None	None	None
PO4.2 Connecting Services for Meaningful Interactions	None	None	None	None	Medium	Medium	Medium	Medium	Medium	Medium	None	Medium
PO4.3 Enhanced End-to-End Services	None	None	None	None	High	High	High	High	High	High	Low	Low
PO4.4 Digitised Service Recommendations	None	None	None	None	None	None	High	None	None	None	None	None
PO4.5 Live Incident Updates	None	None	Low	None	None	None	High	High	Medium	Medium	None	None

# Programme 5 | Project impact on capability maturity

PROJECT	1.1. Strategy & Coordination	1.2. Performance Assurance	1.3. Partnership & Collaboration Mgmt	1.4. Policy & Legislation	2.1. Fire Safety	2.2. Community Safety	2.3. Contact & Workflow Mgmt	2.4. Comms & Engagement	2.5. Respond To & Resolve Incidents	2.6. Specialist Operations	3.1. Workforce Mgmt & Development	3.3. Talent Development & Mgmt
P05.1	<b>Togetherness Strategy Delivery</b>	None	None	None	None	None	None	None	None	None	None	Medium
P05.2	<b>Workforce Planning &amp; Operational Contingency</b>	Medium	None	None	None	Medium	Medium	Medium	Medium	Medium	Medium	Low
P05.3	<b>Strategic Workforce Planning</b>	Medium	None	None	None	Medium	Medium	Medium	Medium	Medium	Medium	Medium
P05.4	<b>Enhanced Workforce Modelling</b>	High	None	None	None	Medium	Medium	Medium	Medium	Medium	High	Low
P05.5	<b>Organisation Learning Models</b>	Medium	None	None	Medium	Medium	Medium	Medium	Medium	Medium	None	High
P05.6	<b>Modern Training Systems &amp; Assets</b>	None	None	None	None	High	Medium	Medium	Low	High	High	High
P05.7	<b>Talent Development &amp; Rewards</b>	None	None	None	None	Medium	Medium	Medium	Medium	Medium	High	High
P05.8	<b>Staff Safety</b>	None	None	None	None	Low	Low	Low	Low	Medium	Medium	None
P05.9	<b>Staff Wellbeing &amp; Experience</b>	None	None	None	None	None	None	None	None	High	High	None
P05.10	<b>Leadership Development</b>	None	None	None	None	None	None	None	None	None	None	Medium

# Programme 6 | Project impact on capability maturity

PROJECT	1.1. Strategy & Coordination	1.2. Performance Assurance	1.3. Partnership & Collaboration Mgmt	1.4. Policy & Legislation	2.1. Fire Safety	2.2. Community Safety	2.3. Contact & Workflow Mgmt	2.4. Comms & Engagement	2.5. Respond To & Resolve Incidents	2.6. Specialist Operations	3.1. Workforce Mgmt & Development	3.3. Talent Development & Mgmt	
PO6.1	<b>Enhancing Enabling Services</b>	None	None	None	None	Low	Low	Low	Low	Low	Low	None	None
PO6.2	<b>Improved Collaboration</b>	Medium	None	Medium	Low	Low	Low	None	None	Low	Medium	None	None
PO6.3	<b>Modernising Enabling Services Technology</b>	None	None	None	None	Low	Low	Low	Low	Low	Low	None	None
PO6.4	<b>Front Door for Employee Services</b>	None	None	None	None	Low	Low	Low	Low	Low	Low	None	None

# Programme 7 | Project impact on capability maturity

PROJECT	1.1. Strategy & Coordination	1.2. Performance Assurance	1.3. Partnership & Collaboration Mgmt	1.4. Policy & Legislation	2.1. Fire Safety	2.2. Community Safety	2.3. Contact & Workflow Mgmt	2.4. Comms & Engagement	2.5. Respond To & Resolve Incidents	2.6. Specialist Operations	3.1. Workforce Mgmt & Development	3.3. Talent Development & Mgmt
PO7.1 Measuring Value & Outcomes	Medium	High	Low	None	Medium	Medium	None	None	Medium	None	None	None
PO7.2 Agile Services	High	Medium	None	None	Low	Low	Low	Low	Low	Low	None	Medium

# Programme 8 | Project impact on capability maturity

PROJECT	1.1. Strategy & Coordination	1.2. Performance Assurance	1.3. Partnership & Collaboration Mgmt	1.4. Policy & Legislation	2.1. Fire Safety	2.2. Community Safety	2.3. Contact & Workflow Mgmt	2.4. Comms & Engagement	2.5. Respond To & Resolve Incidents	2.6. Specialist Operations	3.1. Workforce Mgmt & Development	3.3. Talent Development & Mgmt
PO8.1 <b>Adopting National Operational Guidance</b>	None	None	None	High	None	None	None	None	Medium	Medium	None	Medium
PO8.2 <b>Shared Procurement &amp; Service Delivery</b>	Medium	None	Medium	Medium	Low	Low	Low	Low	Low	Low	None	None
PO8.3 <b>Net Zero</b>	Medium	Medium	Low	Low	Low	Low	Low	None	Low	Low	None	None



# Programme 9 | Project impact on capability maturity

PROJECT	1.1. Strategy & Coordination	1.2. Performance Assurance	1.3. Partnership & Collaboration Mgmt	1.4. Policy & Legislation	2.1. Fire Safety	2.2. Community Safety	2.3. Contact & Workflow Mgmt	2.4. Comms & Engagement	2.5. Respond To & Resolve Incidents	2.6. Specialist Operations	3.1. Workforce Mgmt & Development	3.3. Talent Development & Mgmt
PO9.1 <b>Developing the CRMP</b>	High	None	None	None	None	None	None	None	None	None	None	None
PO9.2 <b>Change Adoption Mechanisms</b>	Medium	None	None	None	None	None	None	Medium	None	None	None	Medium
PO9.3 <b>Embedding a Change Culture</b>	Medium	Low	None	None	None	None	None	None	None	None	None	None
PO9.4 <b>Agile Change Delivery</b>	High	None	None	Low	None	None	None	None	None	None	None	None
PO9.5 <b>Portfolio Management</b>	High	High	Medium	Low	None	None	None	None	None	None	None	None



# LFB Service-led TOM | Delivery Plans

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*A3 document*

# CHAPTER 8 INTRODUCTION

Chapter 8 outlines the annual implementation plans for the transformation portfolio.

How this Chapter informs the TOM

WHY	HOW	WHAT				WHEN	
Strategic Ambition	Strategic Change Journey	Current State Analysis	Service Blueprint	Building Blocks of Change	Transformation Programmes	Delivery Considerations	<b>Implementation Plans</b>
<i>It will give us:</i> Direction	<i>It will give us:</i> Structure for transformation	<i>It will give us:</i> A platform for change	<i>It will give us:</i> The design for the future	<i>It will give us:</i> The detail behind the design	<i>It will give us:</i> The stepping stones	<i>It will give us:</i> A grounded approach	<i>It will give us:</i> <b>A plan for change</b>

## Chapter Overview

This chapter provides the plans on a page for each financial year (April – March) of the transformation portfolio. It provides a different view of the information on project sequencing found in 'Chapter 6 – Transformation Programmes' which looks at the portfolio at the Transition State lens. These plans provide an indicative view of the sequencing of activities for transformation. As the transformation plans progress into the future, the certainty of the implementation plans decreases as multiple factors may influence how LFB transforms.

**01**

# Transition State 1

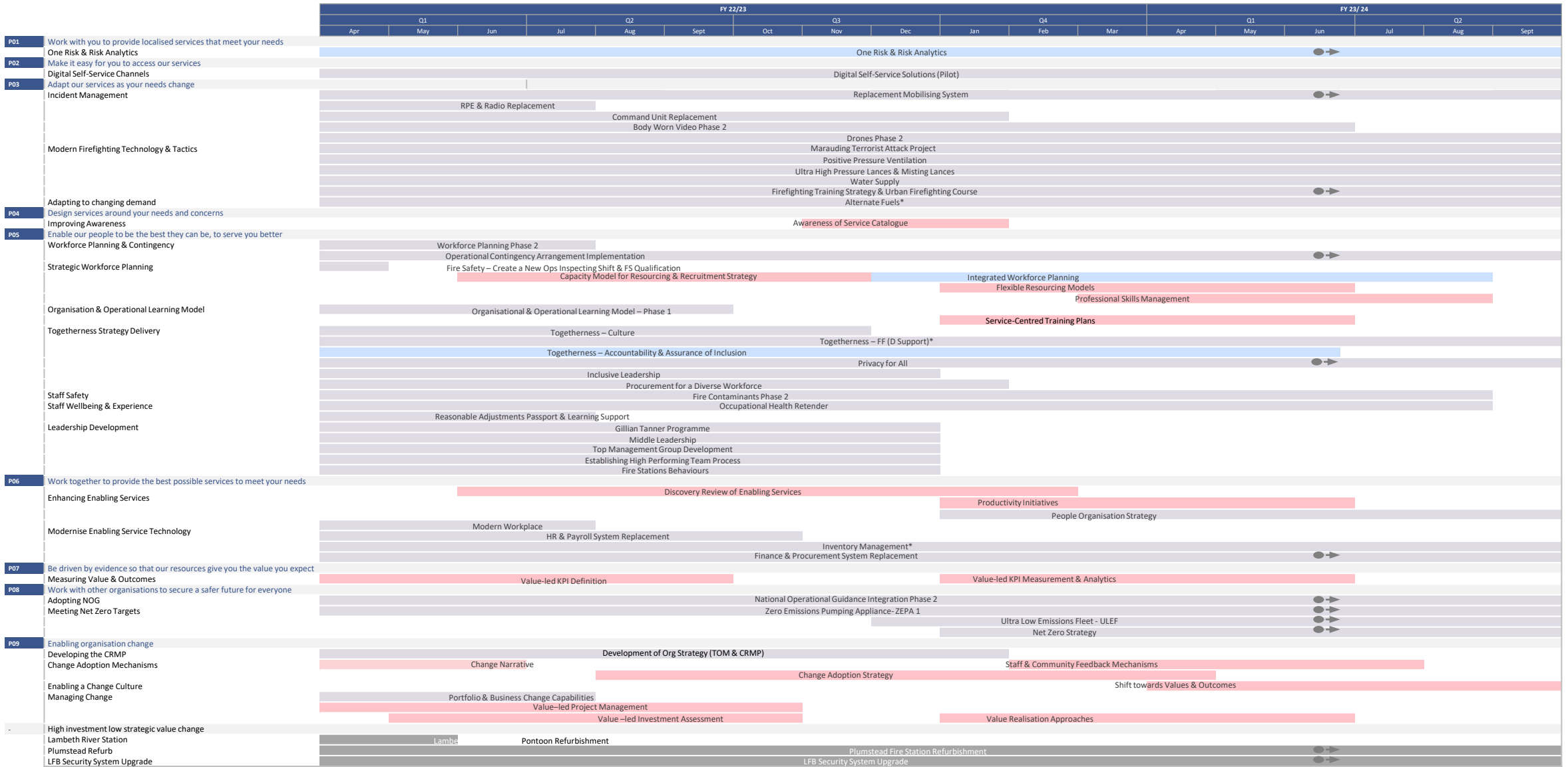
**What are the programmes,  
projects and initiatives for  
transition state 1?**

# PLAN ON A PAGE – TRANSITION STATE 1

Note: This view represents only the programmes and projects sequenced for delivery in TS 1.

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

Transformation



# 02

## Implementation Plans

**How are projects sequenced on the transformation portfolio per financial year?**



















LONDON FIRE BRIGADE

Report title

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## Assessment of Risk update following public consultation

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Report to

Date

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

19 April 2022  
11 May 2022  
24 May 2022

---

Report classification:

**For Decision**

---

This report presents the final amended version of the Assessment of Risk to support the new Community Risk Management Plan (CRMP). The draft CRMP sets out a new strategic intent for LFB, based on the strategic priorities listed below:

**Engaging You**  
**Protecting You**  
**Learning from You**  
**Representing You**

This work will enable the Brigade to prioritise its prevention, protection and response activities in relation to all foreseeable risks which the LFB would be expected to respond to and enable the LFC deliver on all four of its pillars outlined in the Community Risk Management Plan.

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Report number – [LFC-0000] – COMPLETED BY GOVERNANCE TEAM

---

For Publication

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

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#### **Executive summary**

This report recommends that the attached updated Assessment of Risk at Appendix A, is agreed.

Following a public consultation exercise run between 3 September and 10 October 2021 the Assessment of Risk has been updated to take account of all feedback received from the public,

partners and representative bodies. Where appropriate this feedback has been integrated into the attached updated Assessment of Risk.

The Assessment of Risk represents an integrated risk assessment for all foreseeable risks in London which the Brigade would be expected to respond to.

### **Recommended decision**

That the London Fire Commissioner notes this report and that it will be published as part of the supporting documentation for the CRMP.

## **1. Background**

- 1.1 The Brigade's draft Assessment of Risk (AoR), which will underpin the LFC's next Community Risk Management Plan (CRMP), was developed by officers in Q1 and Q2 2021.
- 1.2 The CRMP describes the changes that the Brigade needs to make to achieve its vision and how it will make those changes. The CRMP also identifies the improvements to existing services and the new services that are needed to respond to risk. It does this through reference to both this AoR and a document which is referred to as the Assessment of Risk Response (AoRR).
- 1.3 The AoR is designed to help increase the understanding of how risk from fire and non-fire emergencies in London has changed over time and how the different elements combine to give a London-wide picture of risk. It fulfils the National Framework's requirement for fire and rescue services to "*identify and assess the full range of foreseeable fire and rescue related risks in their areas*".
- 1.4 This process of identifying and assessing all foreseeable risks is used to enable the Brigade to make decisions in relation to how it "*puts in place arrangements to prevent and mitigate these risks*", which is also a requirement of the National Framework. These actions are documented in the Brigade's Assessment of Risk Response (AoRR), which maps all identified and assessed risks from the AoR to an initial assessment of the capabilities required to deliver LFB's prevention, protection, and response services, which was undertaken as part of the Brigade's Target Operating Model.
- 1.5 This process has enabled the Brigade to identify and prioritise the programmes, projects, and initiatives, identified in the Target Operating Model (TOM) which have the greatest impact on risk reduction and increase the Brigade's capacity and capability to mitigate all foreseeable fire and rescue related risks.
- 1.6 These three documents, the AoR, AoRR and TOM, inform the CRMP which is the Brigade's integrated approach to risk management and, "*demonstrates how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks*" on London's communities. The CRMP is the Brigade's public facing strategy for how it will mitigate risk and improve public safety in London.
- 1.7 During its development there was a wide range of internal consultation with the CRMP project team and wider departmental subject matter experts to develop a shared professional view of risk in London. The resulting draft Assessment of Risk was shared for public, partner and

representative body consultation on the 10 September 2021. This report updates the LFC on the changes made to the Assessment of Risk following that consultation.

- 1.8 There were 768 responses to the consultation and an overwhelming proportion of the respondents felt it was important to consider all four layers (concerns and vulnerabilities, day to day risk, extraordinary risk and future risks) alongside each other.
- 1.9 In considering the feedback, officers have accepted all feedback unless there is a particular reason not to include it in the final version, as explained below. In some cases, officers have incorporated feedback in a different place to where it was originally expressed, where it is more relevant (e.g. a concern in relation to a place rather than a person), and/or grouped with another similar concern or risk.
- 1.10 There are some risks that have been identified during the consultation which have not been included in the final version where they are either excluded from source publications (e.g. the London Risk Register or National Risk Assessment) or where they are already covered by another risk. Where these risks are not currently included in the London or National Risk Registers officers will pass these on to the London Resilience Advisory Group for wider consideration by the London Resilience Partnership.
- 1.11 Following consultation, an updated version of the Assessment of Risk has been developed, which can be found at Appendix A. It includes the following changes:
  - Updated Executive Summary on page 1 to reflect the changes made to the document;
  - Relevant legislation has been updated to include the Fire and Rescue Service (Emergencies) (England) Order 2007 and Equalities Act 2010 on page 2 of the report following partner and internal feedback;
  - Updated concerns on pages 4, 5 and 6, in Layer One of the Assessment of Risk, to include concerns highlighted by the public and representative bodies;
  - The concerns in Layer One have been grouped to more closely align with the National Fire Chief's Council definitions of high-risk premises and displayed in a table rather than a list to aid clarity. Descriptions now explain each group of concerns rather than each individual concern to make this section more accessible;
  - The addition of additional correlated risk factors to layer one which are identified as part Operational Research in Health (ORH)'s Definition of Risk report.
  - The range for likelihood in Layer Two on page 9 has been extended from between once a month and once a week to between once a year and once a week. This is in response to feedback from Heathrow Airport that the assessment did not include fires on planes, which fell outside the risk assessment's previous likelihood criteria. This new approach means that all such risks are now included;
  - The layout of the risk matrices in Layers Two and Three on pages 11 and 14 have been altered to aid clarity by making each risk a bulleted list rather than a list separated by commas;
  - The major fire risk in Layer Three on page 14 has been split into six subcategories to enable better understanding of the relative risks;
  - Following an updated version of the London Risk Register being released in early 2022, some of the extraordinary risk scores have changed on the risk matrix.
  - Changing the title of Layer Four on page 15 from *Future Risks* to *Emerging and Future Risks* to reflect that some already exist;



- Changes to the way that risks in Layer Four are assessed to better reflect the public's views. They are now rated for likelihood rather than impact and the scores are differentiated based on the responses received.
- Removal of the tables of descriptions from the main body and placed in appendices to make the report more accessible; and
- Other new wording is highlighted in yellow although minor alterations to grammar are not highlighted.

1.12 It also includes the following updates to the appendices:

- Removal of medium risk descriptions, to focus on high and very high risks to make document more accessible and easier to use;
- Update to appendix 4, the Equalities Impacts Assessment (EIA) in response to feedback. Updates are highlighted in yellow and include:
  - More detailed data on older people
  - More detailed data on gender reassignment and LGBT+ communities
  - Greater context around maternity and pregnancy and its relation to risk
  - More detailed data on Londoner's ethnicity and race
- Officers will consider the value of collecting some additional detail to enhance subsequent updates of the AoR. Such data includes:
  - Detailed correlations between race, religion and social economic status and risk beyond IMD data
  - Detailed correlations between non-Christian places of worship and risk from specific types of fire (e.g. arson)

1.13 Some consultation respondents asked if the document could be made less technical, however, the document needs to be detailed and technical enough to enable the Brigade to meet its statutory requirements, to underpin the CRMP and specifically to inform decisions about how risks will be mitigated at a pan-London level. Officers are satisfied that the wide range of responses received to the consultation suggests that the technical nature of the document did not impact on the conclusions that could be drawn from the consultation. Officers are now considering how to improve the accessibility of the information in future versions.

## **2. Academic Review**

2.1 To test the robustness and defensibility of the risk assessment, an Academic and Professional Review Panel (APRP) was convened. The purpose of the APRP was to provide academic and subject matter expert (SME) feedback on the AoR, paying particular attention to the robustness and defensibility of the approach to assessing risk in London. The panel was not structured or tasked as a decision-making body nor was it given any mandate to instruct the Brigade.

2.2 The review Panel comprised of:

- Dr Ian Greatbatch (Chair), University of Portsmouth, LFB and NFCC,
- Prof. Brad Blitz, University College London,
- Dr Peter Garside, Kingston University.
- Prof. Alison Wakefield, University of West London,
- David Williams, Southeast Coast Ambulance,

- Graham Holland, ORH.

2.3 Feedback from the panel fell broadly into the following categories:

- Requests for clarification of wording and terminology
- Requests for clarification of data sets, calculations, and methods
- Specific technical comments and questions on individual aspects of risk assessment
- Feedback that deals with improvements to the document and method beyond clarification and editing.

2.4 In response to the requests for clarification of wording and terminology, edits have been made to the AoR. Officers plan to produce a glossary of terms with definitions and thresholds for the next version of the AoR.

2.5 Some of the information requested by the Panel was thought too technical for inclusion in the AoR itself and thought will be given to how this could be addressed next time. Specifically, officers will consider providing a supporting methodology document to the next update that details calculations and methods of data handling.

2.6 The Panel also suggested that approaches to risk assessment developed by LFB should be clearly signposted as new methodology in the text and distinguished from risk assessments taken directly from local or national risk registers. Officers have amended the AoR to reflect this.

2.7 The more technical comments and suggestions for improvement represent areas which, in the view of the panel, offer opportunity to strengthen future development of the AoR.

2.8 The review panel agreed the following statement regarding the approach to assessment of risk in London:

*The panel recognises that the LFB's Assessment of Risk is a well-intentioned and innovative approach to fire service risk planning and demonstrates a willingness to engage with the communities of London as well as external and internal expertise. We have made a number of specific and general recommendations to the Brigade and believe that if these are carried out then the AoR would be considered robust and defensible as per the terms of the Panel's engagement.*

2.9 Officers have amended the current AoR to the satisfaction of the panel and will consider their suggestions for further improvements to subsequent versions as explained earlier in this report. The intention of the Brigade in the development of the AoR was to take a reasonable, rational, and evidence-based approach to risk. Officers believe the statement above supports this position.

### **3. Conclusion**

3.1 The updated Assessment of Risk, which is attached in Appendix A, represents an integrated view of risk in London. It delivers a new way of understanding risk for the Brigade by taking a collective view of risk from a variety of perspectives.

- 3.2 The approach taken combines an internal, Brigade perspective and an external perspective from the communities that we serve. This gives a broad view of all foreseeable risks the Brigade would be expected to respond to from a variety of perspectives. This in turn enables the Brigade to plan its prevention, protection and response services to best serve the needs of Londoners.
- 3.3 The public consultation found that the public overwhelmingly agree that this integrated approach to risk is the right methodology for the Brigade to adopt. This risk assessment accurately reflects London's current risk environment and will allow the Brigade to annually update its understanding of risk annually to enable it to adapt to the changing needs of London.

#### **4. Equality comments**

- 4.1 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.
- 4.2 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.
- 4.3 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.
- 4.4 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.
- 4.5 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, 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.

- 4.6 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.
- 4.7 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.
- 4.8 A full equalities impact assessment has been undertaken as part of this work and is included at the end of the AoR.

## **5. Other Considerations**

### *Workforce comments*

- 5.1 Officers received comments from the Fire Brigade's Union (FBU) prior to the formal consultation which have been included in the updated Assessment of Risk. Officers provided responses to the FBU following their feedback. No additional comments were received from any Representative Bodies (RBs) during the formal consultation. Further changes have been made in response to comments from the FBU after the consultation closed. The updated Assessment of Risk was shared with all RBs on the 30 November 2021.

### *Sustainability comments*

- 5.2 The updated Assessment of Risk has taken account of sustainability issues and has included any updates in the main body of the report. There are no significant changes following the public consultation.
- 5.3 The sustainability impacts of any additional actions the Brigade needs to take in order to manage the risks identified will be assessed as they are developed and mitigated as appropriate.

## **6. Financial comments**

- 6.1 The Chief Finance Officer has read this report and has no comments.

## **7. Legal comments**

- 7.1 Under section 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. Under section 327D of the GLA Act 1999, 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.
- 7.2 Section 1 of the Fire and Rescue Services Act 2004 states that the Commissioner is the fire and rescue authority for Greater London.
- 7.3 When carrying out its functions, the Commissioner, as the fire and rescue authority for Greater London, is required to have regard to the Fire and Rescue National Framework prepared by the Secretary of State (the Framework) (Fire and Rescue Service Act 2004, section 21).

- 7.4 The production of a Community Risk Management Plan (CRMP) is a requirement of the Framework (the CRMP is the new name for the Integrated Risk Management Plan referred to in the Framework).
- 7.5 The Framework states that the CRMP must "reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area". The attached Assessment of Risk therefore underpins the CRMP and will be reflected in it, though it remains a separate document.
- 7.6 Additionally, the Framework requires that the CRMP must "reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners". It is not a specific requirement of the Framework that the Assessment of Risk be consulted on, but by doing so the Commissioner is further able to demonstrate in respect of the Assessment of Risk, which underpins and is reflected in the CRMP, that effective consultation has occurred in the development of the CRMP. The responses to consultation must be conscientiously taken into account when the ultimate decision is taken. This report notes at paragraph 1.9 that, "In considering the [consultation] feedback, officers have accepted all feedback unless there is a particular reason not to include it in the final version". This report further sets out how the Assessment of Risk has been altered in response to the consultation and provides reasoning where changes have or have not been made.
- 7.7 By direction dated 1 April 2018, the Mayor of London 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 that direction requires the Commissioner to consult with the Deputy Mayor as far as practicable in the circumstances before a decision is taken on any "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)".
- 7.8 The Assessment of Risk may be considered to be novel, contentious or repercussive in nature as it underpins and will be reflected in the CRMP.
- 7.9 The Commissioner's Scheme of Governance reserves the following matters to the Commissioner for decision:
- To agree all matters that have a significant impact on the organisation or service delivery, as determined by a Director.
  - To agree all matters that require consultation with the Deputy Mayor, Fire and Resilience on the basis they are novel, contentious or repercussive.
- 7.10 Approval of the attached Assessment of Risk and agreement that it should be provided to the Deputy Mayor for consultation, therefore rest with the Commissioner to decide.

## List of Appendices

<b>Appendix</b>	<b>Title</b>	<b>Open or confidential</b>
A.	Assessment of Risk	Open

OFFICIAL  
29 April 2022  
CRMP

## **Assessment of Risk**

# Assessment summary

The Fire and Rescue National Framework for England 2018 places a duty on all Fire and Rescue Services to “*identify and assess the full range of foreseeable fire and rescue related risks their areas face*”. The London Fire Commissioner’s (LFC) Assessment of Risk (AoR) is the Brigade’s response to that requirement. It sets out all foreseeable risks which the LFB might be expected to respond to and assesses their risk based on a combination of their likelihood and consequence.

This process of identifying and assessing all foreseeable risks is used to enable the Brigade to make decisions in relation to how it “*puts in place arrangements to prevent and mitigate these risks*”, which is also a requirement of the National Framework. These actions are documented in the Brigade’s Assessment of Risk Response (AoRR), which maps all identified and assessed risks from the AoR to the capabilities required to deliver LFB’s prevention, protection, and response services.

The AoRR identifies the programmes, projects, and initiatives, in the Target Operating Model (TOM) which have the greatest impact on risk reduction and increase the Brigade’s ability to mitigate all foreseeable fire and rescue related risks.

When considered together these three documents, the AoR, AoRR and TOM, combine to inform the Brigade’s integrated approach to risk management. The LFC’s Community Risk Management Plan is the Brigade’s integrated risk management plan and demonstrates how the Brigade will mitigate risk and improve public safety in London over the life of the plan. The AoR, AoRR and TOM all support this plan by setting out in greater detail the actions that the LFC will take to prevent fire and other emergencies and mitigate risk in London.

London Fire Brigade’s (LFB or “Brigade”) Assessment of Risk (AoR) is designed to help increase the understanding of how risk from fire and non-fire emergencies in London has changed over time and how the different elements combine to give a London-wide picture of risk.

The AoR is not the only process LFB uses to determine and provide its services, but it does give a high-level overview which can be used to understand the basic concepts of fire cover and the steps that LFB is taking to make people safe. The AoR is reviewed annually, or as significant new data becomes available. This enables the Brigade to adapt its operations to London’s changing environment. The Brigade’s approach to assessing risk is founded on risk management principles and the definitions set out in the National Fire Chiefs Council’s ‘Definition of Risk Project’.

In this Assessment of Risk, risk is defined as a combination of the likelihood and consequences of hazardous events. This allows the risk of incidents that may have happened only rarely, or never, to be assessed alongside risks that are common. This next section outlines the Brigade’s understanding of risk and its approach to assessing risk in London.

This AoR has identified several high-risk areas relevant for London which will inform the development of the next Community Risk Management Plan (CRMP). The Brigade attends a wide range of emergencies that result in casualties and fatalities. These often occur in buildings but often occur in other locations as well. The highest identified fire risks are generally where most people live, and the highest risk property types are:

- Fires in the home
- Fires in care homes and specialised housing
- Fires in large entertainment, public and commercial buildings
- Fires in landfill, wasteland and on rural land (urban/rural interface)



- Non-fire incidents involving road vehicles, trains, or water

The UK Government and the London Resilience Forum (a partnership of organisations with responsibility for emergency preparedness in London) each produce a risk register of worst-case risks. This is updated annually and is used by them to prepare their response should these risks occur. This risk assessment uses a broader definition of risk and includes impacts on human welfare, behaviour, economic, infrastructure, environment, and security. The major extraordinary risks on these registers which the Brigade must prepare for are:

- Urban flooding
- Terror related incidents
- Pandemic influenza
- Severe Drought
- Major Fires

Finally, the Brigade has identified emerging risks that may arise and risks that could change over the term of the CRMP which may require the Brigade to adapt the services it provides to meet London's changing needs, wants and expectations, the highest likelihood risks are listed below:

- Changing built environment,
- Sustainability and climate change
- Security and resilience
- Population change

Overall, fire still presents a broad risk to the public, especially if control measures which are intended to prevent or reduce harm are not in place/fail and/or when the wider impacts of fire and non-fire incident on society are considered.

## Summary of highest rated risks

Consequence	5	<p><b>Extraordinary risks</b></p> <ul style="list-style-type: none"> <li>Nuclear attack unenclosed urban area</li> </ul> <p><b>Fire involving</b></p> <ul style="list-style-type: none"> <li>landfill or wasteland</li> </ul> <p><b>Non-fire incidents involving</b></p> <ul style="list-style-type: none"> <li>outdoor water and boats</li> </ul>	<p><b>Extraordinary risks</b></p> <ul style="list-style-type: none"> <li>Conventional attack on chemicals infrastructure</li> <li>Biological attack – unenclosed urban area</li> </ul> <p><b>Fire involving</b></p> <ul style="list-style-type: none"> <li>rural land (urban rural interface)*</li> </ul> <p><b>Non-fire incidents involving</b></p> <ul style="list-style-type: none"> <li>trains and transport buildings (including London Underground)</li> </ul>	<p><b>Extraordinary risks</b></p> <ul style="list-style-type: none"> <li>Influenza type pandemic</li> </ul> <p><b>Fire involving</b></p> <ul style="list-style-type: none"> <li>purpose-built flats</li> </ul> <p><b>Non-fire incidents involving</b></p> <ul style="list-style-type: none"> <li>road vehicles and urban infrastructure</li> </ul>		
	4		<p><b>Extraordinary risks</b></p> <ul style="list-style-type: none"> <li>Chemical attack – enclosed urban area</li> <li>Radiological attack – unenclosed urban area</li> <li>Surface water flooding</li> <li>Fluvial flooding</li> <li>Severe drought</li> <li>Severe space weather</li> </ul> <p><b>Fire involving</b></p> <ul style="list-style-type: none"> <li>converted flats or HMOs</li> <li>care homes and specialised living</li> </ul>	<p><b>Fire involving</b></p> <ul style="list-style-type: none"> <li>houses and bungalows</li> </ul>	<p><b>Extraordinary risks</b></p> <ul style="list-style-type: none"> <li>Marauding terrorist attack</li> </ul>	
	3					
	2					
	1					
	1	2	3	4	5	
<b>Likelihood</b>						

### Extraordinary risk likelihood rating

*probability of occurring within London within next 12 months*

1. Less than 0.2% chance of occurring
2. Between 0.2% and 1%
3. Between 1% and 5%
4. Between 5% and 25%
5. More than 25%

### Fire/non-fire incident risk likelihood rating

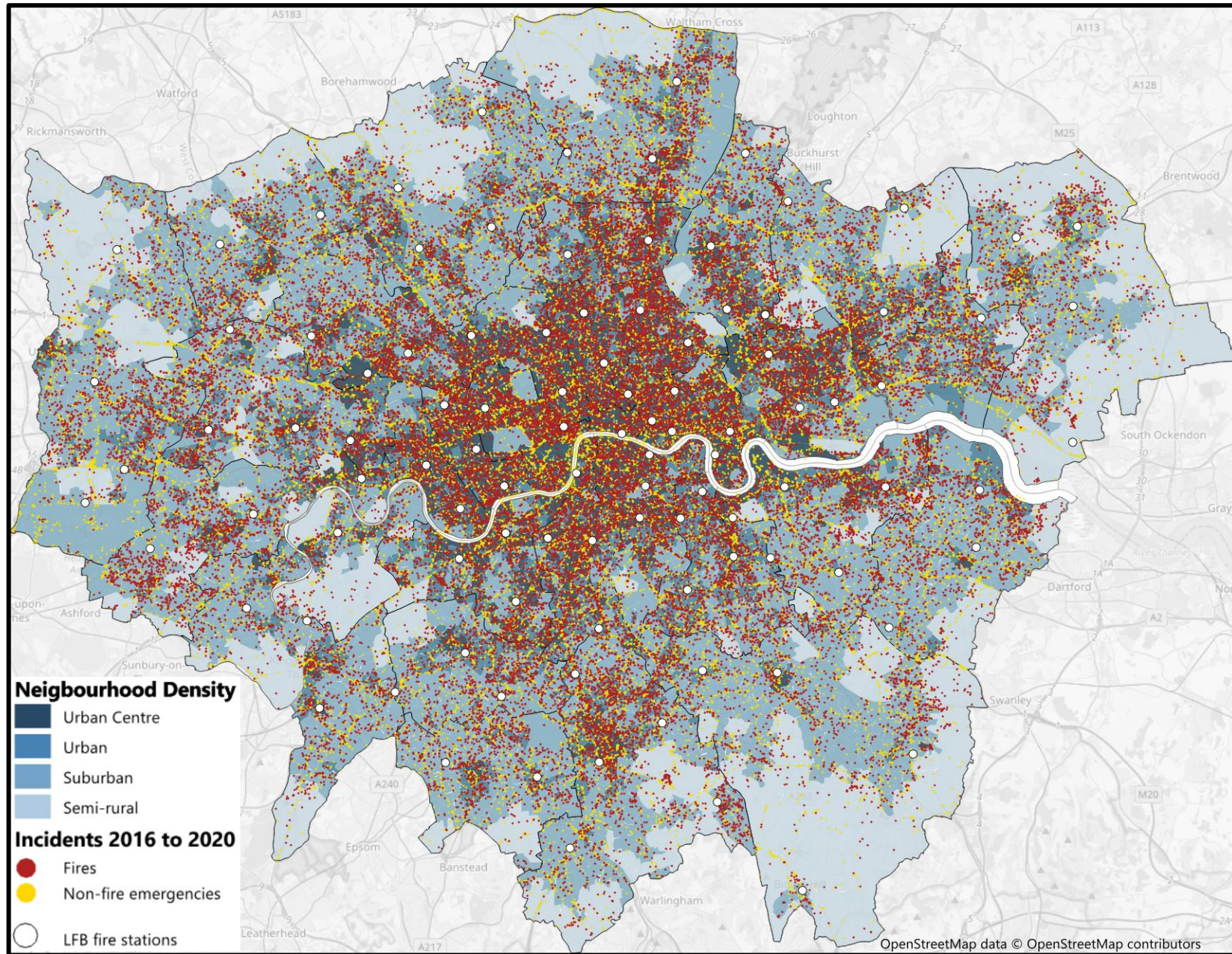
*likely frequency of incidents occurring within London*

1. Between one a year and once a week
2. Between one a week and one a day
3. Between one and five a day
4. Between five and twenty a day
5. Twenty or more a day

### Emerging risks

- Changing built environment
- Sustainability and climate change
- Security and resilience
- Population change
- Societal health and well-being

## Combined map showing neighbourhood densities and high/very high incident occurrences



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## Our layered approach to assessing risk

Our Assessment of Risk looks at all foreseeable risks, both fire and non-fire, for which the London Fire Brigade may be expected to put in place appropriate controls. It identifies and assesses the risk which LFB must put in place arrangements to prevent and mitigate these risks. These arrangements are detailed in the Assessment of Risk Response. Together along with the Target Operating Model these documents support the development of the Community Risk Management Plan (CRMP).

In doing so, it is mindful of the statutory requirements that are put on fire and rescue services by the following legislation:

- Fire and Rescue Services Act 2004,
- The Regulatory Reform (Fire Safety) Order 2005,
- The Fire and Rescue Services (Emergencies) (England) Order 2007,
- Fire and Rescue Service National Framework for England (2018),
- Equalities Act 2010,
- Civil Contingencies Act 2004,
- Human Rights Act 1998.

To do this the Brigade is taking a layered approach to understanding risks in London (see figure 1.) putting our communities at the centre of the assessment. This enables the Brigade to consider all risks independently of each other and take a fully integrated assessment of risk and the factors that influence vulnerability. It considers risk through several sources, including our internal reviews of each fire that results in a fatality.

Our Community Risk Management Plan will set out how we intend to help London reduce, manage, and respond to these risks.

### **Risks relating to people and communities**

This layer takes a people-centred view of concerns in London which aims to identify the risks that Londoners are most concerned about in relation to fire and rescue service incidents. These concerns reflect what Londoners, and those who commute into or visit London, have told us. The scale of some of these perceived risks may not match the reality that each risk poses, however it is important that the Brigade understands both the scale of actual risk and the perception of risk held by the public to allow it to engage in the most appropriate way to make people safer and feel safe in London.

The Brigade aims to eliminate or reduce these risks by understanding how people use and live in their spaces. We have used our last five years of data on fatalities and injuries arising from fire and non-fire incidents to understand peoples' vulnerability to becoming a casualty of an incident we may attend. This allows us to identify those people who are most vulnerable to fire and non-fire incidents.

### **Risks relating to property and places**

This is a data-led risk assessment for individual life risks in different property types or locations that the Brigade attends, and which give rise to the highest number of casualties or fatalities per incident or put the most strain on our resources. This allows the Brigade to know which property types are the locations for most life-risk incidents and which property types have the potential for the greatest wider impacts and consequences.

## **Risks relating to national risks and extraordinary scenarios**

This is a subjective risk assessment for the extraordinary or “worst-case” scenarios based on the London and national risk registers. These worst-case risks are assessed against a broad range of impacts: human welfare, behavioural impact, economic, infrastructure, environmental and security and are made up of three categories: accidents, threats, and natural hazards. This gives the Brigade a wider partner perspective on risks faced in London and England.

## **Emerging and future risk scenarios**

This layer seeks to identify foreseeable risks which the Brigade may need to adapt to over the next three to five years and allows for longer term planning to be undertaken. These risks have been informed by work undertaken by the Centre for London (as published in their 2020 report “*London at a crossroads*”) and by their ongoing work on “*London Futures: Building a new vision for London to 2050 and beyond*”.

The first three layers of this risk assessment, when considered independently of each other, give an integrated assessment of all foreseeable risks across London in terms of who is at most risk, the places where people are at most risk and the broader risks associated with fire and rescue service incidents which give rise to wider community impacts. By including the fourth layer of future risk scenarios LFB can identify if there are any emerging trends or gaps which may need additional or new capacity or capability in future.

## **Neighbourhood density zones**

Our all-risk aggregated approach to understanding risk in London has been to create a ‘neighbourhood’ view of London as we believe when taking an all risk approach most risks are correlated to the areas of London that have the most people and/or the most infrastructure (buildings) and as such, where more people work or visit. Our neighbourhood density zones highlight the areas of London where the combined densities of people and buildings are the greatest. Appendix 1 contains maps showing the geographical illustration using available data of each concern across London.

The neighbourhood density map shows the population and building density across London. We have divided this into four zones. Those with the highest population and building density (more than 15,000 people per sq. km) are shown in red, those with above average population and building density (between 9,000 and 15,000 people per sq. km) are shown in amber, those with below average population and building density (between 2,000 and 9,000 people per sq. km) are shown in grey and the lowest population and building density (below 2,000 people per km) are shown in green.

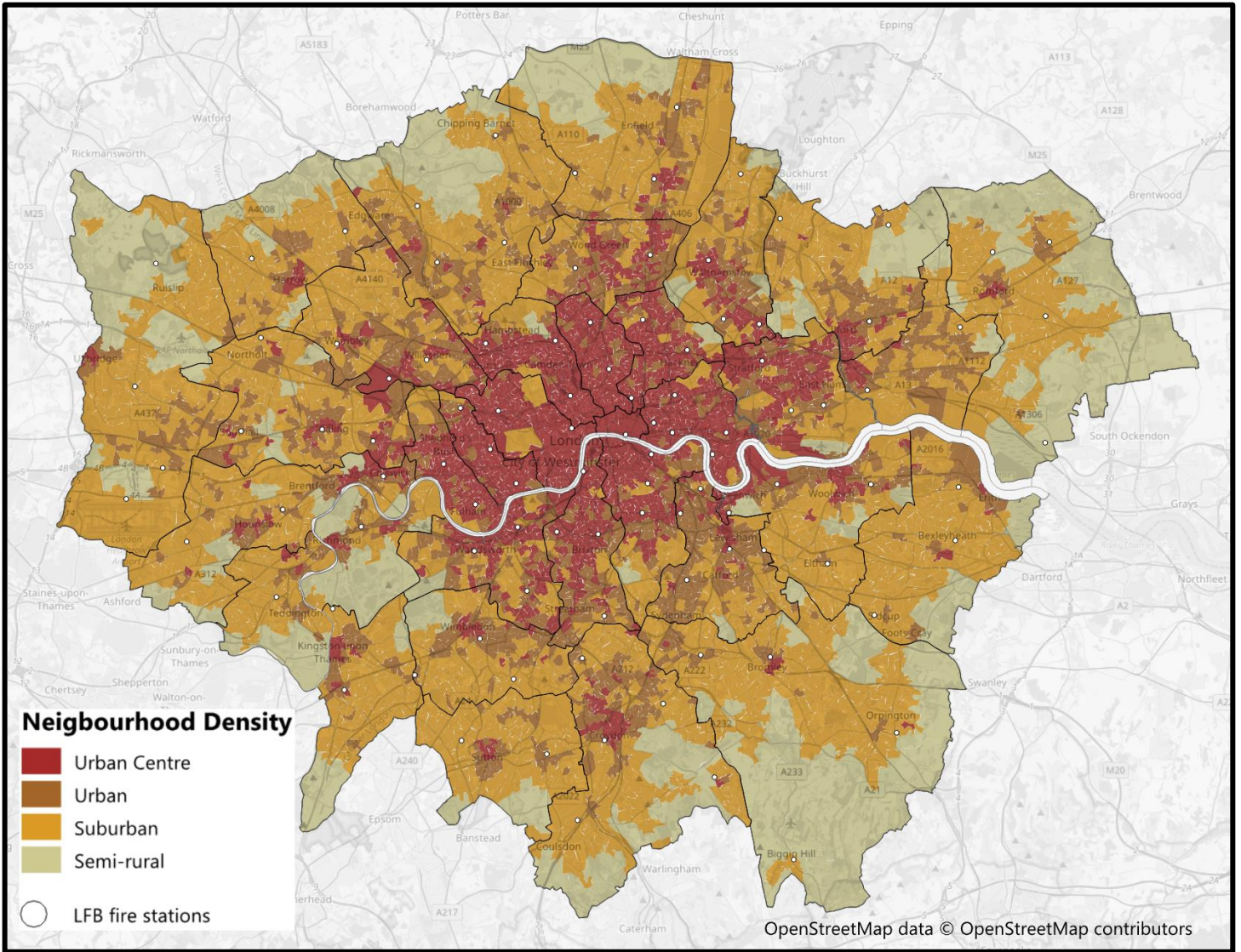


Figure 1. Neighbourhood density zones

## Layer one: People and community led risks

This is the first layer of our risk assessment and is the central core around which the rest of the assessment sits. To understand people’s vulnerabilities, we begin with their concerns. We have mapped where those concerns are located across London and analysed those concerns in relation to building and population density.

We then consider the different risk factors which influence people’s vulnerabilities and how those risk factors make people more or less likely to need our services.

### Concerns

The concerns identified below have been raised by Londoners, either through engagement or consultation. These risks are associated with public risk perception, mental health and wellbeing, economic loss, and loss of infrastructure. This year, following our analysis and feedback from our consultation, we have added some new concerns. The list of concerns has been put into two categories, people, and place, and are listed below. We have provided maps showing the location of some of these concerns at Appendix 1.

#### Concerns related to people

Concern	Description	Illustrative incident types	Representative data (LFB and NFCC Definition of Risk, ONS, Census, MCHLG, OS EPC, IMD, MPS, Acorn data)
<b>Population</b> <ul style="list-style-type: none"> <li>Density</li> <li>Change</li> <li>Transient</li> <li>Commuters</li> </ul>	A concern that increases and changes in size of population can increase risk	<ul style="list-style-type: none"> <li>Fires in purpose-built flats</li> <li>Fires in houses and bungalows</li> <li>Fires in converted flats and HMOs</li> <li>Persons under trains</li> <li>Road traffic collisions</li> </ul>	<ul style="list-style-type: none"> <li>Population density</li> <li>Population change</li> <li>Registered employment locations by LSOA</li> <li>Dependent children living in household</li> <li>One or less rooms than required</li> </ul>
<b>Physical vulnerability</b> <ul style="list-style-type: none"> <li>Older people</li> <li>Health and disability</li> <li>Younger people</li> <li>Mental health</li> </ul>	A concern that certain physical characteristics increase an individual’s risk	<ul style="list-style-type: none"> <li>Fires in purpose-built flats</li> <li>Fires in houses and bungalows</li> <li>Fires in converted flats and HMOs</li> <li>Fires in care homes and specialised living</li> </ul>	<ul style="list-style-type: none"> <li>Population density 65+</li> <li>Population density 5-18</li> <li>Health deprivation and disability ranking</li> <li>Individual in very bad health</li> <li>Crime ranking</li> </ul>
<b>Social vulnerability</b> <ul style="list-style-type: none"> <li>Employment</li> <li>Deprivation</li> <li>Deprivation change</li> <li>Crime</li> <li>Homelessness</li> <li>Low trust levels in uniformed services</li> </ul>	A concern that certain socio-economic factors increase an individual’s risk	<ul style="list-style-type: none"> <li>Fires in purpose-built flats</li> <li>Fires in houses and bungalows</li> <li>Fires in converted flats and HMOs</li> </ul>	<ul style="list-style-type: none"> <li>Unemployment</li> <li>IMD ranking</li> <li>IMD ranking change</li> <li>Density of crime</li> <li>Living environment ranking</li> <li>Income ranking</li> <li>Unemployed</li> </ul>



<ul style="list-style-type: none"> <li>• Communication/language difficulties</li> <li>• Overcrowding</li> <li>• Illegal activity</li> <li>• Poor fire education</li> <li>• Cultural differences</li> <li>• Homelessness.</li> <li>• Illegal immigration</li> </ul>			<ul style="list-style-type: none"> <li>• Main language not English</li> <li>• Acorn data</li> </ul>
<b>Behavioural vulnerability</b> <ul style="list-style-type: none"> <li>• Terrorism</li> <li>• Hoarders</li> <li>• Smoking</li> <li>• Taking prescription drugs</li> <li>• Using illegal drugs</li> <li>• Drinking Alcohol</li> <li>• Hoax callers</li> <li>• Using candles</li> </ul>	A concern that certain behaviours increase an individual's risk	<ul style="list-style-type: none"> <li>• Fires in purpose-built flats</li> <li>• Fires in houses and bungalows</li> <li>• Fires in converted flats and HMOs</li> <li>• Fires in care homes and specialised living</li> </ul>	<ul style="list-style-type: none"> <li>• Density of crime</li> <li>• Crime ranking</li> <li>• Health deprivation and disability ranking</li> <li>• Individual in very bad health</li> <li>• Living environment ranking</li> <li>• Acorn data</li> </ul>

### Concerns related to places

Concern	Description	Illustrative incident types	Representative data
<b>Building type/location</b> <ul style="list-style-type: none"> <li>• Density of buildings</li> <li>• Volume of high-rise buildings</li> <li>• Low Traffic Neighbourhoods</li> <li>• Difficult access</li> </ul>	A concern that buildings which are near other or located near traffic reduction schemes, may present more risk	<ul style="list-style-type: none"> <li>• Fires in high-rise buildings</li> <li>• Fires in purpose-built flats</li> <li>• Fires in houses and bungalows</li> <li>• Fires in converted flats and HMOs</li> </ul>	<ul style="list-style-type: none"> <li>• Flats and HMOs</li> <li>• Sheltered housing</li> <li>• Building density data</li> <li>• Density of buildings over 18m</li> <li>• Council tax band A or B</li> <li>• Detached house</li> </ul>
<b>Building occupancy/use</b> <ul style="list-style-type: none"> <li>• Hospitals</li> <li>• Care homes</li> <li>• Schools and colleges</li> <li>• Entertainment and cultural venues</li> <li>• Restaurants and takeaways</li> <li>• Garages, sheds, and garden annexes</li> <li>• Airports</li> <li>• Tunnels</li> <li>• Railway stations</li> <li>• Underground network</li> <li>• Industrial buildings</li> <li>• Heritage buildings</li> </ul>	A concern that a building's use and familiarity of the occupants can increase its risk	<ul style="list-style-type: none"> <li>• Fires in non-residential buildings</li> <li>• Fires in garages and sheds</li> <li>• Persons under trains</li> </ul>	<ul style="list-style-type: none"> <li>• Heritage building density</li> <li>• Industrial land density</li> </ul>
<b>Building management / ownership</b>	A concern that poor management	<ul style="list-style-type: none"> <li>• Fires in non-residential buildings</li> </ul>	<ul style="list-style-type: none"> <li>• Unemployment</li> <li>• IMD ranking</li> </ul>

<ul style="list-style-type: none"> <li>• Poor escape routes</li> <li>• Poor fire safety management</li> <li>• Poor energy performance</li> <li>• Social</li> <li>• Rented (poor landlords)</li> <li>• Leasehold</li> </ul>	practices or types of ownership are correlated to increased risk to the occupiers	<ul style="list-style-type: none"> <li>• Fires in purpose-built flats</li> <li>• Fires in houses and bungalows</li> <li>• Fires in converted flats and HMOs</li> <li>• Fires in care homes and specialised living</li> </ul>	<ul style="list-style-type: none"> <li>• IMD ranking change</li> <li>• Socially rented</li> <li>• Owner occupied</li> </ul>
<b>Building age / construction / configuration</b> <ul style="list-style-type: none"> <li>• Wooden framed buildings</li> <li>• Modern methods of construction</li> <li>• Cladding</li> <li>• Buildings undergoing renovation</li> <li>• Construction sites</li> <li>• Basement living</li> <li>• Homes and business that use gas</li> <li>• Tent or caravan living</li> </ul>	A concern that certain types of construction and configuration can present higher risks	<ul style="list-style-type: none"> <li>• Fires in buildings under construction, refurbishment or with certain construction types</li> <li>• Buildings which are susceptible to flooding (surface, pluvial and tidal)</li> </ul>	<ul style="list-style-type: none"> <li>• ACM cladding</li> <li>• Building density</li> <li>• Built pre-1982</li> <li>• EPC rating F or G</li> </ul>
<b>Open space</b> <ul style="list-style-type: none"> <li>• Derelict buildings</li> <li>• Accumulated rubbish</li> <li>• Landfill sites</li> <li>• Open land</li> <li>• Open water</li> <li>• Underground water sources</li> <li>• Road junctions</li> <li>• Places where large crowds gather</li> </ul>	A concern that areas which contain certain physical can present higher risk to neighbourhoods especially if they are remote from fire and rescue service resources	<ul style="list-style-type: none"> <li>• Secondary fires</li> <li>• Rescues from open water</li> <li>• Areas prone to flooding</li> </ul>	<ul style="list-style-type: none"> <li>• Inland and tidal water density</li> <li>• Green space density</li> </ul>

The table below illustrates the proportion of concerns which fall into each neighbourhood risk zone outlined earlier. It shows that the largest proportion of concerns are in London's most densely populated areas with the highest concentrations of infrastructure. The table shows that 73 per cent of London's most deprived areas and 83 per cent with the highest health and disability inequality are in just 30 per cent of London's area.

The same goes for the built environment with 87 per cent of London's high-rise buildings and 59 per cent of historical buildings located in its urban centres which make up just 14 per cent of London's area.

However, when it comes to vulnerabilities to fire these are much more evenly distributed with 46 per cent of people over the age of 65 living in suburban areas and 49 per cent living in urban areas.

London does have large areas of lower population and building density levels. These are home to just 3 per cent of its population but cover 24 per cent of the land area. These do contain some risks though, such as open water and rural land.

Overall, risks are more concentrated in areas of more dense population and buildings, however vulnerabilities to fire are more evenly distributed throughout London's diverse neighbourhoods and communities.

In the table and in the maps at Appendix 1, there is reference to LSOAs. These are Lower Super Output Areas which are small geographic areas used for the publication of the census. Across England, LSOAs have an average population of 1,500 people or about 650 households.

Neighbourhood concern	Urban Centre	Urban	Suburban	Semi-rural
Area covered (SqKm)	14%	16%	47%	24%
Population	35%	25%	37%	3%
Volume of buildings	41%	22%	33%	4%
Volume of buildings over 18m	87%	7%	6%	0%
Employees	65%	14%	19%	2%
Over 65's	26%	23%	46%	5%
Students (5-18)	32%	26%	39%	3%
Most deprived LSOA's	48%	25%	26%	2%
Changes in deprivation	42%	24%	31%	3%
Most health and disability inequality	58%	25%	16%	1%
Number of listed buildings (GI, II, II*)	59%	14%	20%	7%
Police recorded arson and criminal damage	39%	26%	32%	3%
Area of open water	17%	9%	33%	41%
Area of open land	4%	6%	53%	36%
Area of Industrial land	13%	33%	50%	5%

**Table 1.** Showing the percentage of area covered by each risk zone in relation to the percentage of concerns within each risk zone.,

## Vulnerabilities

Evidence shows us that some people are more likely to have a fire, and some are more likely to become a casualty if they have a fire. Understanding what increases someone's vulnerability to fire enables the Brigade to target its services where they can best reduce risk.

## Fatalities and risk factors

In the last five years, there were 1,191 fatalities from incidents we attended. From these incidents fire was responsible for the death of 259 people, of which 197 were from accidental fires in the home. A further 4,693 people were injured at fire incidents during this same period, of which 2,767 were considered serious and required hospital treatment. Over the same five-year period there were 932 fatalities and 13,652 casualties at the non-fire incidents we attended.

Our data shows that the two most important risk factors which contribute to someone becoming a fatality in a fire are if they smoke or have conditions more often associated with older people, such as visual, cognitive, or physical impairments. The last five years of data shows that 35 per cent of fatalities from fire were smokers and 65 per cent of fatalities from fire were over 65. Although the differential has reduced over time, men are still 16 per cent more likely than women to die from a fire. Additionally, proportionate to the size of population, there are more fire deaths in inner London than outer London (46 per cent of fire deaths compared to 40 per cent of population in inner London and 54 per cent of fire deaths compared to 59 per cent of population in outer London). This is likely to be related to increased risk factors such as the higher levels of deprivation in inner London compared to outer London outlined in the maps in appendix 1.

Individuals who are most at risk from fire, are those who:

- carry out high-risk fire behaviours
- are less able to react to a fire/alarm, and/or
- are less able to escape from a fire

Real life examples of risk factors include but are not limited to (Detailed analysis of fires attended by fire and rescue services, England, April 2019 to March 2020).

- Age,
- Mental health issues,
- Alcohol use,
- Drug use,
- Smoking,
- Poor housekeeping,
- Limited mobility,
- Living alone and low income.

These insights correlate with the National Fire Chief's Council's (NFCC's) work through the Definition of Risk project on the likelihood and consequence of dwelling fires. Based on their analysis of national definition of risk in dwelling fires, the following can be summarised (NFCC and Operational Research in Health (ORH), 2021, Definition of Risk – Likelihood and Consequence of Dwelling Fires).

- The rates of fire in socially rented properties are nearly triple owner-occupied properties and double the rates of privately rented properties.
- Socially rented flats are more than four times as likely to have a fire than a privately owned detached house. Conversely, a socially rented house is twice as likely to have a fire than a privately owned flat.
- On a national basis the rates of fires in sheltered housing or HMOs are significantly higher than other property types.
- Rates of fires in flats are more than double the rates in detached properties.
- Properties built after 1996 are much less likely to have a fire than those built before 1983 and generally rates of fire increase with age up to a point around 1900.
- Houses and bungalows with higher energy ratings are less likely to have fires than those with a lower energy rating. However, this is not true for flats.
- Dwelling fires in older properties are likely to have higher consequence than in newer properties.
- Dwelling fires in flats are much more likely to have a higher consequence on life but lower consequence on the property than for other property types.
- Dwelling fires caused by smoking have double the consequence score compared to other causes of fire.
- Fires caused by matches, candles and other naked flames are more likely to have a higher consequence.
- Cooking appliances are the most common cause of fire but have a low consequence score.
- Causes of fire that result in a high property consequence include naked flames, industrial equipment and spread from secondary fire.

LFB are currently working with ORH to integrate the Definition of Risk's approach into its integrated understanding of risk for dwelling fires, alongside the neighbourhood density zones approach for all risks. This understanding of risk will continue to be refined on an annual basis as more products are released as part of the NFCC Definition of Risk project and help the Brigade target those who are most vulnerable to fires in the home.

## Layer two: Property and place led risks

This is the second independent layer of our risk assessment. It sets out the risk of fire and non-fire events against where they happen. In this layer we consider those incidents that are foreseeable as they occur sufficiently often to be considered “normal requirements”. Normal requirements is a term used in the Fire and Rescue Services Act 2004 to describe the level of “personnel, services and equipment” that should be provided for firefighting and road traffic accidents. Less frequently occurring events which would cause significant harm or damage are considered in the ‘extraordinary risks’ layer.

We have analysed the last five years’ worth of our incident data and compared the rate of incidents, given their nature and location and the rate of casualties from these incidents.

We have displayed this information on a risk matrix below. This shows where we attend the most fire or non-fire incidents, and which give rise to the highest number of injuries and fatalities. We have also provided more information on the highest risks for both fire and non-fire events in Appendix 2. The following table sets out the likelihood scores we use in the risk matrix:

### Likelihood

Score	Descriptor
1	Between once a year and once a week
2	Between one a week and one a day
3	Between one and five a day
4	Between five and twenty a day
5	Twenty or more a day

To rate the consequence of each incident, we have used our data to assess the ‘life consequence’ of an incident and the ‘wider consequences’ of an incident separately. We have then taken the higher of these two scores to determine the consequence score for the incident.

To calculate life consequence, we have calculated a consequence scale by dividing the number of fires or non-fire incidents by the number of fire injuries or casualties. By using this scale, we can identify incidents which are relatively rare but produce a high number of casualties in relation to the number of incidents. The following table sets out the life consequence scores we have used:

### Life Consequence scores

Score	Life consequence
1	One casualty occurs per 100 or more incidents
2	One casualty occurs per 25 - 100 incidents
3	One casualty occurs per 10 - 25 incidents or a fatality occurs in 300 or more incidents
4	One casualty occurs per 5 – 10 incidents or a fatality occurs per 100 – 300 incidents
5	One casualty occurs per 5 or fewer incidents or a fatality occurs per 100 or fewer incidents

To calculate wider consequence, we have used the extent of the Brigade’s response to an incident over the whole incident life cycle. By this we mean the total number of fire appliances used over the full duration of the incident including the response and post-response phases (a large incident will be attended by multiple crews from all over London throughout the incident’s life-cycle due to the various tasks required to resolve an incident and to maintain the health and safety of operational crews). This figure gives reasonable representation for the size of the overall size an incident and the likely wider impacts to the local area. This measure also serves as a proxy for the wider impacts that an incident may have, such as wider human welfare

impacts, behaviour changes, economic impacts, environmental impacts, and impacts on essential services. The table below sets out the scores we have used:

**Wider Impact Consequence scores**

<b>Score</b>	<b>Wider impact consequence</b>
<b>1</b>	One or more incidents of this type have needed over 4 pumps in the last five years
<b>2</b>	One or more incidents of this type have needed over 40 pumps in last five years
<b>3</b>	One or more incidents of this type have needed over 60 pumps in last five years
<b>4</b>	One or more incidents of this type have needed over 80 pumps in last five years
<b>5</b>	One or more incidents of this type have needed over 100 pumps in last five years

It should be noted that incidents which relate to statutory duties are listed in normal font and non-statutory risks are in italics.

\* Indicates risks which have been rated higher based on wider impacts

Appendix 2. of this paper gives a detailed breakdown of each very high and high risk and recent examples of when they have occurred in London.

## Fire and Non-fire incidents risk matrix

Consequence	5	<b>Fire involving</b> <ul style="list-style-type: none"> <li>warehouses and bulk storage*</li> <li>manufacturing and processing plants*</li> </ul>	<b>Fire involving</b> <ul style="list-style-type: none"> <li>landfill or wasteland*</li> </ul> <b>Non-fire incidents involving</b> <ul style="list-style-type: none"> <li>outdoor water and boats</li> </ul>	<b>Fire involving</b> <ul style="list-style-type: none"> <li>rural land (urban rural interface)*</li> </ul> <b>Non-fire incidents involving</b> <ul style="list-style-type: none"> <li>trains and transport buildings (including London Underground)</li> </ul>	<b>Fire involving</b> <ul style="list-style-type: none"> <li>purpose-built flats*</li> </ul> <b>Non-fire incidents involving</b> <ul style="list-style-type: none"> <li>road vehicles and urban infrastructure</li> </ul>	
	4	<b>Fire involving</b> <ul style="list-style-type: none"> <li>aircraft</li> <li>static caravans, boats, houseboats, or towing caravans</li> </ul> <b>Non-fire incidents involving</b> <ul style="list-style-type: none"> <li>camping tent, shelter, or marquee</li> <li>static caravans, houseboats, or towing caravans</li> <li>other residential property</li> </ul>	<b>Fire involving</b> <ul style="list-style-type: none"> <li>offices and call centres*</li> <li>short stay accommodation*</li> <li>retail outlets*</li> <li>food and drink outlets*</li> </ul>	<b>Fire involving</b> <ul style="list-style-type: none"> <li>converted flats or HMOs</li> <li>care homes and specialised living</li> </ul>	<b>Fire involving</b> <ul style="list-style-type: none"> <li>houses and bungalows</li> </ul>	
	3	<b>Fire involving</b> <ul style="list-style-type: none"> <li>trains</li> <li>camping tents, shelters, or marquees</li> <li>places of worship</li> <li>communal living</li> <li>entertainment and cultural venues*</li> </ul>	<b>Fire involving</b> <ul style="list-style-type: none"> <li>hospitals and medical care facilities</li> <li>other non-residential property</li> <li>public administration, utilities, and amenities</li> </ul>	<b>Fire involving</b> <ul style="list-style-type: none"> <li>private garages and sheds</li> </ul>		
	2	<b>Fire involving</b> <ul style="list-style-type: none"> <li>barbeques</li> </ul> <b>Non-fire incidents involving</b> <ul style="list-style-type: none"> <li>barbeques</li> </ul>	<b>Fire involving</b> <ul style="list-style-type: none"> <li>sports and leisure facilities</li> <li>education sites</li> <li>urban furnishings</li> </ul> <b>Non-fire incidents involving</b> <ul style="list-style-type: none"> <li>carparks and transport</li> <li>places of worship</li> <li>other residential property</li> <li>urban furnishings</li> <li>vegetation by infrastructure network</li> <li>other non-residential property</li> </ul>	<b>Non-fire incidents involving</b> <ul style="list-style-type: none"> <li>converted flats and HMOs</li> <li>short stay accommodation</li> <li>non-residential property</li> <li>public administration, utilities, and amenities</li> <li>hospitals and medical care</li> <li>care and specialised living</li> <li>retail outlets</li> <li>food and drink outlets</li> <li>rural land</li> </ul>	<b>Fire involving</b> <ul style="list-style-type: none"> <li>road vehicles</li> </ul> <b>Non-fire incidents involving</b> <ul style="list-style-type: none"> <li>houses and bungalows</li> </ul>	<b>Non-fire incidents involving</b> <ul style="list-style-type: none"> <li>purpose-built flats</li> </ul>
	1	<b>Fire involving</b> <ul style="list-style-type: none"> <li>animals and agriculture</li> <li>outdoor water</li> <li>carpark and transport</li> </ul> <b>Non-fire incidents involving</b> <ul style="list-style-type: none"> <li>animals and agriculture</li> <li>refuse, rubbish, or recycling</li> </ul>	<b>Fire involving</b> <ul style="list-style-type: none"> <li>farms, agriculture</li> <li>transport buildings</li> <li>vegetation by infrastructure network</li> </ul> <b>Non-fire incidents involving</b> <ul style="list-style-type: none"> <li>education sites</li> <li>aircraft</li> <li>private garage or sheds</li> <li>farming and agriculture</li> <li>sports and leisure facilities</li> <li>communal living</li> <li>warehouses and bulk storage</li> <li>manufacturing and processing plants</li> <li>entertainment and cultural venues</li> </ul>	<b>Fire involving</b> <ul style="list-style-type: none"> <li>urban infrastructure</li> </ul> <b>Non-fire incidents involving</b> <ul style="list-style-type: none"> <li>offices and call centres</li> <li>landfill and wasteland</li> </ul>	<b>Fire involving</b> <ul style="list-style-type: none"> <li>refuse, rubbish, or recycling</li> </ul>	
		1	2	3	4	5
		Likelihood				

## Layer three: National and partner led risks

This is the third layer of our risk assessment. The reasonable worst-case risk matrix is a subjective risk assessment based on the London and National Risk Registers and is put together by the London Resilience Partnership. This, together with the risk assessment of “normal” risk in layer two, allows us to address the requirement in the Fire and Rescue National Framework to assess all foreseeable fire and rescue related risks that could affect its communities. It also satisfies the Fire and Rescue Service (Emergencies) (England) Order 2007 which places some specific duties on the Fire and Rescue service in relation to:

- removing chemical, biological, or radio-active contaminants from people in the event of an emergency involving the release or potential release of such contaminants; and prevent or limit serious harm to the environment.
- an emergency involving the collapse of a building or other structure, or
- involves a train, tram, or aircraft, and is likely to require a fire and rescue services to use its resources beyond the scope of its day-to-day operations.
- and be able to use these resources outside the services boundary when requested.

The National Risk Register is produced by Government and the London Risk Register is produced by the London Resilience Forum (LRF). In both cases, they take a subjective approach based on professional judgement of subject matter experts from all London’s partner agencies, to assess the reasonable worst-case scenario for each risk identified. This is because the consequences of risk can vary enormously; a train crash could result in the death and injury of many people but could also result in only a small number of minor injuries. There is very little data available to inform these risk assessments because of the rarity of these events.

The ratings for the fire-related risks on the London Risk Register are based on our recommendations. In producing this risk assessment, we have reviewed the ratings that we have provided to the LRF and are considering revisions to some of our recommended ratings. For the purposes of this risk assessment, we have used the original risk ratings agreed by the LRF but have used professional judgement to identify those which are considered high-risk for LFB.

Below the risk matrix, we have included two further tables. The first highlights the major risks from the matrix and provides examples of real incidents. The second highlights the significant risks from the matrix and again, provides examples of real incidents. Professional judgement has been used to delineate between these two categories.



## Risk ratings

These risk ratings are taken directly from the London Risk Register.

### Likelihood

Score	Likelihood Descriptor	Probability of the Reasonable Worst-case Scenario occurring within a 12-month period
1	Low	Less than 0.2% chance of occurring
2	Medium Low	Between 0.2% and 1%
3	Medium	Between 1% and 5%
4	Medium High	Between 5% and 25%
5	High	More than 25%

### Consequence

Impact Category	Explanation
<b>Human Welfare</b>	Includes numbers of fatalities and casualties resulting from the reasonable worst- case scenario, needs for mass evacuation, and short and long-term accommodation.
<b>Behavioural Impacts</b>	Psychological impacts of the risk, including how people’s perception and behaviour might change because of the risk.
<b>Economic</b>	An approximate net economic cost, including both direct (e.g., loss of goods, buildings, infrastructure) and indirect (e.g., loss of business, increased demand for public services) costs.
<b>Essential Services</b>	How the reasonable worst-case scenario might impact the emergency services, critical infrastructure, transport, education and other service and infrastructure providers.
<b>Environment</b>	Encompassing long-term impact of contamination or pollution of land, water or air with harmful biological / chemical / radioactive matter or oil, flooding, or disruption or destruction of plant or animal life.
<b>Security</b>	Includes impacts to law enforcement and intelligence services, and disruptions to criminal justice and border security.

Appendix 3. of this paper gives a detailed breakdown of each major and significant risk and examples of when they have occurred in London, the UK or in other countries.

## Extraordinary scenario risk matrix

Consequence	5		<ul style="list-style-type: none"> <li>Nuclear attack unenclosed urban area</li> <li>Severe drought</li> </ul>	<ul style="list-style-type: none"> <li>Conventional attack on chemicals infrastructure</li> <li>Malicious Attack on nuclear infrastructure</li> <li>Biological attack – unenclosed urban area</li> </ul>	<ul style="list-style-type: none"> <li>Influenza type pandemic</li> </ul>		
	4	<ul style="list-style-type: none"> <li>Aviation crash</li> <li>Fire or explosion at a fuel distribution site</li> <li>Explosion at a high-pressure gas pipeline</li> <li>Fire and explosion at onshore fuel pipeline</li> <li>Reservoir/Dam collapse</li> <li>Radiation release from overseas</li> </ul>	<ul style="list-style-type: none"> <li>Major entertainment, public or commercial building fire</li> <li>Complex built environments</li> <li>High consequence dangerous goods</li> <li>Malicious aviation incident</li> <li>Malicious maritime incident</li> <li>Gas supply infrastructure</li> <li>Attack on UK electricity infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Chemical attack – enclosed urban area</li> <li>Radiological attack – unenclosed urban area</li> <li>Surface water flooding</li> <li>Fluvial flooding</li> <li>Severe space weather</li> <li>Conventional attack on Government</li> <li>Malicious attack with building collapse</li> </ul>		<ul style="list-style-type: none"> <li>Marauding terrorist attack</li> </ul>	
	3	<ul style="list-style-type: none"> <li>Building collapse</li> <li>Evacuation of passenger ship</li> <li>Bridge collapse</li> <li>Water supply infrastructure</li> <li>Large toxic chemical release</li> <li>Fire and Explosion at onshore fuel pipeline</li> <li>Mishandling of radioactive material</li> </ul>	<ul style="list-style-type: none"> <li>Industrial explosion and major fire</li> <li>Fuel supply contamination</li> <li>Attack on UK gas infrastructure</li> <li>Localised industrial accident involving small toxic chemical release</li> </ul>	<ul style="list-style-type: none"> <li>Attack with building collapse</li> <li>Chemical attack unenclosed urban area</li> <li>Chemical attack on water infrastructure</li> <li>Attack on civil nuclear</li> <li>Tidal flooding</li> <li>Ground water flooding</li> <li>Malicious rail network incident</li> </ul>	<ul style="list-style-type: none"> <li>Major residential high-rise fire</li> <li>Major fire (other)</li> <li>Person Borne IED</li> <li>Heatwave</li> <li>Accidental release of biological substance</li> </ul>	<ul style="list-style-type: none"> <li>Public disorder</li> <li>Cyber Attack</li> </ul>	
	2	<ul style="list-style-type: none"> <li>Accidental release of biological pathogen</li> <li>Maritime pollution</li> </ul>	<ul style="list-style-type: none"> <li>Local Accident on motorways/ major trunk roads</li> </ul>	<ul style="list-style-type: none"> <li>Wildfires</li> <li>Railway accident</li> <li>Major care home or specialised living fire</li> <li>Localised industrial accident involving small toxic release</li> <li>Anthrax letters</li> <li>Storms and gales</li> <li>Land movement</li> <li>Small aircraft incident</li> </ul>			<ul style="list-style-type: none"> <li>Major landfill or wasteland fire</li> <li>Industrial action by firefighters</li> </ul>
	1	<ul style="list-style-type: none"> <li>Earthquake</li> <li>Radiation from stolen goods</li> </ul>					
		1	2	3	4	5	
<b>Likelihood</b>							

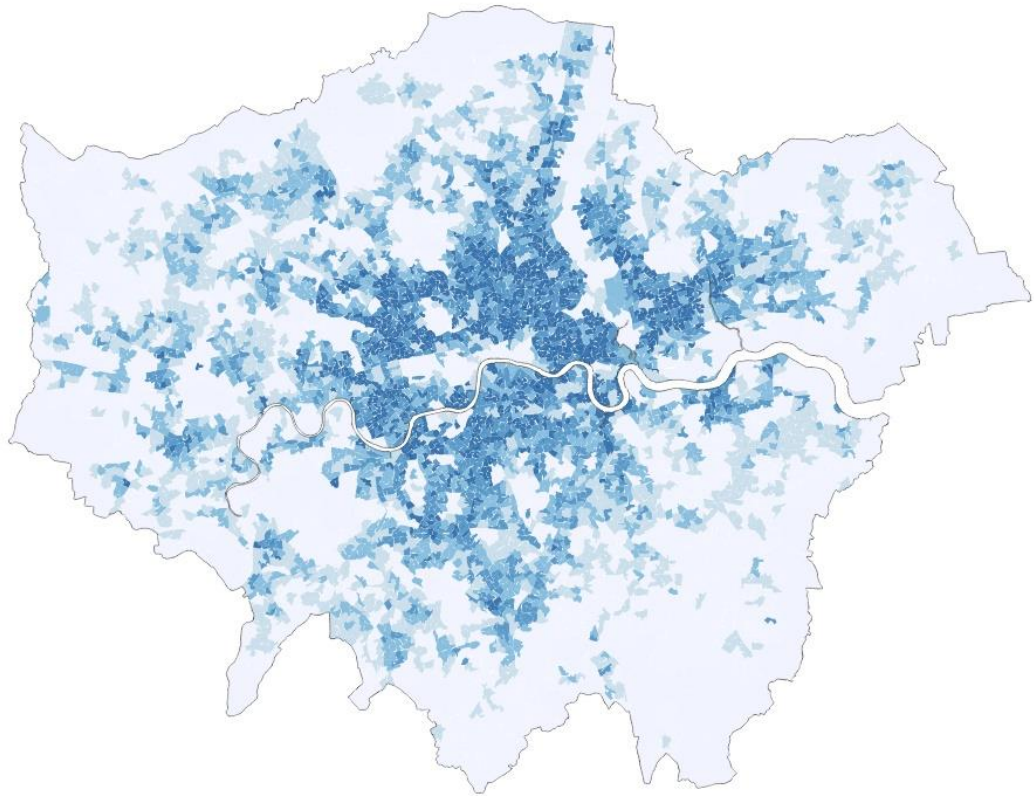
## Layer four: Emerging and future led risks

This is the fourth layer of our risk assessment, which looks at emerging and future risks to London. These risks have been informed by work undertaken by the Centre for London (as published in their 2020 report “*London at a crossroads*”) and by their ongoing work on “*London Futures: Building a new vision for London to 2050 and beyond*”. The likelihood has been rated using responses from our public consultation. However, there is insufficient historical data for us to assess the potential impact at this point.

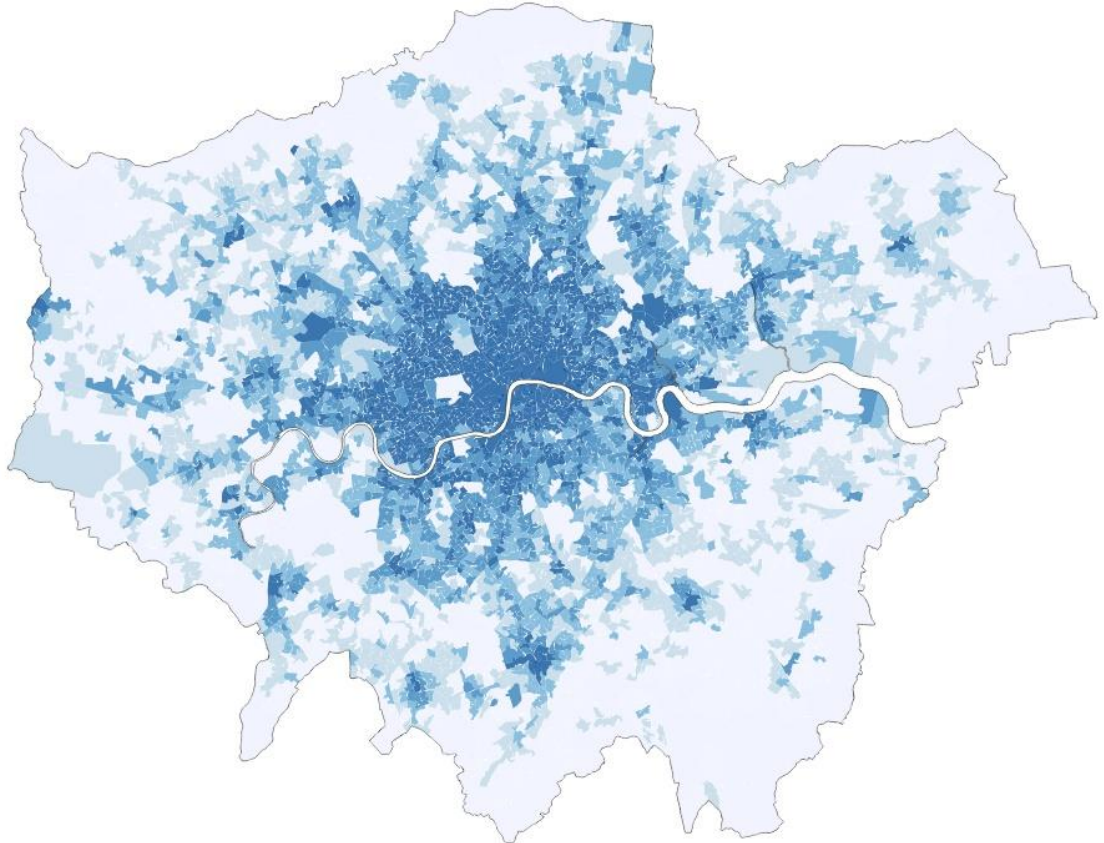
Likelihood	Risk	Outcome description
Very high	Changing built environment	Adapting the built environment whilst raising design and management standards resulting in continued issues with legacy building stock and modern methods of construction. Changes to the use of premises due to Covid-19 or other societal issues resulting in poorly adapted buildings resulting in potential for increased fire spread. The move to online retail could mean declining town centres and spaces especially in outer London resulting in the loss of retail space. Future of offices meaning that buildings which only presented a day-time life risk may be converted into residential property bringing an increased night-time life risk. Uncertainty about the future of central London meaning that property may change use. Increased use of low traffic zones meaning main transport routes may be more congested, though this will not affect LFB’s pan-London response times it may impact attendance times for specific incidents in the vicinity to low traffic zones.
High	Health and well-being	Long term Covid-19 health impacts (direct and indirect) leading to greater mental health issues, poor mobility, and reliance on prescription drugs. Growing health issues, inequalities between those with private health care and those that rely on state provision. High level of obesity and inactivity increasing mobility issues. Unaffordable and overstretched care provision meaning fewer people are getting the help they require to enable them to live independently. Poorly trained and poorly regulated care providers, meaning lack of identification and reporting of risks.
High	Equalities and social inclusion	In-work poverty leading to higher levels of deprivation. Economic inequalities creating greater disparity between rich and poor within the same areas. Overcrowding of housing due to lack of social housing. Racism and associated movements leading to social unrest and public disorder. Greater proportions of fuel poverty are likely to occur in areas of higher poverty.
Very high	Sustainability and climate change	A significant increase in the frequency of events or their impact, along with the possibility of new extreme weather events. Warming climate giving rise to more extreme weather events and hot dry summers like 2018, flooding of 2021 and the 2013 St Jude’s day gales and storms. These incidents all put significant strain on the Brigade’s resources, and it is therefore foreseeable that if the scale and intensity of these extreme weather events increase with climate change the Brigade’s capacity to deal with these incidents whilst maintaining normal business may be exceeded in the future. Other emerging risks which are associated with climate change include changing fuels for road vehicles, alternate power supplies for domestic and commercial premises.
Very high	Security and resilience	Continued risk of terrorism and the need to be able to respond with other emergency responders in a coordinated way mean that the Brigade will need to continue to delivery its high treat capability and enhance its response considering the recommendations made by the Manchester Arena Inquiry.
Very high	Population change	Most scenarios predict a continuation of the current trend for population growth, with some estimating population increases of up to 15 million people by 2050. This would be at a rate of 200,000 people a year, which is four times the current rate of population increase. However, at the other extreme there are predictions

		<p>of population decrease. Additionally, the elderly population of London is predicted to increase in proportion as people live longer, with an increase of 1.3 million people over the age of 50 by 2050 or an increase of 45,000 a year. This could bring an increase in risk factors associated with an aging population and in particular an increase in people with dementia meaning more high-risk individuals.</p>
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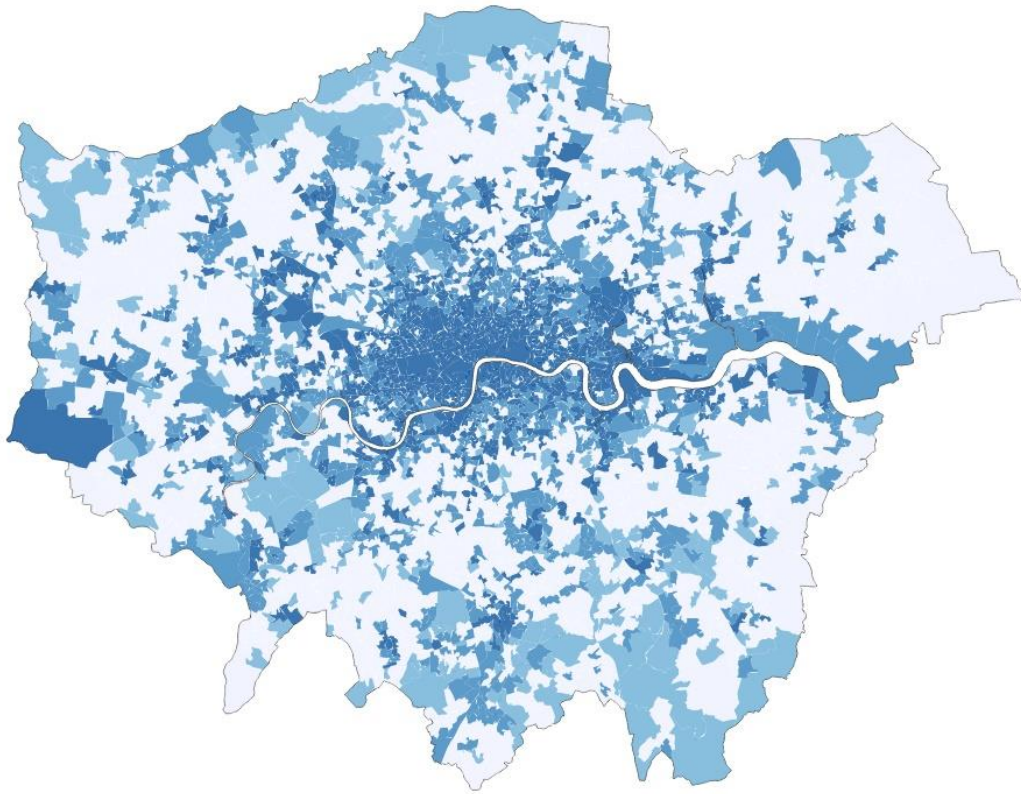
## Appendix 1: Mapped Concerns



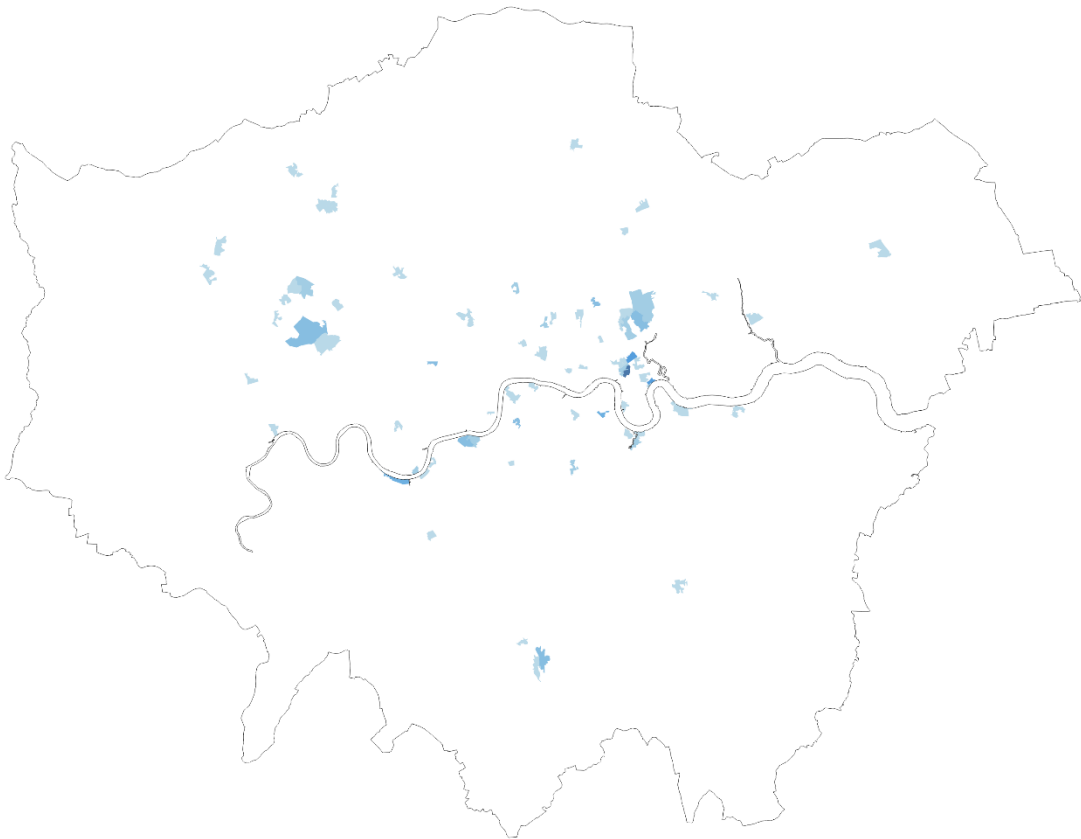
**Map 1** Ranking population density (2019) by LSOA (Dark high – light low)



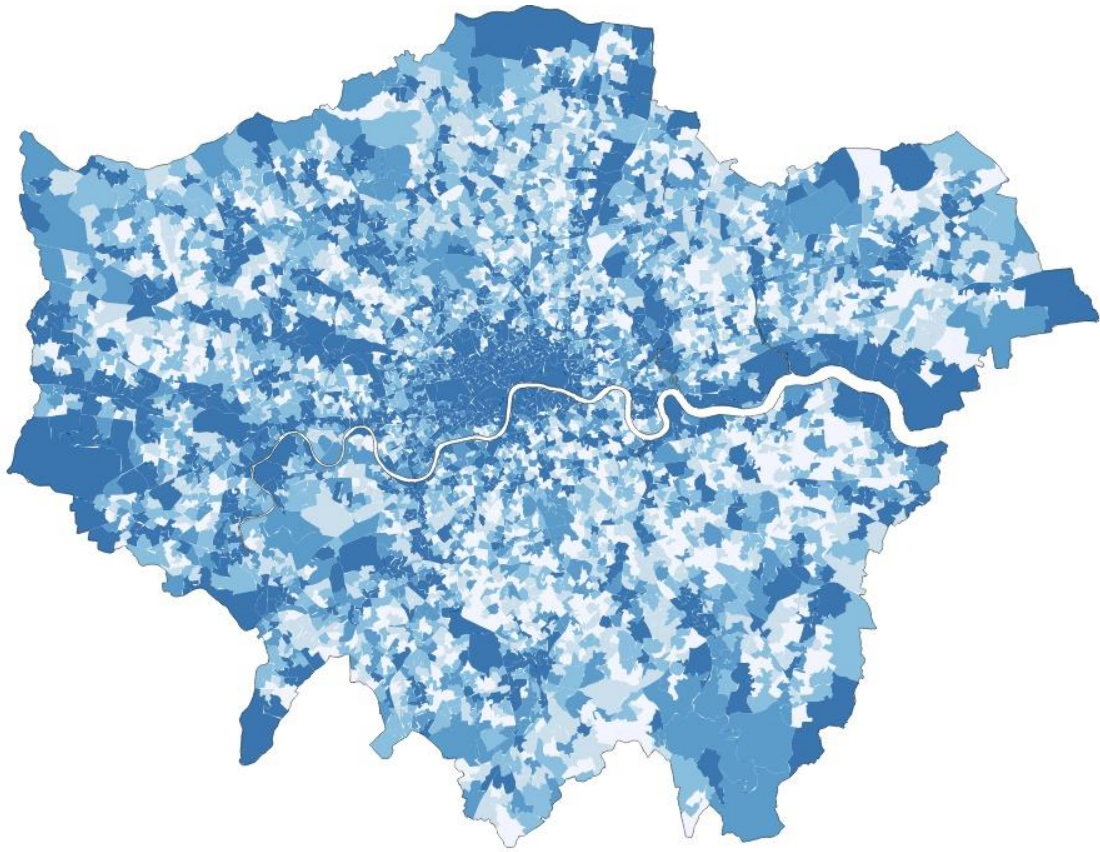
**Map 2** Ranking of all building density by LSOA (Dark high – light low)



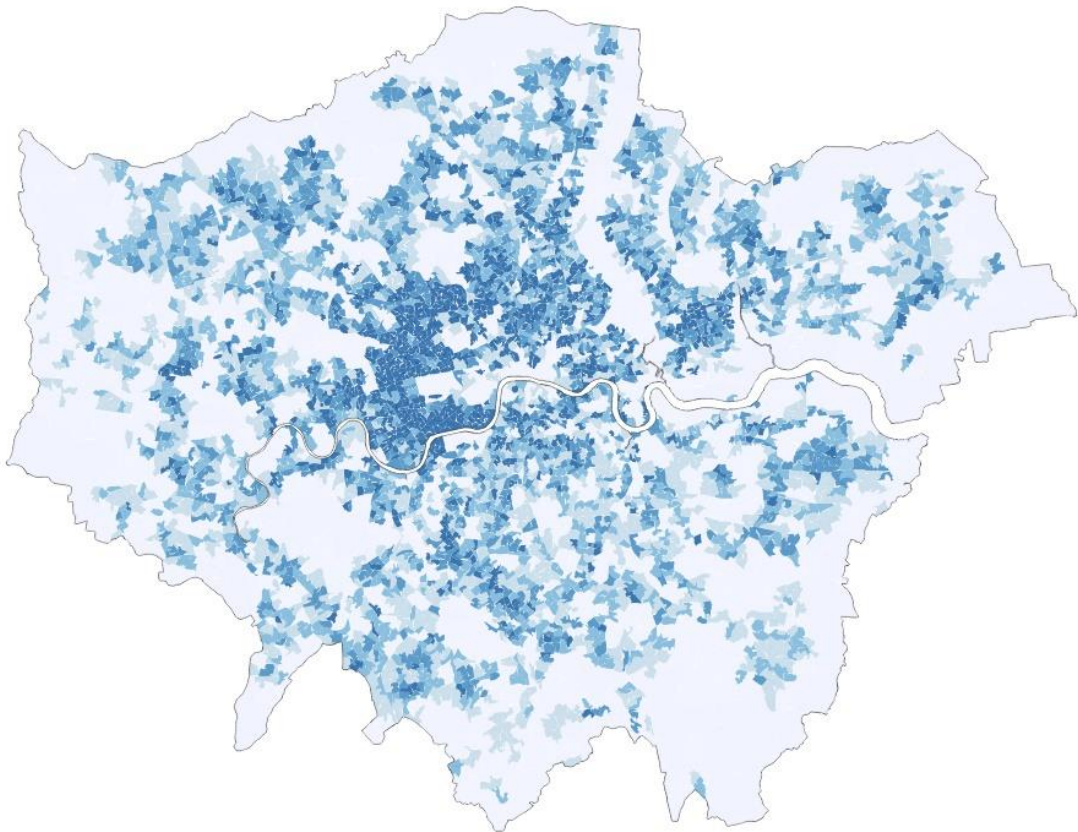
**Map 3** Ranking density of buildings over 18m by LSOA (dark high – light low)



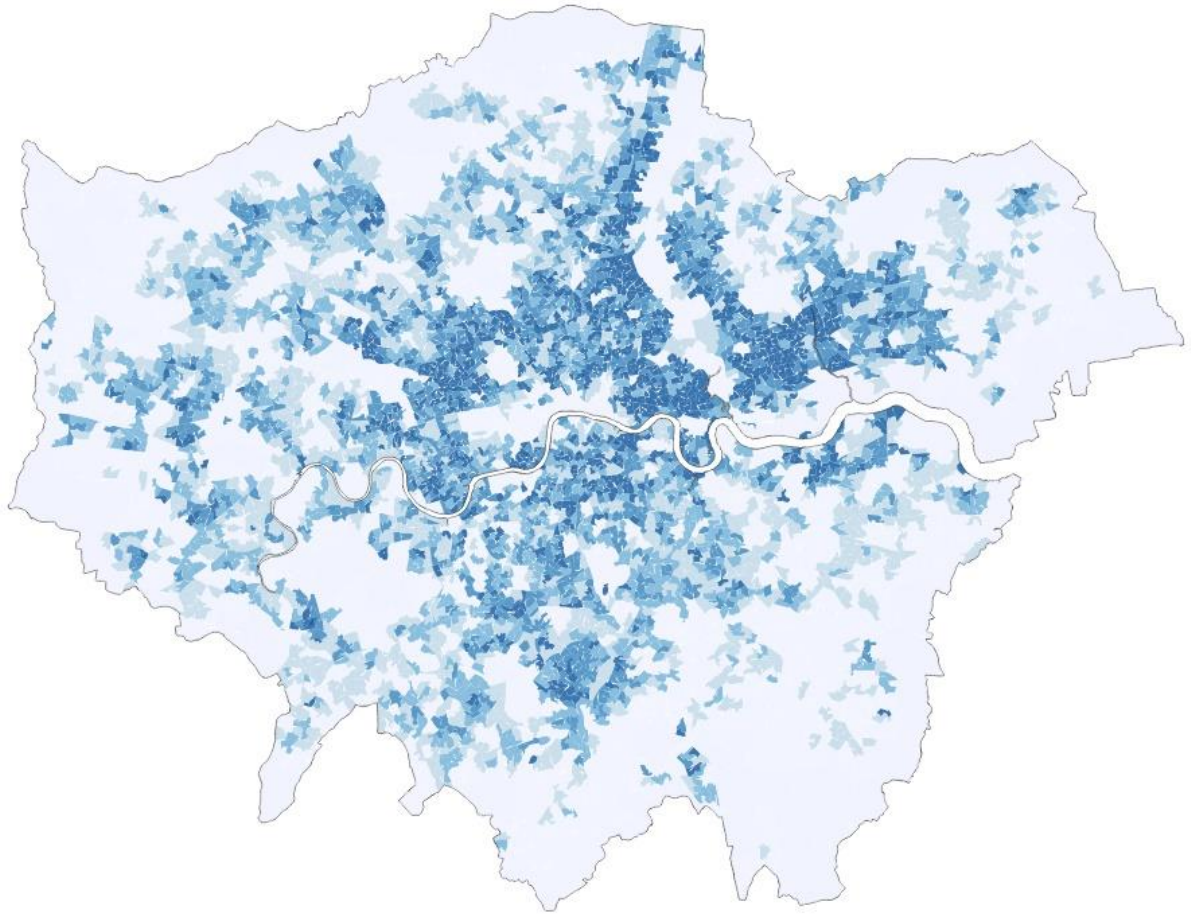
**Map 3a** Residential high-rise with ACM cladding risks (dark more – light fewer)



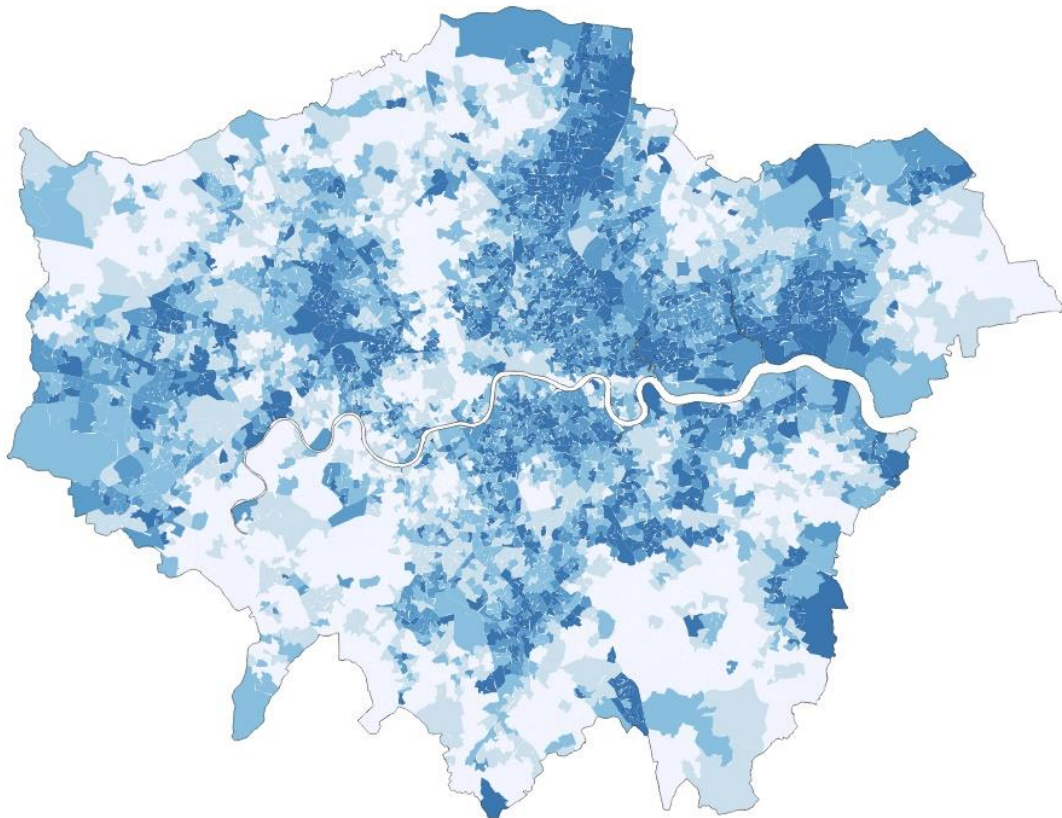
**Map 4** Ranking of registered employment locations by LSOA (Dark high – light low)



**Map 5** Ranking population density Age 65+ (2019) by LSOA (Dark high – light low)

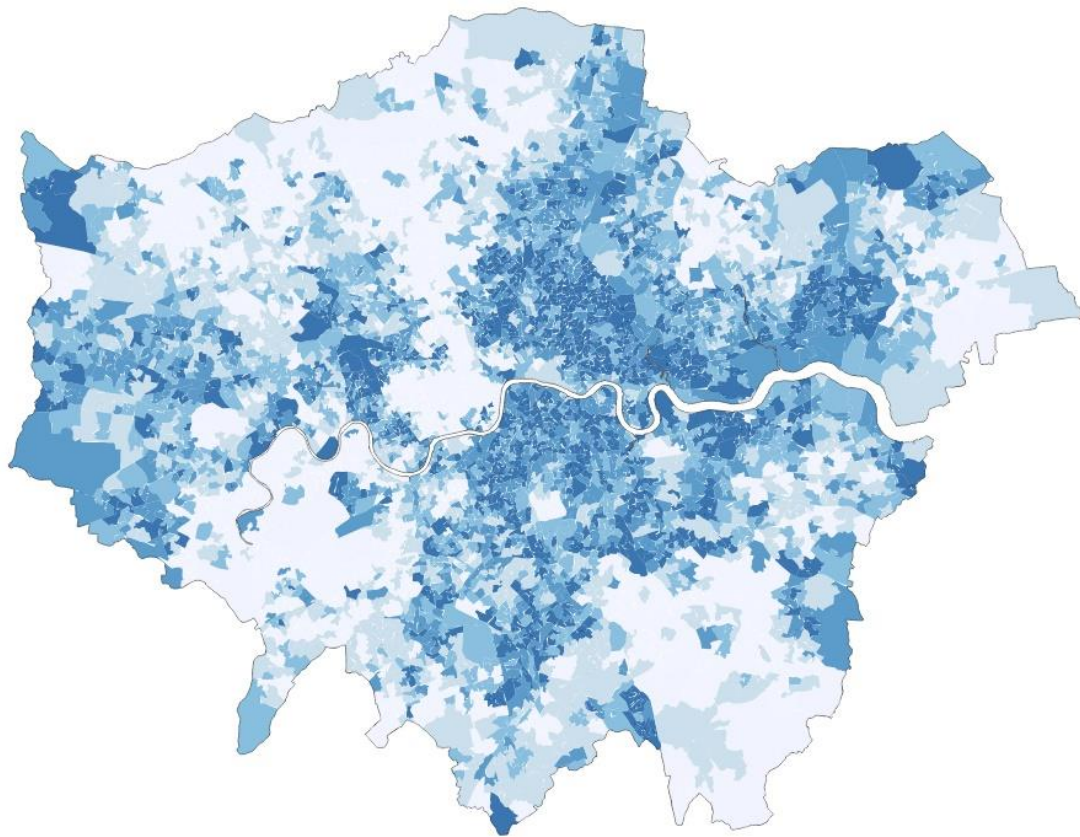


**Map 6** Ranking population density Age 5-18yrs (2019) by LSOA (Dark high – light low)

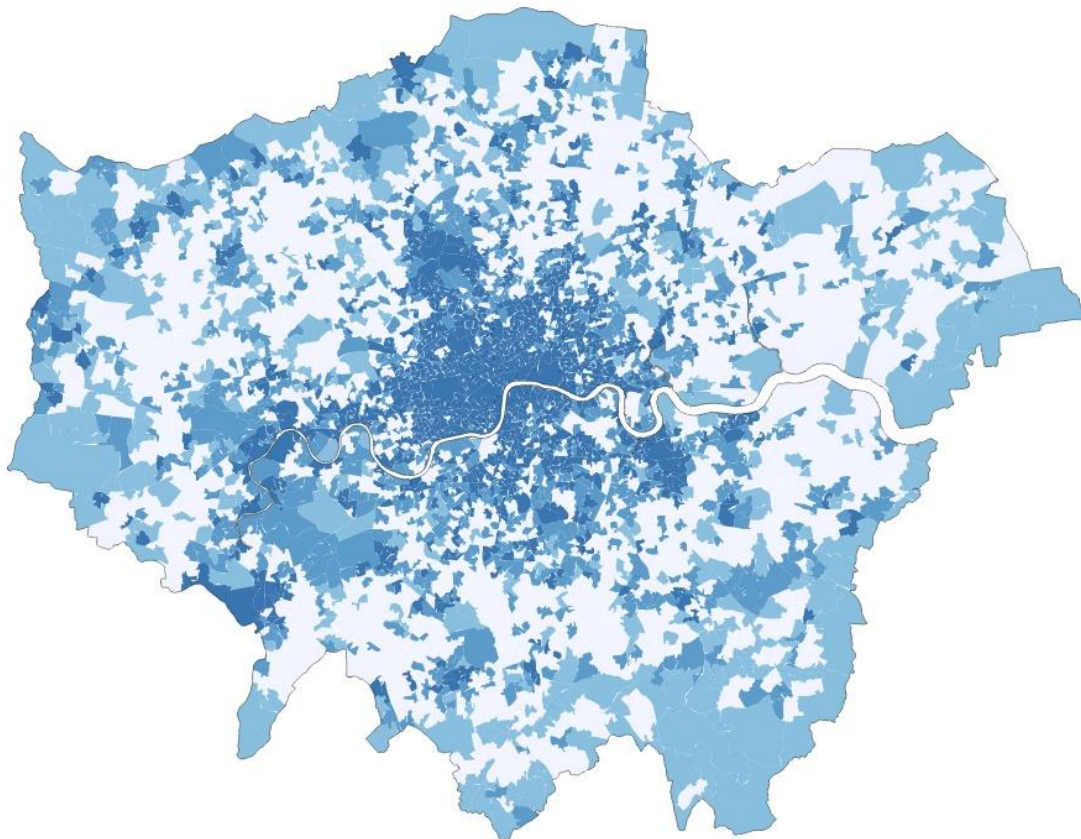




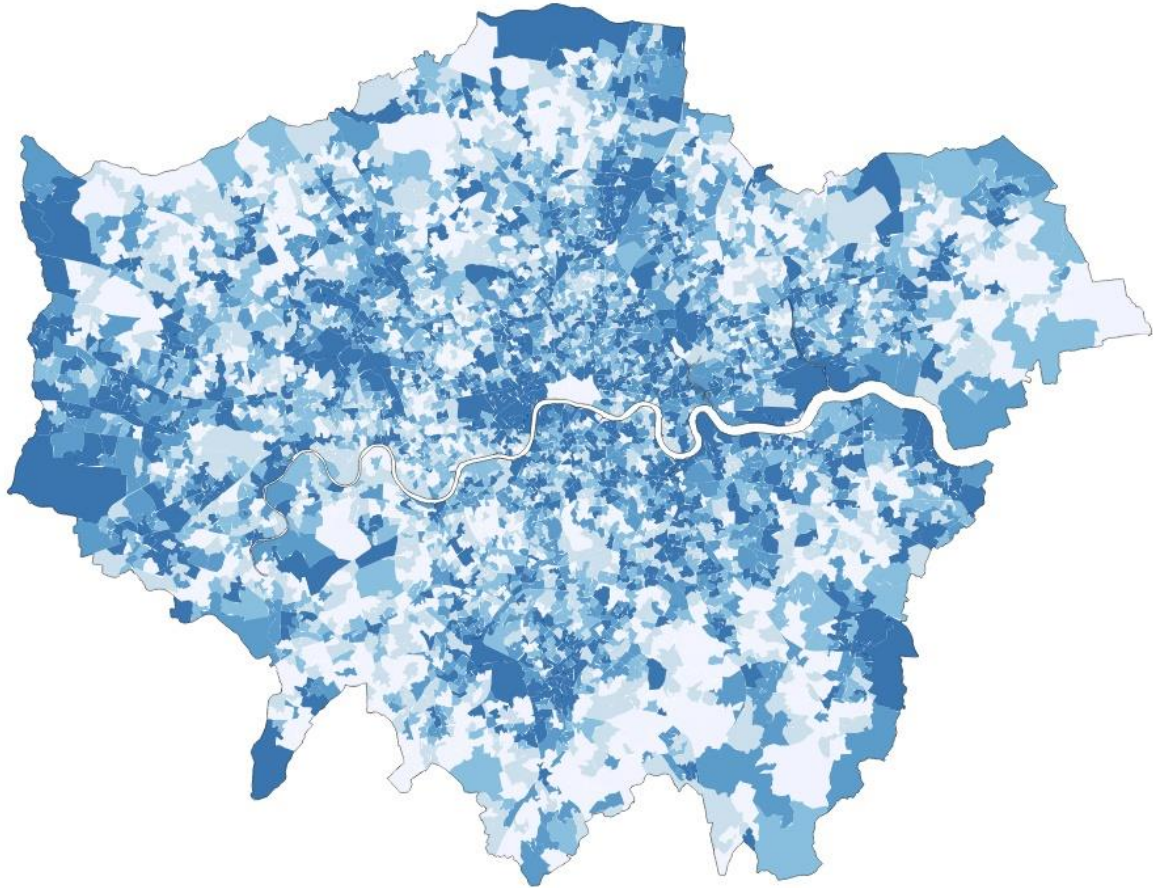
**Map 7** Ranking of IMD 2019 by LSOA (dark high – light low)



**Map 8.** Ranking IMD Health deprivation and disability by LSOA (Dark high – light low)



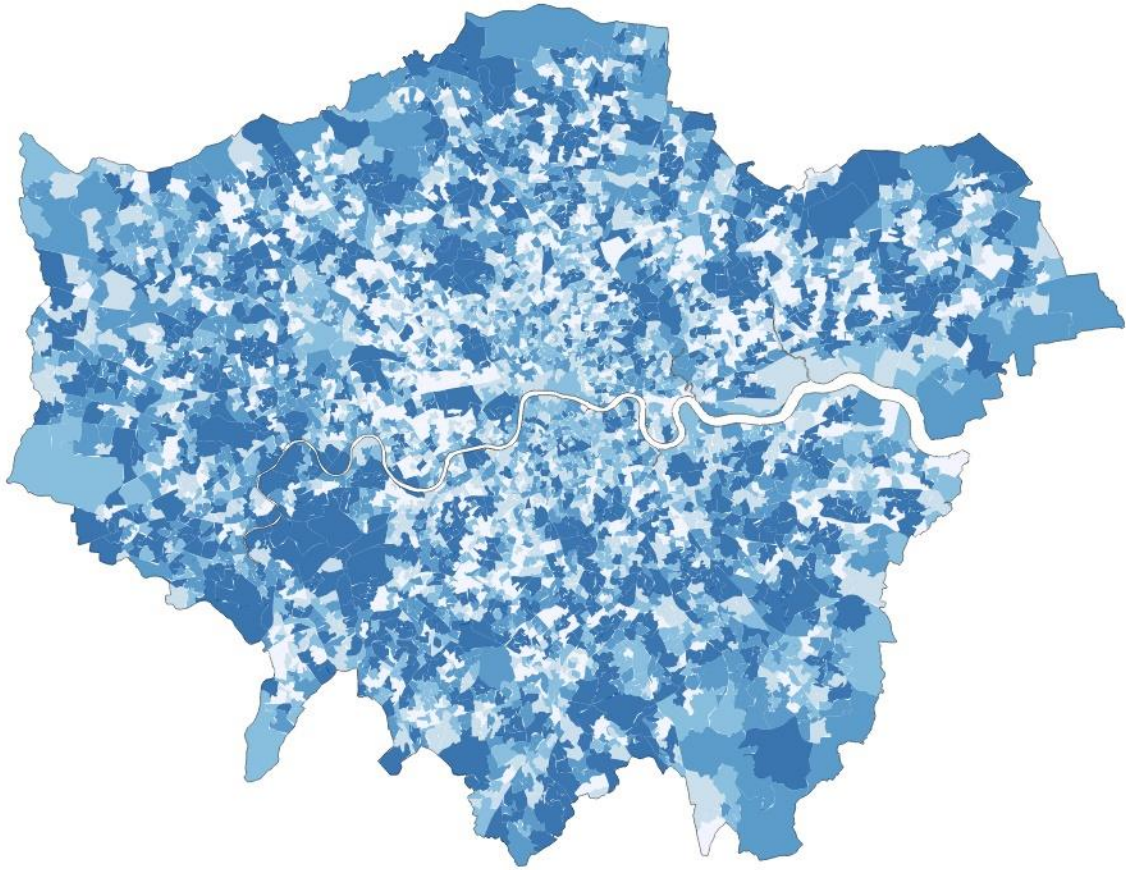
**Map 9** Ranking of heritage site density (Grade I, II and II\*) by LSOA (Dark high – light low)



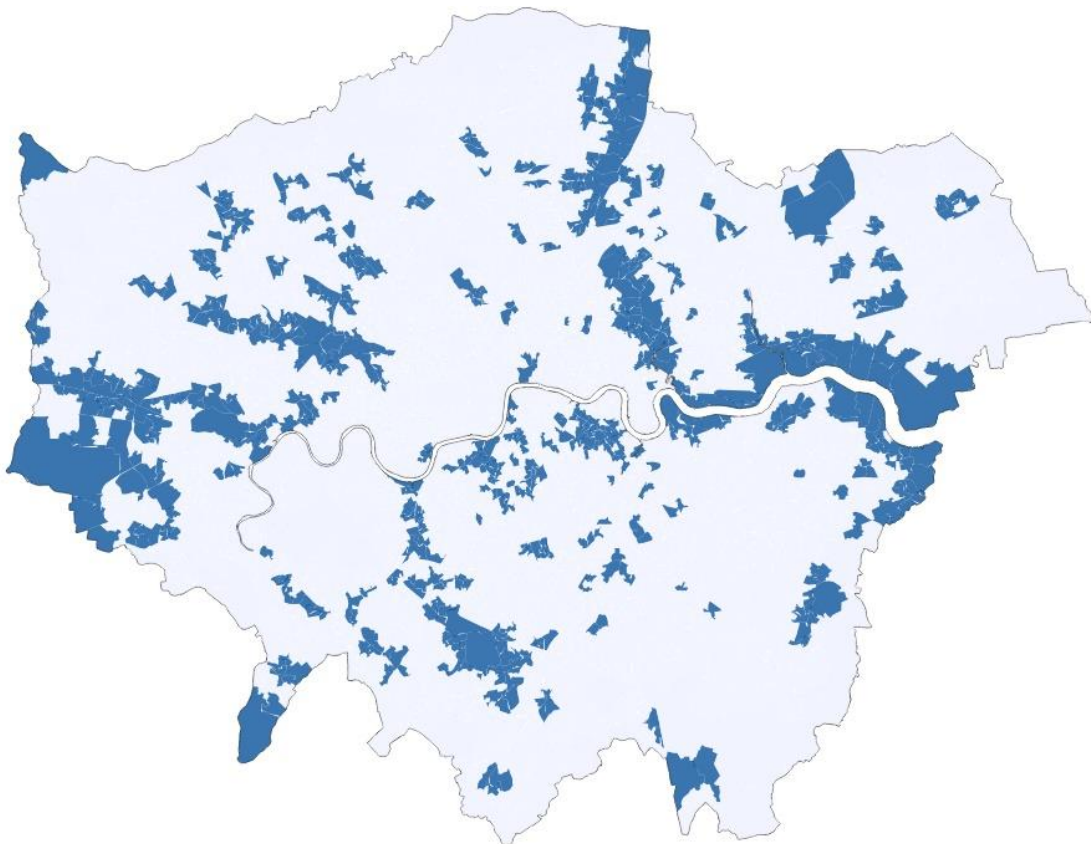
**Map 10** Ranking of MPS density of crime (Anti-social behaviour, damage, and arson) by LSOA (Dark high – light low)



**Map 11** Ranking of inland and tidal water density by LSOA (Dark high – light low)



**Map 12** Ranking of green space density by LSOA (Dark high – light low)



**Map 13** Industrial site locations (Dark high -light low)

## Appendix 2: Major risks from property or places

### Major individual life risks from fires

Rating	Risk	Likelihood	Life Consequence	Outcome description	Examples of significant incidents in last five years
Very High	Fires in purpose-built flats	4	5	LFB responded to an average of 2,637 fires in purpose-built flats a year over the past five years or roughly seven a day. This resulted in an average of 378 fire injuries a year at a rate of one injury every seven incidents attended or with an average of one fatality for every 300 incidents attended. The most likely location in a purpose built flat for a fire to start which results in a fatality is the living room or bedroom. There are over 8500 high-rise buildings in London with over 550 buildings of over 20 floors planned of which over 50 will be greater than 100m in height. In June 2021 there were over 850 high-rise buildings and over 1,000 buildings in total in London with a temporary suspension of 'stay put' where an interim simultaneous evacuation strategy has been put in place which have an increased risk of fire spread outside the flat of origin to other properties within the same building.	<ul style="list-style-type: none"> <li>Chartham Court - 2016 – 10 pump fire in a 16-floor residential block of flats, 3 people injured, 60 people evacuated, internal fire spread from ground to 3rd floor and external fire spread from ground to 9th floor.</li> <li>Shepherd's Court – 2016 – 20 pump fire with fire spread to five floors, 50 people evacuated from 18 floor residential high-rise block. A total of 32 appliances were required to resolve the incident.</li> <li>Grenfell Tower, Major Incident – 2017 – 72 people died because of a fire which started on the 4th floor and spread to the 23rd floor, 40 pumps, requiring 319 pumps to resolve over the course of the incident.</li> <li>Worcester Park – 2019 – 20 pump fire in a residential block of flats of four floors. 23 flats were destroyed, and 150 people evacuated because of a fire which spread outside of its compartment of origin, requiring 142 pumps to resolve over the course of the incident.</li> <li>Barking Riverside – 2019 – 20 flats destroyed because of a fire which spread outside of its compartment of origin, requiring 36 pumps to resolve over the course of the incidents.</li> <li>The Cube Bolton – 2019 – 221 people evacuated because of a fire which spread outside of its compartment of origin.</li> <li>New Providence Wharf, Major Incident – 2021 – 20 pump fire, 35 people rescued, 22 in fire escape hoods and a full evacuation of</li> </ul>

					the building. This incident required 46 pumps to resolve over the course of the incident.
Very High	Fires in houses and bungalows	4	4	LFB responded to an average of 1,942 fires in houses or bungalows a year over the past five years or roughly five a day. This resulted in an average of 267 fire related injuries a year or one injury for every seven incidents attended or one fatality for every 300 incidents attended. The most likely location in a house or bungalow for a fire to start which results in a fatality is the living room or bedroom.	<ul style="list-style-type: none"> <li>Antrim Grove – 2016 – 10 pump persons reported fire requiring a total of 51 pumps over a period of 10 hours.</li> </ul>
Very High	Fires in care homes and specialised living	3	4	LFB responded to an average of 368 fires in care homes and supported living a year over the past five years or roughly one a day. This resulted in an average of 48 fire injuries a year or one injury for every eight incidents attended by LFB or one fatality for every 300 incidents attended. The most likely location in a care home or supported living for a fire to start which results in a fatality is the living room or bedroom. This risk also has possible broader impacts including fire spread outside the flat of origin to other properties within the same building. One emerging risk is the lack of care works and staff in such premises, leading increased challenges with evacuation strategies.	<ul style="list-style-type: none"> <li>Chingford care home fire - 2018 – one person died at a 10-pump fire in a care home for people with learning difficulties. In total 24 appliances were used to resolve the incident.</li> </ul>

Very High	Fires in converted flats and HMOs	3	4	LFB responded to an average of 947 fires in converted flats and HMOs a year over the past five years or roughly three a day or one fatality for every 300 incidents attended. This resulted in an average of 139 fire related injuries or one injury for every seven incidents attended. The most likely location in a converted flat or HMO for a fire to start which results in a fatality is the living room or bedroom. This risk also has possible broader impacts including fire spread outside the flat of origin to other properties within the same building.	<ul style="list-style-type: none"> <li>Daleham Garden, Camden – 2017 – 8 pump, persons reported fire, 1 person died, 20 people evacuated requiring alternative accommodation requiring a total of 27 pumps to resolve over the course of the incident.</li> </ul>
High	Fires in garages and sheds	4	3	LFB responds to an average of 1454 fires in private garages or sheds a year or roughly four a day which resulted in an average of 14 fire injuries a year or one every 100 incidents attended.	<ul style="list-style-type: none"> <li>None</li> </ul>

### Major risks from fires with wider consequence

Rating	Risk	Likelihood	Wider Consequence	Outcome description	Examples of significant incidents in last five years
Very High	Fires on rural land (urban rural interface)	3	5	LFB responds to an average of 1,480 fires on rural land a year which resulted in one fatality in the last five years. Though most of these incidents are low level and dealt with by one or two fire engines they can require on rare occasions require significant resource commitment with a maximum of 209 pumps required over the whole incident life cycle at a single incident in the last five years. These incidents have the potential to cause significant environmental damage.	<ul style="list-style-type: none"> <li>Wanstead flats, Redbridge – 2018 – 40 pump grass fire in the urban/rural interface meaning that the fire had a significant impact on public safety. It required a total of 209 pumps to resolve over the course of the incident. Involving 100 hectares of rural grass land. Depending on their duration grass fires can cause localised increases in air pollution whilst active.</li> </ul>

Very High	Fires on landfill and wasteland	2	5	LFB responds to an average of 105 fires in landfill and wasteland a year. These incidents can require significant resource commitment with a maximum 250 pumps over six days involved in a single incident in the last five years. These incidents have the potential to cause significant environmental damage.	<ul style="list-style-type: none"> <li>Launders Lane landfill site, Havering – 2019 – 10 pump fire requiring 250 pumps over 6 days. Though all fires result in significant amounts of smoke in the short term, the consequence of incidents in landfill sites which can burn intermittently for weeks, and months can impact on local air quality affecting public health and well-being in that area.</li> </ul>
High	Fires in warehouses and bulk storage	1	5	LFB responds to an average of 37 fires in warehouses and bulk storage a year which resulted in one fatality in the last five years. Though these numbers are relatively low they can require significant resource commitment with a maximum of 202 pumps involved over 18 hours at a single incident in the last five years. These incidents have the potential to cause significant environmental damage.	<ul style="list-style-type: none"> <li>East Lane Business Park, Brent – 2017 – 20 pump fire requiring 202 pumps over 18 hours.</li> <li>Aladdin Works, Ealing – 2018 – 20 pump fire requiring 198 pumps over 33 hours.</li> <li>White Hart Lane, Haringey – 2017 – 25 pump fire requiring 198 pumps over 25 hours.</li> </ul>
High	Fires in manufacturing and processing plants	1	5	LFB responds to an average of 115 fires in manufacturing and processing plants a year. These incidents can require significant resource commitment with a maximum 110 pumps required over the whole incident life cycle at a single incident in the last five years. These incidents have the potential to cause significant environmental damage. This risk includes fires in COMAH sites and major hazardous storage sites.	<ul style="list-style-type: none"> <li>Rustlins Ltd, Brent – 2018 – 15 pump fire requiring 110 pumps in total.</li> <li>A&amp;R Paper converters, Redbridge – 15 pump fire requiring 108 pumps in total</li> </ul>
High	Fires in retail outlets	2	4	LFB responds to an average of 341 fires in retail outlets a year. These incidents can require significant resource commitment with a maximum 102 pumps involved over 10 hours at a single incident in the last five years. These incidents have the potential for fire spread to residential property with many mixed-use buildings in London.	<ul style="list-style-type: none"> <li>The Mall, Walthamstow – 2019 – 25 pump fire requiring 102 pumps over 10 hours to resolve.</li> </ul>
High	Fires in short stay accommodation	2	4	LFB responds to an average of 117 fires in short stay accommodation a year or roughly two a week which resulted in 7 fire injuries a year or one every 17 incidents attended. These incidents can require significant resource commitment with a maximum 86 pumps over 17 hours involved at a single incident in the last five years.	<ul style="list-style-type: none"> <li>Mandarin Hotel, Westminster – 2018 – 20 pump fire requiring 58 pumps over 18 hours to resolve.</li> <li>Harbour Hotel, Richmond – 2019 – 15 pump fire requiring 86 pumps over 17 hours, with 300 people evacuated.</li> </ul>

High	Fires in offices and call centres	2	4	LFB responds to an average of 154 fires in offices and call centres a year or roughly three a week which resulted in 4 fire injuries a year or one every 36 incidents attended. These incidents can require significant resource commitment with a maximum 98 pumps over 12 hours involved at a single incident in the last five years.	<ul style="list-style-type: none"> <li>Chancery Lane, Westminster – 2020 – 25 pump fire on a Saturday requiring 98 pumps over 12 hours, with 39 people evacuated.</li> </ul>
High	Fires in food and drink outlets	2	4	LFB responds to an average of 325 fires in food and drink outlets a year or roughly one a day which resulted in 26 fire injuries a year or one every 12 incidents attended. These incidents can require significant resource commitment with a maximum 82 pumps over 13 hours involved at a single incident in the last five years. There are additional concerns regarding life risks when residential accommodation is located above takeaways and restaurants.	<ul style="list-style-type: none"> <li>Tiroler Hut Restaurant, Westminster – 2019 – 15 pump fire in restaurant and residential property, requiring 82 pumps over 13 hours to resolve.</li> </ul>



## Major individual life risks from non-fire incidents

Rating	Risk	Likelihood	Life Consequence	Outcome description	Examples of significant incidents
Very High	Non-fire incidents involving road vehicles and urban infrastructure	4	5	LFB responded to an average of 5,546 non-fire incidents a year involving road vehicles over the last five years or 15 a day. This resulted in an average of 1,666 casualties a year resulting from these incidents, or one injury for every three incidents attended. The most common incident involving road vehicles or urban infrastructure is road traffic collisions and associated risks on roads.	<ul style="list-style-type: none"> <li>Orpington bus crash – 2019 – 2 pumps and 2 FRUs special service. Two buses in collision with a motor vehicle, one person killed and 14 injured.</li> </ul>
Very High	Non-fire incidents involving trains and transport buildings	3	5	LFB responded to an average of 243 non-fire incidents involving trains a year over the last five years or one every day and half. This resulted in an average of 95 casualties a year, or one casualty every other incident attended. The most common high-risk incident type involving trains and transport buildings is likely to be persons under a train. The largest incident was the tram crash at Sandilands, where 7 people lost their lives and 50 people were injured.	<ul style="list-style-type: none"> <li>Sandilands, tram crash, Major Incident, Croydon – 2016 – 8 pumps, 4 FRUs, USAR modules, 7 persons died, 50 persons injured and removed to hospital, this incident required a total of 20 pumps to resolve.</li> </ul>
Very High	Non-fire incidents involving outdoor water and boats	2	5	LFB responded to an average of 179 all incidents a year involving outdoor water over or boats over the last five years, or one every other day. This resulted in an average of 31 casualties a year resulting from these incidents, or one casualty for every five incidents attended. The most common high-risk incident type in or near outdoor water or boats is likely to be persons in the water in need of rescue.	<ul style="list-style-type: none"> <li>Princess Crescent, Hackney – 2019 – 12 pump, 6 FRUs, 1 HVP special service, burst watermain, 250 properties flooded to depth of 1 meter, 1 person rescued, 100 people displaced.</li> <li>Pan-London surface water flooding, major incidents – 2021 - 68 and 63 pumps were deployed across London to deal with widespread flooding on 12<sup>th</sup> and 25<sup>th</sup> July 2021 which were both declared as a major incident. Several rescues were carried out by the Brigade from people in cars with several underground stations and hospitals flooding.</li> </ul>

## Other significant property risks with wider consequences

These are foreseeable risks which are not identified in the last five years of LFB data as being very high or high but are highlighted as part wider consultation and through the NFCC preliminary Higher Risk Occupancy Guidance and as such are considered appropriate to highlight as part of the LFB's Assessment of Risk.

Risk	Outcome description	Examples of recent significant incidents that have occurred in London or in other countries
Fires in major entertainment, heritage, or public buildings	LFB responds to an average of 34 fires a year in entertainment and cultural venues, 20 fires in places of worship and 33 fires in grade I and II* buildings a year and 303 fires within 15m of a listed building a year in London. In particular cases this can give rise to significant loss of heritage to London and the UK and potential significant economic loss, and media and political attention associated with the buildings.	<ul style="list-style-type: none"> <li>● Cutty Sark Fire – 2007 – Large fire occurred on the Cutty Sark, almost destroying the historic ship.</li> <li>● Glasgow School of Art, Glasgow – 2014 – Large fire at the Glasgow School of Art.</li> <li>● Morden Mosque fire – 2015 – Large fire damaging 50% of ground floor of Europe's largest mosque.</li> <li>● Notre-Dame de Paris fire – 2019 – Major fire in a historical cathedral in Paris requiring over 400 firefighters to extinguish costing over €1 billion to restore.</li> </ul>
Fires involving public administration, utilities, or amenities	LFB responds to an average of 165 fires involving public utilities, utilities, and amenities a year over the last five years or three a week. This resulted in an average of 10 fire related injuries a year, or one casualty every 17 incidents attended.	<ul style="list-style-type: none"> <li>● Holborn tunnels fire – 2015 - A fire in electrical tunnels in the Holborn area closed the centre of London for 36 hours and resulted in 5,000 people being evacuated and costing the local economy over £40 million. Required specialist teams to extinguish.</li> </ul>
Fires in major transport building	LFB responds to an average of 71 fires involving transport buildings a year over the last five years or just over one a week. This resulted in an average of 5 fire related injuries a year, or one casualty every 118 incidents attended.	<ul style="list-style-type: none"> <li>● Kings Cross Underground fire – 1987 – 31 people killed and 100 injuries from a fire in an underground station.</li> <li>● Elephant and Castle fire – 2021 – 15 pump, FRUs 4 fire and explosion in railway tunnel under Elephant and Castle railway station resulting in six casualties and over 600 people evacuated.</li> </ul>
Fires in hospitals and medical care facilities	LFB responds to an average of 92 fires involving hospitals and medical care facilities a year over the last five years or nearly two a week. This resulted in an average of 7 fire related injuries a year, or one casualty every 14 fires attended.	<ul style="list-style-type: none"> <li>● Royal Marsden Hospital, Kensington and Chelsea – 2008 – 20 pump fire, 800 staff and 29 patients evacuated.</li> <li>● University College Hospital, Westminster – 2008 – 20 pump basement fire, 20 staff and 83 patients evacuated.</li> </ul>

Fires on education sites	LFB responds to an average of 100 fires involving education sites a year over the last five years or one very two weeks. This resulted in an average of 3 fire related injuries a year, or one casualty for every 29 incidents attended.	<ul style="list-style-type: none"><li>• Thomas Fairchild School, Hoxton – 2009 – 20 pump fire at an East London primary school which was subsequently demolished and required a £9.3 million rebuild, with 300 pupils to be relocated to alternative schools.</li></ul>
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## Appendix 3. Major worst-case risks

### Examples of major worst-case risks

Rating	Risk	Likelihood	Impact	Outcome description	Examples of significant incidents
Very High	Marauding terrorist attack or person borne IED	5	4	Marauding, simultaneous or near simultaneous marauding firearms attacks in a crowded urban area. Up to 200 fatalities (predominantly from gunshots but also from blast) and 650 casualties with gunshot, blast, and other injuries.	<ul style="list-style-type: none"> <li>• July 7<sup>th</sup> London bombings – 2005 – 56 people killed and 784 injured when four bombers set off near simultaneous bombs in London.</li> <li>• November 13<sup>th</sup> Paris attacks – 2015 – 137 people killed and 416 injured in a multi sited terror attack in Paris.</li> <li>• Westminster Bridge attack – 2017 – 6 people killed, including the perpetrator, and 49 injured when a car was driven at speed at pedestrians on Westminster Bridge.</li> <li>• London Bridge attack – 2017 – 11 people killed, including the perpetrators, and 48 injured when a van was deliberately driven at pedestrians near London Bridge.</li> <li>• Parsons Green bomb – 2017 – 30 people injured when a bomb exploded on the District Line near Parsons Green station.</li> <li>• Fishmongers’ hall attack – 2019 - 3 people killed, including the perpetrator, and 3 people injured in a stabbing attack.</li> </ul>
Very High	Surface water, fluvial or tidal flooding	3	4	<p>Surface water flooding in a large metropolitan area caused by a warm unstable atmosphere, most likely to occur in summer due to the warmer atmosphere having a greater water holding capacity, causes a pattern of convective rainfall events.</p> <p>Successive bands of frontal rainfall saturate river catchments (soil moisture deficit is at zero) and fill river channels to full capacity. High intensity heavy rainfall causes fluvial rivers in London (tributaries to the Thames) to exceed channel capacity. Flooding happens</p>	<ul style="list-style-type: none"> <li>• Floods in Southeast England – 2014 – Widespread flooding across the Southeast of England affecting Hampton and ground water flooding in Kenley requiring the rescue and evacuation of many residence.</li> <li>• Flooding in Belgium and Germany – 2021 – over 180 people killed in widespread surface water and pluvial flooding in Europe. Similar floods occurred in China and India within a week.</li> <li>• Pan-London surface water flooding – 2021 - 68 and 63 pumps were deployed across London to deal with widespread flooding on 12<sup>th</sup> and 25<sup>th</sup> July 2021. Several rescues were carried out by</li> </ul>

				very quickly with little warning and time for evacuations.	the Brigade from people in cars and Pudding Land TFL station was flooded. A major incident was declared by LFB on 12 <sup>th</sup> July.
Very High	Influenza type pandemic	4	5	A worldwide outbreak of influenza occurs when a novel flu virus emerges with sustained human-to-human transmission. Up to 50 per cent of the population may experience symptoms, which could lead to up to 750,000 fatalities in total in the UK. Absenteeism would be significant and could reach 20 per cent for 2-3 weeks at the height of the pandemic, either because people are personally ill or caring for someone who is ill, causing significant impact on business continuity.	<ul style="list-style-type: none"> <li>• Covid-19 Global Pandemic – 2020/2021 – Worldwide pandemic which saw LFB respond alongside the London Ambulance Service and the Metropolitan Police Service to increase London’s emergency health care capacity.</li> </ul>
Very High	Conventional attack on chemicals infrastructure or biological attack – unenclosed urban area	3	5	<p>Terrorist use of explosives causes a significant breach of one or more containment vessels at a major chemical installation. There could be up to 2,000 fatalities and 10,000 casualties, up to 10km from the site.</p> <p>Simultaneous aerosol releases of slurries of Bacillus anthracis spores (the causative agent of Anthrax) from five sites across London resulting in approximately one million people at &gt;1% risk of infection from aerosolised particles.</p>	<ul style="list-style-type: none"> <li>• None</li> </ul>
Very High	Chemical attack – enclosed urban area or radiological attack – unenclosed urban area	3	4	<p>The dissemination of approximately 2kg of an improvised preparation of the volatile nerve agent sarin into a crowded enclosed or semi enclosed area, such as a sporting stadium, shopping centre or major transport hub.</p> <p>Radiological attack on an unenclosed crowded urban area, through an explosively released radiological dispersal device. There may be up to 30 fatalities and up to 85 casualties.</p>	<ul style="list-style-type: none"> <li>• None</li> </ul>

## Examples of significant worst-case risks

Rating	Risk	Likelihood	Impact	Outcome description	Examples of significant incidents
Very High	Major residential high-rise fire	4	3	A major fire in a building resulting in up to 140 fatalities and 300 casualties, significant damage to the building affected and disruption to local transport services for up to a week. This risk also includes a major fire in a very tall building, large buildings which have a footprint of over one hectare, buildings of national significance or in a building/location which forms or is related to part of the UK national infrastructure.	<ul style="list-style-type: none"> <li>• Grenfell Tower – 2017 – 72 people died because of a fire which started on the 4<sup>th</sup> floor and spread to the 23<sup>rd</sup> floor</li> </ul>
High	Major entertainment, public or commercial building fire	2	4	Major fire in a large public or commercial building such as a sports stadium, hotel, night club, tourist attraction, transport building, infrastructure, shopping centre, public administration building or office block resulting in up to 50 fatalities and 250 casualties. Potential for significant strain on NHS due to high number of burns victims with potential for overseas support. Potential for a significant number of international residences to be involved and widespread infrastructure and economic impacts costing hundreds of millions with incidents lasting over 12 hours. Risk of long-term mental health issues both from responders, survivors, and witnesses.	<ul style="list-style-type: none"> <li>• Hampton Court Palace fire – 1986 – large fire at a Royal Palace in West London.</li> <li>• Kings Cross Underground fire – 1987 – 31 people killed and 100 injuries from a fire in an underground station.</li> <li>• Windsor Castle fire – 1992 – large fire at the Royal Palace destroyed 115 rooms and other priceless artifacts.</li> <li>• Buckingham Palace fire – 2002 – Fire in Buckingham Palace.</li> <li>• Glasgow School of Art, Glasgow – 2014 – Fire at the Glasgow School of Art.</li> <li>• Notre-Dame de Paris Cathedral fire – 2019 – Major fire in a cathedral in Paris costing over £500 million to restore</li> </ul>
High	Public disorder	5	3	Large scale public disorder at site(s) in a single city, or in multiple cities, occurring concurrently over several days resulting multiple large fires across London.	<ul style="list-style-type: none"> <li>• London riots – 2011 – London experienced its biggest time of civil unrest in recent history, resulting in multiple large fires across the city over a three-day period, with LFB having 97 frontline fire appliances committed to incidents across London at its height.</li> </ul>
High	Complex built environments	2	4	Consequences of a major incident affecting large buildings or a complex-built environment. Incidents in these facilities/areas have the potential to trigger a	<ul style="list-style-type: none"> <li>• London is a complex built environment, from London underground stations, to the largest shopping centre in Europe, home to six Premier league football clubs, the national football</li> </ul>

				complex chain of events that lead to serious consequences for public safety.	and rugby stadiums, the world's most prestigious tennis tournament, the UK Parliament and Royal Family, the centre of the UK financial system, embassies and a number of world famous museums, art galleries, libraries, hotels, universities and theatres as well as three top tier COMAH (Control of Major Accident Hazards Regulations) sites, two international airports, two central London heliports and a military air base.
High	Large aircraft incident in proximity to airport	2	4	An aircraft incident within 1000m of the airport boundary during the take-off or landing phase. Aircraft are large commercial aircraft that can range in size from an Airbus A380 (550 people) to smaller commercial jets (50 people). Fatalities or serious injury may occur on the aircraft or within a localised area caused by the direct impact of the aircraft. There may also be local structural collapse, or road closers and HAZMAT material contamination. It will have a joint response from LFB and Airport FRS.	<ul style="list-style-type: none"> <li>• Air France flight 4590 – 2000 – A Concord flight takes off from Paris Charles de Gaulle Airport crashing two minutes after take-off into a nearby hotel resulting in 113 deaths and 6 injuries.</li> </ul>
High	Large hazardous materials incident or radioactive storage facility/transp ort accident	1	5	<p>Large toxic chemical release caused by release of chlorine or several other chemicals. This incident arises from possible mechanical equipment/process failure or corrosion, and not necessarily involving fire or explosion.</p> <p>A road or rail tanker containing dangerous goods and/or “high consequence” dangerous goods are involved in an accident leading to fire and an explosion. Up to 200 fatalities and up to 500 people requiring medical treatment. The explosion will cause varying degrees of damage to property and infrastructure depending on their distance from the incident. This risk would result in a toxic plume/gas cloud which would be harmful to the population, resulting in evacuation</p>	<ul style="list-style-type: none"> <li>• Gas leak in Bhopal, India – 1984 - Thousands of people died from the effects of toxic gases which leaked from a chemical factory near the central Indian city of Bhopal. Methyl isocyanate gas (MIC) had escaped when a valve in the plant's underground storage tank broke under pressure. This caused a deadly cloud of lethal gas to float from the factory over Bhopal, with more than 20,000 people required hospital treatment</li> </ul>
High	Attack with building collapse	3	3	A vehicle borne improvised explosive device with a 1000 kg TNT equivalent charge causes partial collapse of a building and primary and secondary fragmentation.	<ul style="list-style-type: none"> <li>• Murrah Building, Oklahoma City – 1995 – Attack on the Oklahoma Federal Building killing 168 people and injuring 680 others. It damaged 324 building in Oklahoma City and caused \$652 million worth of damage.</li> </ul>

High	High consequence dangerous goods	2	4	A road or rail tanker containing dangerous goods and/or “high consequence” dangerous goods is involved in an accident leading to fire and an explosion. Up to 200 fatalities and up to 500 people requiring medical treatment. The explosion will cause varying degrees of damage to property and infrastructure depending on their distance from the incident. This risk would result in a toxic plume/gas cloud which would be harmful to the population, resulting in evacuation of the immediate area.	<ul style="list-style-type: none"> <li>• None</li> </ul>
High	Chemical attack unenclosed urban area or Chemical attack on water infrastructure	3	4	The explosive dissemination of approximately 10kg of an improvised preparation of the volatile nerve agent sarin (otherwise known as GB) into an unenclosed area such as a city centre shopping environment.	<ul style="list-style-type: none"> <li>• Tokyo Sarin attack – 1995 – A sarin attack on the Tokyo subway network killing 13 people and injuring 5,500 people.</li> </ul>



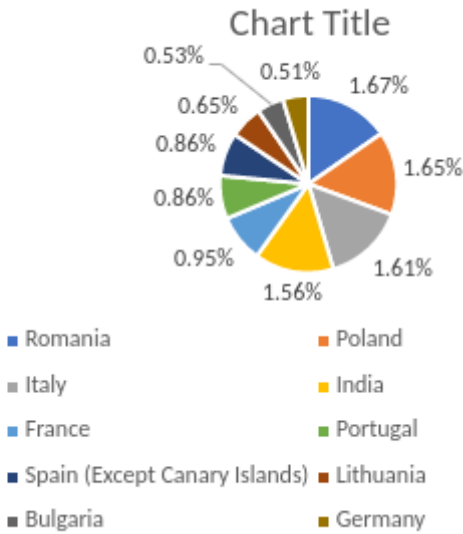
## Appendix 4. Equalities impact assessment

Protected Characteristic	Impact: positive, neutral, or adverse	Reason for the impact	What information have you used to come to this conclusion?
<i>Example: Age</i>	<i>Adverse</i>	<i>Moving this service online will adversely affect older people, who are least likely to have access to a computer or smart phone and may not be able to use the new service.</i>	<i>GLA Datastore: X% of the London community are aged 70 or over. GLA data shows that only 10% of those over the age of 70 have regular access to a computer or smart phone.</i>
Age (younger, older, or age group)	NA	<p>The AoR identifies that older people are more likely to have specific risk factors such as mobility issues, mental health issues, taking prescription drugs and living alone.</p> <p>The AoR identifies that that young people do not have any particular risk factors associated with them though some may live in lower quality accommodation, flats and live alone.</p>	<p>LFB data shows that older people are more likely to be victims of fire and rescue service incidents and are particularly vulnerable to fires, with 85 per cent of fatal fires involving someone over the age of 50 and 65 per cent of fatal fires involving someone over the age of 65. Figure 7. in appendix 1. shows that those aged over 65 are evenly distributed across London. Table 1. confirms this with 49 per cent of over 65s living in urban areas which make up 30 per cent of London's area and 46 per cent of over 65s living in suburban areas.</p> <p>London's population, the number of Londoners aged 65 or over is projected to increase by 86 per cent between 2019 and 2050, faster than younger age groups. Therefore, there will be a growing need for infrastructure that supports an ageing population, including accessible.</p> <p>London Data Store 2019: 12% of Londoners are 65+. 68% are 16-64 and 20% are 0-15. 45% of fires deaths are in the over 40 years bracket. (LFB FIRE FACTS Fire deaths in Greater London 2019). The LFB have profiled the next fire death victim as;</p>

			<p>“This is an older person aged 65 or over who lives alone. Where they live, or the type of property, does not matter. However, their home will be unsafe from the risks of fire and without adequate fire detection” (LFB FIRE FACTS - Fire deaths in greater London 2019)</p>
<p><b>Disability</b> (physical, sensory, mental health, learning disability, long term illness, hidden)</p>	NA	<p>The AoR identifies that people with disability are more likely to have specific risk factors which increase their vulnerability to fire.</p>	<p>LFB’s data shows that disability and poor mental health and mobility issues and taking prescription drugs increase your vulnerability to fire. Figure 4. in appendix 1. shows that disability is distributed across London with a great proportion in east London and the extreme west of London. Characteristics associated with disability are often found in older people who are found all over London and are proportional to the population density in each of the four neighbourhood impact zones. People with disability are also likely to be more economically deprived and as such have risk factors associated with deprivation. LFB’s data shows that if you are poor, you are more likely to have a fire. There are several related reasons for this. Figure 3. shows that there are patches of deprivation across London with a bias towards the eastern side of London as well as some areas in Northwest London.</p>
<p><b>Gender reassignment</b> (someone proposing to/undergoing/ undergone a transition from one gender to another)</p>	NA	<p>People going through these processes can come up against some negative views when engaging with Establishment organisations, therefore they may be reluctant to invite them into their homes, for fear of being judged.</p>	<p>There is no detailed data held by the Brigade in relation to gender reassignment and their vulnerability to incidents which the fire and rescue service would be expected to attend and therefore no assessment has been made.</p> <p>Research carried out in 2012 on the acceptability of gender identity questions in surveys provided an indicative estimate that 1 per cent of the UK population identify as trans.</p> <p>LGBT in Britain – Home and Communities' Report shows that:</p> <p>Half of Ethnically Diverse LGBT people (51 per cent) face discrimination within the LGBT community.</p> <p>More than a third of trans people (36 per cent), one in eight LGBT disabled people whose activities are ‘limited a lot’ (13 per cent), and one in five LGBT people of non-Christian faith (21 per cent) say they have experienced discrimination from within the community because of distinct parts of their identities.</p>

			<p>Only half of lesbian, gay and bi people (46 per cent) and trans people (47 per cent) feel able to be open about their sexual orientation and/or gender identity to their whole family.</p> <p>A third of bi people (32 per cent) say they cannot be open about their sexual orientation with anyone in their family.</p>
<b>Marriage / Civil Partnership</b> (married as well as same-sex couples)	NA	The AoR shows that single older men are more likely to be victims of fires.	LFB's data shows that being in a marriage or civil partnership generally decreases your risk from fire. As such those people who live alone and especially older people who live alone often have more risk factors making them more vulnerable to fire.
<b>Pregnancy and Maternity</b>	NA	Mobility and prescription drugs	<p>Though no LFB data specifically relates to pregnancy or maternity risk factors associated with pregnancy and maternity such as reduced mobility and prescription drugs are known to increase an individual's risk to fire.</p> <p>Some mobility risks are borne from the hormone, which relaxes ligaments. Movement of organs to accommodate a growing baby can result in pressure on nerves and hips which in turn result in issues with mobility.</p> <p>Additional risks presented in relation to the unborn child.</p> <p>Removing the assumption that only heterosexual people will be categorised within this characteristic</p>
<b>Race</b> (including nationality, colour, national and/or ethnic origins)	NA	The AoR cannot find any data that clearly shows that there any strong correlations between race and an increased vulnerability to fire or other emergencies.	<p>57 per cent of Londoners are white British, white Irish or other white ethnicity, with the remaining 43 per cent having a black, Asian or minority ethnicity (BAME).</p> <p>LFB's data shows that race does not have an impact on an individual's vulnerability to fire. The proportion of each category of race is relative to the size of that category's population in London. Though other risk factors such as economic deprivation and employment may be present in specific ethnic groups.</p>

		<p>The 2011 census show that 1 in 10 London residents had migrated to the UK within the previous 5 years.</p> <p>78% of London’s population is made up people from the United Kingdom. Therefore, up to 22% may not speak English as a second language if at all.</p> <p>Top 10 represented nationalities (Other than UK non-English speaking) in order in London and main dispersion areas:</p> <ol style="list-style-type: none"> <li>1. Romania – Northwest and Northeast</li> <li>2. Poland – Northwest and Southeast</li> <li>3. Italy – All, particularly Westminster, Kensington &amp; Chelsea, Hammersmith &amp; Fulham</li> <li>4. India – West and Northwest, Hounslow. Northeast – Redbridge</li> <li>5. France – All</li> <li>6. Portugal – Outer London, Brent, and Lambeth</li> <li>7. Spain – All</li> <li>8. Lithuania – Outer, Greenwich</li> <li>9. Bulgaria – Haringey and Newham</li> <li>10. Germany – All</li> </ol>
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			 <table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Country</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Romania</td><td>1.67%</td></tr> <tr><td>Poland</td><td>1.65%</td></tr> <tr><td>Italy</td><td>1.61%</td></tr> <tr><td>India</td><td>1.56%</td></tr> <tr><td>France</td><td>0.95%</td></tr> <tr><td>Portugal</td><td>0.86%</td></tr> <tr><td>Spain (Except Canary Islands)</td><td>0.86%</td></tr> <tr><td>Lithuania</td><td>0.65%</td></tr> <tr><td>Bulgaria</td><td>0.53%</td></tr> <tr><td>Germany</td><td>0.51%</td></tr> </tbody> </table>	Country	Percentage	Romania	1.67%	Poland	1.65%	Italy	1.61%	India	1.56%	France	0.95%	Portugal	0.86%	Spain (Except Canary Islands)	0.86%	Lithuania	0.65%	Bulgaria	0.53%	Germany	0.51%
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<p><b>Religion or Belief</b> (people of any religion, or no religion, or people who follow a particular belief (not political))</p>	<p>NA</p>	<p>The AoR does not show any specific additional risks for any religion or belief.</p>	<p>It is known that the lighting of candles, which can be related to religious activity can increase someone’s risk to fire.</p> <p>Additionally, large gatherings can increase someone’s risk to certain incident types the likelihood of such incidents is relatively low.</p> <p>The risk matrix shows that incidents in places of worship occur on average about once a month and result in one casualty every 10-25 incidents.</p> <p>It is noted that some areas of London hold higher numbers of a particular religious group, for example Barnet has the highest Jewish community numbers and New Malden the highest Korean population. The views of each person are equally valued and that for proportion of views purposes it may be necessary to direct engagement in highest populated areas, this is not to suggest that the views are of lesser or more value. Nearly half of London’s residents, 48 per cent, give their religion as Christian.</p> <p>Muslims account for 14 per cent and all other religions total 12 per cent. People stating no religion make up the remaining 26 per cent. The proportion of</p>																						

			Londoners who are Muslims or who have no religion has increased in recent years, while the proportion who are Christian has declined.
<b>Sex</b> (men and women)	NA	<p>We will ensure language is inclusive throughout the project and run workshops to avoid excluding any groups, including the use of unnecessarily gendered language. Positive action opportunities to be explored in the future to facilitate a more balanced workforce and encourage participation from said groups.</p> <p>Gender specific groups to be contacted through engagement to seek views and opinions.</p>	<p>LFB's data shows that men are 16 per cent more likely to be victims of fire than women with men making up 58 per cent of fire victims over the last 20 years. Men and women are relatively evenly distributed across London.</p> <p>In 2019, the GLA projects that 4.55 million Londoners are female and 4.55 million are male. Women face issues around gender-based violence and low pay. As most lone parents (90 per cent) are women, recent reforms to welfare that have affected lone parents have had a disproportionate impact on women. Women sharing other characteristics women often face additional challenges, such as higher gender pay gaps among older and BAME women. Young women report issues around financial pressures and mental health issues.</p> <p>Men face issues around lower educational attainment and are at higher risk of suicide and therefore may be more at risk to fire and other emergencies. Additionally, if men become single in later life, they may find it harder to care for themselves and more likely to undertake riskier behaviours.</p>
<b>Sexual Orientation</b> (straight, bi, gay, and lesbian people)	NA	<p>People who are part of the LGBT community can come up against some negative views when engaging with Establishment organisations, therefore they may be reluctant to invite them into their home, for fear of being judged</p>	<p>Two per cent of adult Londoners identify as gay or lesbian, higher than the UK rate of 1.3 per cent. A further 0.6 per cent identify as bisexual and 0.6 per cent as other sexual identities.<sup>15</sup> A recent survey of the UK's LGBT population found that 40 per cent had experienced an incident such as verbal harassment or physical violence because they were LGBT, and that they had lower levels of life satisfaction than the general UK population.</p> <p>Only half of lesbian, gay and bi people (46 per cent) and trans people (47 per cent) feel able to be open about their sexual orientation and/or gender identity to their whole family.</p> <p>A third of bi people (32 per cent) say they cannot be open about their sexual orientation with anyone in their family.</p> <p>Goals for Reducing Straight Bias in Language:</p>

Reducing straight bias and increasing visibility of lesbians, gay men, and bisexual persons. Lesbians, gay men, and bisexual men and women often feel ignored by the general media, which take the straight orientation of their readers for granted. Unless an author is referring specifically to straight people, writing should be free of straight bias. Ways to increase the visibility of lesbians, gay men, and bisexual persons include the following:

- a. Using examples of lesbians, gay men, and bisexual persons when referring to activities (e.g., parenting, athletic ability) that are erroneously associated only with straight people by many readers.
- b. Referring to lesbians, gay men, and bisexual persons in situations other than sexual relationships. Historically, the term same-sex attraction has connoted sexual activity rather than a general way of relating and living.
- c. Omitting discussion of marital status unless legal marital relationships are the subject of the writing. Marital status per se is not a good indicator of cohabitation (married couples may be separated, unmarried couples may live together), sexual activity, or sexual orientation (a person who is married may be in a gay or lesbian relationship with a partner). Furthermore, describing people as either married or single renders lesbians, gay men, and bisexual persons as well as straight people in cohabiting relationships invisible.
- d. Referring to sexual and intimate emotional partners with both male and female terms (e.g., "the adolescent males were asked about the age at which they first had a male or female sexual partner").
- e. Using sexual terminology that is relevant to lesbians and gay men as well as bisexual and straight people (e.g., "when did you first engage in sexual activity" rather than "when did you first have sexual intercourse").
- f. Avoiding the assumption that pregnancy may result from sexual activity (e.g., "it is recommended that women attending the clinic who currently are engaging

			in sexual activity with men be given oral contraceptives," instead of "it is recommended that women who attend the clinic be given oral contraceptives").
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**Community**  
engagement

**IT'S  
YOUR  
LONDON  
FIRE  
BRIGADE**

Community Engagement Third Report :

March 2022

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## Introduction

This paper details the work carried out as part of the Community Engagement Delivery Plan (LFC-0469) by the Community Engagement Team (CET), covering the pilot boroughs and outward facing pillar support during the period from July to October 2021. The paper is the third series of the pilot reporting and will serve as the penultimate report. The report follows on from the last report (initial findings report) published in July 2021.

The paper covers findings from the community engagement sessions held July to October 2021, public opinion polling undertaken in August 2021, and qualitative data captured for the development of the Community Risk Management Plan (CRMP) that was not captured in the independent reporting of consultation responses. The paper also captures ongoing learning and details feedback from participating boroughs on the CRMP and general community engagement activity. The report gives recommendations for the next phase of engagement and widening participation.

## Community Engagement Activity

Throughout the months of September and October, a total of twenty-four community engagement events (*see Table 1 for full list of engagement events*), were arranged to be delivered across seven boroughs of London. Of those twenty-four events, sixteen were delivered in person and eight online.

The aim of our community engagement work has continued to be to engage with London's underrepresented and seldom heard communities as identified through the localised equality impact assessments (EIAs) conducted by the pilot boroughs. In addition, sharing what has been heard from the community engagement so far, our aspiration to co-produce our work and developing better understanding of the community's needs, wants and expectations of LFB. This also including delivering engagement on the London Fire Brigade official consultation on the Community Risk Management Plan (CRMP).

The work to engage diverse communities has been delivered in collaboration with both partners within LFB and the boroughs themselves. LFB worked with community partners and mutual aid groups to co-produce and deliver the events, building on relationships developed over the course of the pilot.

The events were supported by several teams across the Brigade including the participating boroughs, watches, the outward facing pillar, the Fire Regulatory Team, Community Safety Team, Outreach Team, Youth Team and Communications department. In preparation for the events, CET ran briefing sessions setting out the aims, structure, and upskilling teams to support the delivery of the events. Key to the collaborative approach is the recognition that the communities see and experience the different departments as "one" joined up seamless Brigade, regardless of rank, role, or area of expertise.

There was a keen level of involvement from Tower Hamlets, Lewisham and Southwark. Other boroughs were not able to be as involved due to capacity and resourcing issues impacting on their ability to support and mobilise.

Date	Event	Location , Borough	Theme/ Topic	Estimated attendees	Estimate d surveys distribut ed	Estimated surveys received at the event
8-Sep	Tower Hamlets Housing Forum Provider meeting	Online, Tower Hamlets	CRMP only	18	Online	
8-Sep	RBKC Community engagement group	Online, RBKC	CRMP only	20	Online	
11-Sep	Dockhead Station Open day	Dockhead Fire Station, Southwark	CRMP only	300	25	14
11 Sep	Silchester Estate (RBKC)	Waynflete Square, RBKC	CRMP only	150	10	20
11 Sep	Kaleidoscope project - Africa Day	St Peters Church, Southwark	CRMP only	150	30	20
13- Sep	Lancaster West Estate	Online, RBKC	CRMP engagement, LFB's regulatory work and feedback opportunity	4	Online	
14- Sep	Hatfield and Gerrard TRA (Lewisham)	49-96 Hatfield Close, Lewisham	CRMP only	10	10	0
14- Sep	Chrip Street Children Centre Launch Street Party/ Service Launch (Tower Hamlets)	Chrip Street, Tower Hamlets	CRMP only	150	20	6
15- Sep	Southwark Traveller community	Sojourner Truth Community Centre, Southwark	CRMP engagement, Traveller engagement and feedback opportunity	8	8	8
16- Sep	RBKC Over 50s Forum - Kensington	Kensington Town Hall, RBKC	CRMP engagement, diversity and feedback opportunity	60	60	23
16- Sep	New Providence Wharf Community Engagement Meeting	Online, Tower Hamlets	CRMP engagement, NPW update, LFB's regulatory work and feedback opportunity	15	Online	

17-Sep	Trellick Tower Estate Day	5 Golborne Road, RBKC	CRMP only	60	30	18
18-Sep	Peckham Market Stall	Peckham Market, Southwark	CRMP and Business engagement	200	30	13
18-Sep	Lancaster West Summer Fair	Whitchurch Road, RBKC	CRMP only	250	50	22
20-Sep	Virtual coffee with the Deputy Commissioner	Online	CRMP engagement and feedback opportunity	15	Online	
21-Sep	Poplar HARCA resident association	2 Cotall St, London E14 6TL, Tower Hamlets	CRMP engagement and HFSVs/Trust	20	20	12
22-Sep	Friends in High Places - Isle of Dogs	Millwall Fire Station, Tower Hamlets	CRMP engagement, LFB's regulatory work and feedback opportunity	24	24	10
25-Sep	Pepys Estate - Estate Day	2000 Community Action Centre, Lewisham	CRMP only	200	55	50
26-Sep	Chingford Fire Station Open Day	Chingford Fire Station, Waltham Forest	CRMP only	500	30	13
28-Sep	RBKC Safeguarding ambassadors	Online, RBKC	CRMP engagement and feedback opportunity	14	Online	
28-Sep	Camden Special District Management Committee	Online, Camden	HFSV/Trust	11	Online	
1-Oct	Forest Hill (Lewisham) Knowledge exchange project	Lewisham Fire Station, Lewisham	CRMP engagement and feedback opportunity	25	25	

1- Oct	Thames Ward Community Fun Day	Thames ward Community Centre, Barking & Dagenham	CRMP Only	60	30	6
6- Oct	DeafPLUS Community Engagement Event	Shadwell Fire Station, Tower Hamlets	CRMP engagement and feedback opportunity	8	Feedback recorded during the event	

In a number of the events, LFB facilitated workshops on topics relating to first round of engagement and groups expressed interest or area of concern. These included Home Fire Safety Visits (HFSVs), diversity and LFB's authority & regulatory work. At each event a short presentation on CRMP consultation and an opportunity to respond online using a QR code or in hard copy form was given. Discussions in these sessions were recorded by event scribes analysed by external consultant TONIC.

**Table 1: Full List of engagement events:**

**Talk London engagement**

In addition to the targeted face-to-face engagement with seldom heard groups the CET delivered engagement using the City Hall online community, Talk London, as the online engagement platform. Londoners can register for use of the platform and take part in surveys as well as accompanying live discussion threads. The LFB page was launched on Monday 26 July with an introduction to the community engagement pilot and its initial findings. The aim being to warm up and generate participation in the LFB discussion thread, LFB ran preliminary discussion on the findings from the events ran in April and May 2021. The methodology, findings and topics raised are detailed within the report LFB Community Engagement Initial Findings Report.

The CRMP consultation was launched on Monday 6 September and closed on Sunday 10 October. The discussion page closed on 1 September and had received a total of 85 interactions. This allowed for opportunities to tell a wider audience about LFBs journey of transformation and engagement intent, to playback what we've heard so far via the pilot engagement activity (first round of engagement events in April-May) and grow participation. Additionally, in preparation for the CRMP consultation in we informed Londoners of the intent to consult.

The full analysis and consultation findings have been analysed and reported on by external consultants, TONIC, and have been shared with this report.

**CRMP consultation background**

In 2021, we began the creation of the new strategy, the CRMP. In contrast to previous years, the Brigade set out an aim for the CRMP to be shaped by the community, ensuring that communities have multiple opportunities to feed into the direction and content of the strategy. This year, we have engaged with Londoners via public opinion polling surveys in March, April and August and community engagement events during April to May. The feedback from these engagement activities influenced

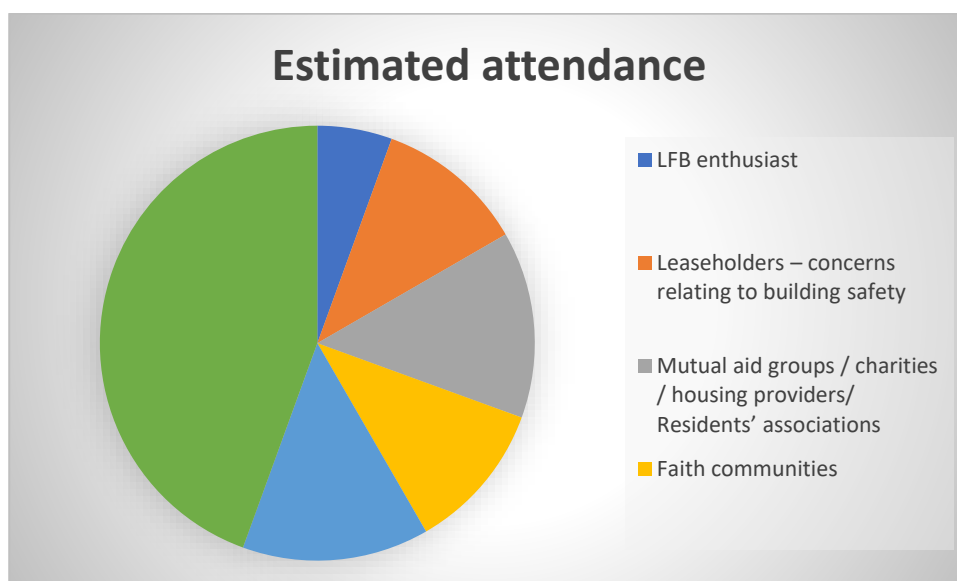
the direction of the suggested strategic shifts and assessment of risk. This work alongside strategies such as the Transformation Delivery plan helped form the basis of the consultation launched in September 2021.

The consultation was launched with an introductory video from London Fire Commissioner Andy Roe that was shared on Facebook, Twitter, Instagram, and LinkedIn. Borough Commanders and the CET sent communication to partners and stakeholders. In addition to the Talk London option to respond to the consultation, Londoners were given an opportunity to respond to the consultation in hard copy paper version and could request a hard copy by emailing or calling a freephone number. The consultation was also available in another language or an accessible copy such as easy read, on request. At events hard copies and a QR code was provided for people to complete virtually, prepaid envelopes were provided at every event so attendees could fill out the survey at home and send it back. For the online events, a link to fill in the survey on Talk London was sent to the attendees both prior to and after the meeting.

### Levels of engagement achieved / Demographics

The full breakdown of demographics can be seen below under the heading of Survey demographics.

Unlike in previous engagement activity, demographics could not be collated holistically on the day of the events and therefore attendees' demographics were collected taking a blended approach to allow a snapshot and to capture attendees' protective characteristics. Attendees were asked to complete a pre-attendance form, however the take up and completion was low at a 25 per cent completion rate. Feedback suggested that this could act as a potential barrier to registration for underrepresented communities. To increase the chance of the pre-attendance form being completed the form was incentivised with the entry to the overall voucher incentive. The CRMP surveys also had a section which recorded demographics. This approach was adopted to prioritise completion of the CRMP consultation to ensure that attendees were not fatigued. Demographics were also captured by the characteristics of the group, for example DeafPLUS attendees had the protective characteristic of disability due to being deaf or hard of hearing. The demographic questions must also be conducted under GDPR secure conditions which means this information cannot be collected on behalf of the attendee and must be collected allowing for adherence to confidentiality and privacy. In addition, events such as that at the Pepys Estate was attended by such a high volume of the community which make it difficult to capture demographics. As a result, the below table outlines estimated engagement demographics and characteristics of those engaged.



### Total spend:

The below table details the expenditure, spent to deliver this round of engagement. And details the costs external consultants Tonic.

**Table 2: Consultation expenditure**

Item	Cost
Over 50s forum - catering	£750.00
Poplar HARCA - catering	£350.00
Friends in High Places - catering	£450.00
Consultation Print Costs	£1,400.00
Southwark Traveller Community Event	£250.00
Pepys Estate – catering and hire	£550.00
Lancaster West - catering	£200.00
DeafPLUS - catering	£48.90
TONIC – independent analysis report	£9,990.00
<b>Net Total</b>	<b>£13,988.90</b>

### Findings from the community engagement sessions held July to October

#### Feedback - Talk London platform

In the run up to the CRMP consultation, Londoners were asked "How can we improve our services for Londoners? What can we do to be more visible and accountable to your community? "Outside of our emergency services, how can we support you and your communities."

The common themes that arose from the feedback thread included:

- High volume of interest which focused on why LFB were asking questions around gender reassignment and concern on why the Brigade is working to be inclusive. This potentially points to a gap in LFB telling the story externally and engaging London in the story of LFBs transformation.
- Several integrations pointed to the fact that Londoners have a clear respect and admiration for the Brigade.
- LFB should be more vocal about their involvement in building planning work and holding responsible persons/ building owners to account.
- LFB needs to think of more innovative ways to educate the public on fire safety
- Worries were expressed about Low-traffic Neighbourhoods and their possible impact on emergency response.

#### Event Feedback

The events were a mixture of attendance at large scale events such as the Lancaster West Summer Fair and smaller bespoke events with mutual aid, disability, special interest and campaign groups such Friends in High Places, a campaign group based in Tower Hamlets. Overall, it was also suggested that Londoners continue to trust LFB - however, there are areas for LFB to take on board to allow for improvement of the Brigade and feelings of safety for the community. Community feedback and priorities were broken down into the following heading and characterised as:



- **Understanding community needs** - LFB must recognise the need to better understand the need of the community and not make assumptions on the communities' experience of fire services related safety.

*Friends in High Places - "LFB shouldn't sit back passively, it should assume every building needs advice for residents on fire safety, evacuation etc".*

- **Defining community issues** – Communities want a role in describing the nature and scope of issues relating to their safety.

*Friends in High Places- "Residents want to know how they can find out if their building has a deficiency".*

*RBKC Safeguarding Ambassadors - "People intend to prep for energy price increases - some are buying loads of candles and heaters etc which change fire risk".*

- **Engaging with "hard to reach" communities** – LFB should recognise that a one size fits all approach does not work for "hard to reach" communities. A community plan tailored to groups' engagement needs should be delivered and coproduced, recognising and respecting groups' characteristics and, in turn, that the groups do not perceive themselves as hard to reach. Rather, it is the one size fits all approach that creates the barrier.

*STAG – "LFB should visit the sites and talk to those there. But this should be pre-arranged through trusted partners such as STAG. There is a network and sites know each other well so once you have good relations with one group, they can help you get in touch with others".*

*DeafPLUS - "Put written material in BSL. Don't just assume that all deaf people read English as BSL might be their first language and the structure of a spoken and sign language are completely different. Provide text based programs at the very least, how about ask people in the deaf communities or people with disabilities"*

- **Showing up for the community in the way the community expect and need and knowing the difference** – LFB must develop a better understanding of what the communities expect and in communicating what LFB will action as a result of any incident and involve the community following the initial interaction to understand if there is a need for wider engagement. The community were clear on the fact that LFB should not make assumptions about what the community need, or knowledge held by communities regarding LFB's services.

*RBKC Safeguarding Ambassadors – "Do LFB publish when you consult on buildings and planning?"*

*"I would like to read what has been decided and why so I can get my head around it as the building density is so high in some areas"*

*DeafPLUS "There should be a system that lets LFB know if there are any deaf people or other disabilities in an area or building we hold real fear about safety, many do not know"*

*their evacuation plans. Messages/campaign about knowing your neighbours and what to do if they are deaf/disabled"*

- **Community perception – LFB must work in a transparent way to develop** and show an understanding of community perception is a contributing factor to the development of LFB culture, policy and service development.

*Poplar HARCA - "People from minority backgrounds may not want to work for the brigade due to past issues with hazing and initiations. Things like that have a history of targeting those that are different and will give them a worse time. This folds into a wider issue of the Brigade being seen as a 'lads club' and if you do not fit that stereotype you will not fit in"*

*Lancaster West- "How much have your policies/procedures changed since the Grenfell Tower Fire? Londoners need to know the lessons learnt and feel confident that it will never happen again".*

*Friends in High Places - "There is an assumption that the Responsible Person (RP) knows what to do. Some RP's are right to manage organisations made up of residents and they don't know what they are supposed to do. LFB should not assume they know. Communication from LFB on all fronts needs to be targeted to show that it is a helping service, not just a threatening service."*

- **Performance based on community focused matrix** - the community fed back that how well LFB is doing should be determined by factors other than putting out fires that make them feel safer in their home as well as how readily available services that are needed are accessible and make a difference.

*Friends in High Places- "Residents do not know if their buildings are safe. There are no fire drills, no communication, just somebody or something telling them to stay put. When fires have happened, residents didn't have the information they needed. This makes people panic. Residents said they would never stay put now as they don't think there is any real plan", We don't know what LFB has done to improve, LFB doesn't know how safe we do or don't feel".*

- **The impact of Covid-19 and proactiveness of LFB community response** - with lockdown easing, many attendees suggested that LFB needs to be proactive if they want to learn more about the communities they serve. At events, members of the public expressed the need for assertive engagement by the Brigade to build relationships with the community. The consultation was stated as a good start to engagement with the community. It was stated that this is because there are many assumptions about buildings, Responsible Persons and residents that might not be true and can lead to incidents in the future. Proactiveness was highlighted as something important for engaging with vulnerable members of society, who are now more isolated and are experiencing the impact of the pandemic which has created a wider gap and a possible worsening of mental health and financial wellbeing.

*"LFB shouldn't sit back passively, it should assume every building needs advice for residents on fire safety, evacuation etc."*

*"So many of the members of our group have experienced bereavement and are fearful of how they will cover the rising fuel costs, It's depressing" "fuel poverty, heating our homes, I'm*

*worried that this will cause more people to use flammable objects such as candles especially because of aging buildings and the high costs of renovating them."*

*"I have felt more overwhelmed and have not wanted to engage this is the first time in a long time I've meet with peers."*

*"The community has an innate fear of any emergency service and not being able to communicate swiftly due to a language barrier."*

*"It's so important that LFB put out clear and effective messages when communicating with the community as many do not have basic fire safety knowledge. This event showed the importance of reaching out to these groups to gain a better understanding of how they see the Brigade."*

- **Communication** – getting the Tone right. Communication was a common theme raised at the events. Attendees raised that LFB needs to increase and vary their communication methods if they want to engage with Londoners. It was noted that LFB has a lot of useful and important information on the website, but it is hidden behind various pages and is hard to find. Attendees also noted that though the Brigade may post some of this information on social media sites such as Twitter and Facebook, the target audiences are not following them, leading to important messages to be lost.

Attendees also raised the importance of tone within LFB's communications and ensuring that any advice give is assertive but not a tone that can be seen as judgement. It was suggested that information on LFB's policies and guidance needs to provide a wider picture for members of the public to comply, otherwise members of the public will not listen to the advice. Stay put advice was raised as an example of a piece of guidance that requires a lot more information from the Brigade is it wants members of the public to follow the guidance.

- **Enforcement** – common feedback was received around LFB's enforcement activity. Members of the public wanted to see stronger enforcement work from LFB and expressed frustrations around the current enforcement system, stating that they believed that more should be done to keep responsible people accountable. The issues varied from ensuring that people in flats don't use BBQs to ensuring that emergency plans are adhered to. From the public's point of view, the blame and responsibility are passed from person to person and the law on the matter is so vague that Responsible Persons are allowed to get away with poor work or incompetence. Attendees referred to the New Providence Wharf and Grenfell Tower fires as incidents where there should be clear opportunities to keep the building owners accountable for their negligence, but they did not feel like that is what was happening.

*NPW Leaseholder- "No one seems to know how LFB make the Responsible Person accountable"*

*"How much can LFB change and influence government policy?"*

- **Engaging vulnerable people** - support for vulnerable people was raised a high risk that LFB should be preparing for moving forward. It was suggested that this work should be done in partnership with groups working on the ground. A bespoke training on fire safety was recommended for vulnerable people and be led by LFB and the London Ambulance Service. Attendees stated that this information would empower people with disabilities and vulnerable people to own their safety where possible. At meetings, members raised questions around how much LFB knows about not only high-risk buildings but also the tenants inside, in particularly, how many residents are vulnerable. It was suggested that this is something that needs to be

communicated with these members of the community, with or without the Responsible Persons.

It was clear from the events that the Brigade's communication and messaging is not reaching vulnerable communities. It was raised that the Brigade's communication needs to be more accessible.

- **Engagement with communities on the Grenfell Tower footprint** - the engagement with the surrounding areas of the Grenfell Tower footprint showed a large percentage of the residents were overwhelmingly positive about the Brigade, citing the efforts made on the night of the Grenfell Tower fire by LFB and the respect for the Brigade. Many of the communities had personal relations to the tragedy as well as a number of survivors. However, in contrast they fed back strongly and expressed challenge relating to LFB not clearly communicating influence and actions taken specifically around cladding and lobbying government to put more legislation in place to remove cladding across the country.

### **Community feedback relating to CRMP Survey**

When asked to fill in the survey, many Londoners expressed gratitude that the Brigade is being proactive and engaging the public. Some questioned the need to consult and questioned if LFB was conducting a window-dressing exercise as the questions were deemed to be obvious statements that would not need to be consulted on. Some members of the community stated that they did not think that they personally would have the knowledge to provide information needed. In addition, the feedback below was received specifically relating to the survey itself.

- **Length of Survey** - Attendees raised concerns on the length of the survey. It was suggested that comment boxes should be available in public spaces such as GP surgeries, libraries, and hospitals for members of the public to provide quick pieces of feedback.
- **Questions** - A small number of respondents questioned the scaling of the "Our direction" question, raising that they found it hard to tick any option other than very important for all of the statements. Feedback from the young people centred on the survey not being very user friendly for their audience and there should be potentially something made for a younger audience who are not homeowners or renting yet.
- **Assessment of Risk** - Attendees raised worries about the survey's accompanying document, the Assessment of Risk and its length. At 40 pages, attendees mentioned that they found it a daunting task to read and also raised that a lot of the content contains too much jargon. This was raised as being a barrier to entry for those that might not feel confident and added to the worry that they did not know enough about the Brigade to properly critique them. It was also raised that if this were to be translated a number of the words and jargon could not be properly translated.
- **Context** - It was stated that though the introduction at the beginning of the survey explains the aim of the consultation, extra context is needed to fully understand what will be done with the responses of the survey and what stage of the strategy process LFB is currently in. It was expressed that the survey exercise needs a more compelling story for members of the public to want to fill it in.
- **Talk London** - It was noted by members of the public and members of staff that the Talk London platform was not straightforward to use as they had to become official members of the platform to take part in the survey. The registration process also required users to verify

themselves via a verification link sent to them via email which was not always clear and at times went to the junk box instead of their inbox. This was felt to be not user friendly to digitally excluded communities.

- **Advertisement** - Members of the public questioned where the consultation is being advertised and proposed that LFB should be focusing on both wide advertising of the consultation through means such as radio and print media as well as more targeted promotion through individual Facebook groups.

### **Internal teams involved in the delivery of the engagement events feedback**

The Community Engagement Team held debriefs with supporting staff from the boroughs and supporting teams to gauge how the events went, areas for improvement and potential next steps. Across the Brigade, staff expressed pride in running the events and were happy for the opportunity to engage with and learn from members of the communities they serve.

- **Skill set/ Engaging the community** - staff raised that there needs to be more support around how to engage with members of the community actively and assertively. While certain teams such as the Outreach and Community Engagement Teams are trained and experienced in engaging with members of seldom heard groups, some operational staff raised that they are not and may need training to ensure that they are confident in engaging with these groups in effective ways. In particular, it was raised that staff felt most comfortable doing traditional engagement activities such as showing members around an engine and found it difficult to express the importance of the consultation survey and why the Brigade needs input from minority groups. This traditional engagement relies on the community coming to the Brigade and leads to LFB only engaging with members of the community that are comfortable and confident enough to engage. Moving forward, this approach should be flipped so that Brigade staff start conversations with members of the community.

In debriefs and workshops delivered by the CET, members of the Brigade expressed the expectation that the community groups should engage more proactively, and that the onus is on the community not the Brigade i.e. - "They need to meet us halfway".

It was also raised that confidence levels and understanding the right methods to engage different groups was important. This included what uniform to wear when engaging, what tone to be used and what level of staff is needed at any particular event. During the debriefs there was a clear defensiveness, expressed both towards minority groups feedback and the discussions relating to the community's readiness to engage with LFB.

- **Knowledge of the CRMP** – although there was an active effort both centrally and within the boroughs around raising awareness of the CRMP, many operational staff did not know about the work relating to the CRMP or the consultation until they were briefed by the Community Engagement Team. It was acknowledged by operational staff that they may have briefly discussed with senior officers within the borough around the plan but have not had much more engagement. This is due to the strategy and accompanying being more of a strategic plan rather than something more applicable to their day-to-day work. A small number of staff mentioned the Microsoft Teams Q&As hosted by the Strategy and Risk Team.
- **Planning and delivery of consultation timing** - due to working patterns within LFB and many of its partners, the summer months provided difficulty in organising events effectively. It was raised that the initial timeframe of five weeks was seen as too short to hold multiple high-quality events within the boroughs and led to too many events in a short space of time. It was

suggested that a two-month period would have provided staff with more time to promote the consultation at more meetings with partners.

- **Resources** - in regard to staff resource, it was raised that the events were predominantly attended by senior staff within the stations. A reason for this is because many of the relationships are held at that senior level. It was suggested that in future events, when appropriate, this workload should be shared across the stations and can be seen as a development opportunity for junior staff and relieve workload from senior members of the station and boroughs. To ensure the consistency of messaging and service, these members of staff must be up to speed with the progress of the pilot and sufficiently on stakeholder and community management. Boroughs expressed that there was a shortage of community safety resources for events such as bags, activity books and pens. It was suggested by the fire safety team that this stock should be held by area teams for local events and for Community Engagement to potentially hold a stock for future events. This is to ensure that any materials brought support the overall aims of the event, whether that is to provide fire safety information, learn more about the community or to develop and build relationships with that group.
- **Business engagement** - alongside community engagement, it was planned to have some business engagement while in Peckham town centre as part of the Peckham market stall event. It was suggested by the Fire Safety team that though they have the knowledge to engage with the businesses, they may not best placed to do so as they be seen as working in their enforcement capacity and potentially damage LFB's relationship with the business community. It has been suggested to work with the Business Improvement Districts within the boroughs to engage the businesses in the areas.

## Recommendations

- Full recommendations will be captured in the final report.
- Moving forward it will be important to ensure that all boroughs are prepared from earlier on to allow for a wider mobilisation of community delivery.
- Communities to be involved in next series of engagement.
- Develop consistent platform to ensure representation and opportunity to hear from the community as a sounding board.
- LFB to develop a framework for community scrutiny.

## **Appendix: August Stakeholder Opinion Polling Report**

Between 19 – 24 August 2021, YouGov ran a public opinion survey with 1004 Londoners on behalf of London Fire Brigade. The aim of this survey is to gauge Londoners' opinion, knowledge and trust in the Brigade and monitor and changes to these metrics over time.

### **Key findings**

As with the previous six waves of polling, overall, the responses of the are positive towards the Brigade, with 84 percent of respondents stating that they believe the LFB do a good job. It is clear from the results that the respondents trust the LFB and their ability to be effective, quick to respond to emergencies and knowledgeable.

In this round, the survey delves deeper into the demographics of the respondents to understand which minority groups are less favourable or engaged with LFB and in what areas. Demographic categories added this round included disability, religion, property type and sexuality. This was an addition to the information collected on gender, age, ethnicity, social grade, marital status, parental status and working status.

The data shows need for improvement with minority groups around LFB's work in being integrated in their local community, knowledge and understanding of what the Brigade does and LFB's understanding of the needs of the diverse communities within London. However, it must be noted that the differences between groups is not that high.

### **Headline results**

- 84 percent of respondents believe that LFB are doing a good job
- 86 percent of respondents feel positive about LFB
- 43 percent of respondents believe that LFB is integrated in their local community
- 89 percent of respondents agree that LFB is trusted to serve and protect London
- 60 percent of respondents agree that LFB understands the diverse communities in London
- 82 percent of respondents agree that the services LFB provides to protect and serve London are the right ones
- 73 percent of respondents believe that they know and understand what LFB does to advise people on how to be safe from fire in their homes
- 68 percent of respondents believe that they know and understand what LFB does to provide advice on fire safety to businesses and building professionals

### **Background: Full results**

The use of YouGov polling provides a new, yet consistent path which began in 2019 as part of the communications department analysis of public understanding in relation to the Grenfell Tower fire. As part of a review of a LFB Grenfell Tower Communications Strategy (LFC-0174) a regular survey from YouGov has since been commissioned using their London omnibus service which targets a representative sample of 1,000 Londoners. Five previous waves of this survey have now been completed, in February 2019 (5- 7 February 2019), October 2019 (1-3 October 2019), February/March 2020 (27 February – 3 March 2020) and October 2020 (20- 22 October 2020), (11 – 16 March 2021), providing a useful data set to analyse, compare and present. For this wave there were 1004 respondents.

To maintain consistency the previous set of five standard questions were repeated, with closed answer options, which can be summarised as:

1. Have you heard of LFB?
2. Have you interacted with LFB (in the last five years)?
3. How have you heard about the LFB (in the last year)?
4. Do you think LFB do a good job?
5. How do you feel about LFB?

In the previous polling round in March, a set of seven questions, questions were added as early engagement questions around the London Fire Brigade's Community Risk Management Plan (CRMP).

These questions were modified to the following:

6. How integrated, if at all, would you say the London Fire Brigade is in your local community?

To what extent do you agree or disagree with the following statements?

7. "The London Fire Brigade is trusted to serve and protect London"
8. "The London Fire Brigade understands the needs of the diverse communities in London"
9. "I think the services provided by London Fire Brigade are the right services"
10. "I know and understand what the London Fire Brigade does to advise people on how to be safe from fire in their home"
11. "I know and understand what the London Fire Brigade does to provide advice on fire safety to businesses and building professionals"

Demographic data relating to race, gender, age, social grade, marital status, working status, religion, sexuality, property type, and number of children in the household are collected alongside the answers. This report provides an overview of the results of the surveys, question by question.

The table below summarises the answers overall. It demonstrates the stability of the results from the surveys conducted so far and an overall positive reputation of the LFB. This report then provides a more detailed analysis of the results, question by question.

**Table 1: Top-line summary of results**

Survey Date:	February 2019	October 2019	Feb/Mar 2020	October 2020	March 2021	August 2021
<b>Have you heard of LFB?</b>						
Yes, I had	93%	90%	93%	91%	92%	96%
No, I hadn't	7%	10%	7%	9%	8%	4%
<b>Have you interacted with the LFB (in the last 5 years)?</b>						
Yes, I have	34%	32%	35%	29%	26%	28%
No, I haven't	63%	65%	63%	69%	70%	69%
Don't know/can't recall	3%	3%	2%	2%	4%	3%
<b>Have you heard about the LFB (in the last year)?</b>						
Yes, I have	66%	61%	70%	58%	49%	48%



No, I haven't	24%	27%	22%	30%	38%	38%
Don't know/can't recall	10%	12%	8%	12%	13%	13%
<b>Do you think LFB do a good job?</b>						
Net: Good	84%	82%	84%	82%	80%	84%
Net: Poor	1%	1%	1%	1%	1%	1%
<b>How do you feel about the LFB?</b>						
Net: Positive	87%	84%	86%	84%	84%	86%
Net: Negative	1%	2%	2%	2%	2%	1%

### Question 1: Have you heard of LFB?

In line with previous surveys, over 90% of respondents have heard of the LFB. In Table 1, there is slight increase from the previous polling round with the highest percentage recorded so far. There are no significant differences in the responses between most demographic groups.

There is a positive correlation with knowledge of the LFB and age with the 'Yes, I had' response rising from 86% (18–24 year old) to 100% (55+). This trend is consistent with previous surveys though the percentage of the 18-24 year old group has risen from 8% from 78% in March to 86% in August.

This trend is also reflected in the responses of the Working status groups with 86% of Full time Students responding that they have heard of the LFB compared to 100% of Retiree respondents.

The groups which had the lowest 'Yes, I had' scores were those that live in a caravan (70%) and Any other Asian Background (76%).

### Question 2: Have you interacted with the LFB (in the last 5 years)?

**Table 2: How survey respondents have interacted with the LFB in the last five years**

How have you interacted with LFB?	Feb 2019	Oct 2019	Feb/Mar 2020	Oct 2020	March 2021	Aug 2021
Visited a fire station for an open day	6%	7%	6%	5%	3%	6%
Had a fire safety visit or audit at my own home	10%	8%	10%	6%	6%	6%
A member of London Fire Brigade visited my school or workplace (excluding for an emergency service call out)	8%	7%	11%	5%	7%	6%

<b>Had an emergency service call out to my home</b>	6%	5%	6%	4%	2%	4%
<b>Had an emergency service call out to somewhere which was not my home</b>	8%	8%	9%	5%	4%	6%
<b>I was attended by an ambulance which included a firefighter assisting the paramedics</b>	-	-	-	1%	1%	1%
<b>A firefighter was part of a team which visited my home for another reason during the pandemic</b>	-	-	-	1%	1%	1%
<b>I/my child(ren) have attended a youth event with London Fire Brigade</b>	-	-	-	-	-	3%
<b>I have volunteered for/currently volunteer for London Fire Brigade</b>	-	-	-	-	-	0%
<b>I am, or have been, a London Fire Brigade Cadet</b>	-	-	-	-	-	0%
<b>Other</b>	5%	5%	6%	5%	5%	4%
<b>Don't know/ can't recall</b>	3%	3%	2%	2%	4%	3%
<b>Not applicable - I have not had any experiences with the London Fire Brigade in the last 5 years</b>	63%	65%	63%	69%	70%	69%

In this question, we see a small rise in respondents that have interacted with the LFB from the previous polling round. Table 1 shows the consistent experiences of interaction we have had with the public during the global pandemic from the October 2020 and March 2021 polling results.

There is a slight trend of parents more likely to have interacted with LFB if they have a younger child with parents of children aged 4 years and younger only selecting the "Not applicable" option 56% in comparison to 74% of the parents that have a child 18 and over.

Of the respondents without a disability, 9% less have had any experiences with the LFB within the last five years in comparison to those with a disability.

In sexuality, Bisexual respondents were more likely to have an experience of the Brigade within the last 5 years with only 54% of respondents selecting the not applicable option. This is 15% lower than Heterosexual respondents (69%) and 21% lower than Gay or Lesbian respondents (75%)

In property type, there is a slight trend but those in responses with those that live in a terraced (75%) and semi-detached house (72%) stating that they have had less experience of LFB than those in a detached house (64%) within the last five years.

Some of the highest 'Not applicable- I have not had any experiences with the LFB within the last 5 years' responses were from Sikh (86%), Chinese (81%), retired (78%),

Though in question 1 respondents were less likely to know of the LFB if they were younger, there is a positive correlation with interaction with the LFB and younger age. 52% of 18–24-Year-olds responded that they have not had any interaction with the LFB which rose to 77% with +55's.

In regard to religion, Sikh respondents were one of the lowest respondents with only 8% stating they have heard from the Brigade within the last year. In contrast, Other religious groups such as Pentecostal (41%) and Buddhist (56%) respondents reported much higher levels of interaction with the Brigade.

There was a large difference in the disability category with those that have identified with having a disability reporting higher percentages of interaction with LFB than those without a disability. The largest difference was in the "Had a fire safety visit or audit at my own home" where there was a 14% difference.

Across ethnicity there was large variances across the groups with 81% Chinese respondents 90% of other ethnic group respondents reported not having any experience with LFB within the last 5 years. This is in contrast to, White and Black African (32%) Any other Asian background (36%), Pakistani (43%) respondents who reported the lower rates of not experiencing LFB's services within the last 5 years.

### Methods of interaction

The most common experiences of interaction with respondents were "Visited a fire station for an open day", "Had a fire safety visit or audit at my own home" "Had an emergency call out to somewhere which was not my home" and "LFB visited my school or workplace (excluding for an emergency service call out)" all with 6%. Below, Table 2 shows how these interactions have changed over the rounds of polling. With the re-opening of stations for open days, the double of the percentage of respondents selecting the "visited a fire station for an open day" was to be expected.

The lowest common experiences of interaction with respondents were 'I have volunteered for/currently volunteer for London Fire Brigade', I am, or have been a London Fire Brigade Cadet" with) both with less than 1%.

36 respondents filled in 'other'. The free text comments varied from seeing LFB attend community events, interacting with the Brigade through their work and seeing the Brigade carry out their work at incidents.

### Question 3: Have you heard about the LFB (in the last year)?

**Table 3: Methods of communication from LFB within the last year**

Where heard about LFB?	Feb 2019	Oct 2019	Feb/Mar 2020	Oct 2020	Mar 2021	Aug 2021
Through the radio (e.g. news, programmes etc.)	22%	21%	24%	19%	13%	13%
Through the television (e.g. news, programmes etc.)	46%	40%	46%	40%	31%	28%
Through social media (e.g. Instagram, Facebook, Snapchat etc.)	16%	15%	20%	14%	13%	13%
In newspapers (print or online)	32%	27%	35%	25%	20%	21%
Through word of mouth	17%	16%	20%	16%	13%	13%
Other	8%	7%	6%	6%	6%	5%
Don't know/ can't recall	10%	12%	8%	12%	13%	13%
Not applicable - I have not seen or heard anything about the London Fire Brigade in the last year	24%	27%	22%	30%	38%	38%

In line with the previous polling round 49% of respondents said that they have heard about LFB within the last year. Most of the responses are equal to the previous round with the only notable change is a slight continuation of a trend downwards of those that have heard about LFB through the television.

In marriage status, gender and social grade there are no notable differences within the groups. In regard to working status, Full Time students have selected the not applicable option significantly higher at 60% than the next highest group which is unemployed at 41%. The avenues in which the group were significantly lower than the others were television (16% lower than the nearest group), social media (only 7%) and radio (only 6%).

Across ethnicity there is not much variance across the groups with most respondents reporting around the 38% 'Not heard anything about LFB within the last year' average. Some of the outliers were Black African who reported 50%, Chinese with 50% and Indian with 46% of respondents stating they have not heard about LFB within the last year.

### Question 4: Do you think LFB do a good job?

84% of respondents answered the question positively (Very good or Fairly good) which is 4% higher than the previous round. This is due to a decrease of the don't know and neither good nor poor options rather than a decrease in the net bad responses.

As with previous rounds, the positive responses increase with age with the 18-24 providing the lowest response with 76% which rises to 94% with the 55+ group. There us no notable differences within gender, social grade, marital status or local authority. Consistently with previous rounds, for working status groups, Full time student respondents have the lowest positive responses with 74% and the highest group is the retired responders with 95%.

Across religious groups, most groups provided only positive responses except for Sikh (6%), Roman Catholic (1%), Church of England (1%) and non-religious respondents (1%). Across sexuality, respondents that have picked 'other' were the least positive about the Brigade with only 57% positive responses which is 20% lower than the next highest group. This low positive response is due to a high 'don't know' percentage of 37%.

Across property types, those that live in a caravan were the least positive with 37% positive responses and 33% negative responses. The highest positive responses were from detached and terraced house respondents with 90% positive responses each. Respondents in flats with seven or more floors responded slightly less positive than other groups with only 70% positive responses.

Across ethnicity groups there are large variations between groups with White British providing the highest positive response of 91% and Any other mixed background providing the highest negative response of 10%. The Black African group provided the lowest positive response with 69%.

### Question 5: How do you feel about LFB?

Respondents responded positively to the question, with a net positive of 84%, mirroring the response of the October 2020 survey. A majority of the responses are consistent with question 4 "Do you think the LFB do a good job?". The largest disparity is between BAME and Non-BAME respondents with the former responding 13% lower than the latter (76% and 89% respectively).

A number of BAME groups responded to the question negatively with 16% of the White and Black African, 12% of the Bangladeshi and 6% of the White and Black Caribbean respondents selecting 'Slightly Negative'.

In line with previous questions in the polling, groups that scored the lowest net positive included Full time students (65%), White and Black Caribbean (67%), White and Black African (69%) Bangladeshi (61%), Any other African Background (63%) and Arab (38%). Within this group two, Bangladeshi (12%) and White and Black African (16%) had the highest negative scores.

### Table 5: additional questions

Thinking about the London Fire Brigade (LFB) in general...To what extent do you agree or disagree with the following statements?

Statement	Net Agree	Net Disagree	Don't Know
"The London Fire Brigade is trusted to serve and protect London"	89%	3%	8%
"LFB understands the needs of the diverse communities in London"	60%	7%	33%

"I think the services provided by London Fire Brigade to protect and serve London are the right services"	82%	2%	16%
"I know and understand what the London Fire Brigade does to advise people on how to be safe from fire in their home"	73%	13%	14%
"I know and understand what the London Fire Brigade does to provide advice on fire safety to businesses and building professionals"	68%	13%	19%

**Question 8: "How integrated, if at all would you say the London Fire Brigade is in your local community?"**

How integrated, if at all, would you say the London Fire Brigade is in your local community? (Please select the option that best applies)

Net: Integrated	Net: Not Integrated	Don't know
43%	19%	38%

This question was suggested by the Strategy and Risk team to support the work around the Community Risk Management plan and to gauge Londoner's opinion on how much the Brigade is part of their local community. Overall, 43% of respondents believe that LFB is integrated in their local community. This will provide a benchmark moving forward to see if this improves over the year. Across the groups there were high don't know responses with the overall average at 38%. 19% of respondents believe that LFB is not integrated in their local community

This question provided the largest disparity between the social grade groups with the C2DE group responding 11% higher than the ABC1 group. In line with previous questions, there is a large gap between the fulltime and retired respondents with 50% have a net integrated score in comparison to 29% for full time students. All of the other working status groups scored within 40% and 49%. In the local authority category North, East, South and West London areas were consistent with net

integrated scores between 44% and 48%. Central London respondents however, had a 10% drop with only 35% of respondents believing that LFB is integrated in their local community.

Within the religion category there are disparity across the groups. Within the Christian denominations there are both high scorers such as United Reform Church (66%) and Orthodox Christian (56%) as well as low scorers such as Methodist (17%) and Presbyterian/Church of Scotland (24%). Outside of Christianity, Hindu respondents scored the highest with 62% believing that LFB is integrated in their local community.

Over half of disabled respondents believe that the Brigade is integrated in their local community with those that are limited a lot by their disability providing a net integrated score of 55%. This is 16% higher than those without a disability at 39%.

Within the sexuality category Heterosexual respondents had a net integrated score of 44%, 9% higher than Homosexual respondents (35%) but 3% less than Bisexual respondents (47%). All of these results are drastically higher those that selected "Other" who had a net integrated score of 17%.

Within the property type category, respondents that live in blocks higher than seven floors and caravans scored the lowest net integrated scores with 32% and 33% respectively. Unlike most low scorers, both groups provided high not integrated scores with 26% and 30%.

In the ethnicity category Any other Asian background group had the highest net integrated score with 75% followed by White and Black African respondents with 68% and Pakistani respondents with 66%. Groups with the lowest net integrated score include the White and Black Caribbean group with 26%, Any other mixed background group with 27% and Black Caribbean respondents with 33%.

### **Thinking about the London Fire Brigade (LFB) in general...To what extent do you agree or disagree with the following statements?**

Respondents were asked the following statements and asked how much they agreed on a sliding scale from strongly agree to strongly disagree with a don't know option. Neither agree or disagree was not provided as an option to answer.

#### **Question 9: "The London Fire Brigade is trusted to serve and protect London"**

In previous rounds, this question was split into three separate questions gaging Londoners' trust in LFB three different work streams, Protection, Prevention and Response. As the results were identical, it was decided to merge the questions into one to gauge Londoners' overall trust within the Brigade.

Overall, 89% of respondents agreed with the statement, one percent higher than the net agree percentage last round. Similarly, with other questions, the rest of the 11% is predominately from 'Don't know' responses rather than disagree responses with only 3% of respondents believing that LFB is not trusted to serve and protect London.

In the age category, 18-24-year olds have the highest disagree percentage with 8%, this drops by half to the next highest group which was the 35-44 year olds with 4%. Across the Social Grade category, the net disagree percentage across the groups are the same at 3% with ABC1 groups agreeing 1% higher with 89%. Across different local authorities, West London was the only outlier with a 4% net disagree percentage in comparison to 3% from the other four groups.

Across the religious category, the groups with the highest net disagree percentage include United Reform Church (32%), Methodist (19%) and Buddhism (11%). A number of groups had a high don't know response including Islam (16%), Sikhism (15%) and Pentecostal (15%)

Within the disability there was consistency across the agree percentage with the only notable difference in responses between the net disagree percentage. Those limited a lot by their disability ha a net disagree percentage of 7%, more than triple the percentage of those that do not have a disability (2%).

In the property type category, the only notable response is that of the respondents that live in a caravan who had the highest net disagree response of 33. All other groups within the category had net agree percentages within 2% of the 89% overall average.

Within the ethnicity category the groups with the highest net disagree percentages included Any other Asian background (12%) and Any other white background (7%). A number of groups had high don't know percentages such as Pakistani (27%), Black African (21%) and Chinese (17%).

### **Question 10: "The London Fire Brigade understands the needs of the diverse communities within London".**

Overall, 60% of respondents agree that LFB understands the needs of the diverse communities in London. This is 1% higher than the results in the previous round. In this round there is an increase of don't know responses from 29% to 33% and a drop of disagree responses from 12% to 7%.

In line with the question on LFB's integration in the local community, within the social grade category there is a more positive response from responders from the C2DE group in comparison to ABC1 respondents with 57% of ABC1 respondents agreeing with the statement and 64% of the C2DE respondents agreeing with the statement.

Female respondents agreed with the statement 4% higher than male respondents. Within the age category, 18-24 year olds and 35-44 year olds had the lowest net agree percentage with 53% in comparison to the +55 year olds 67% net agree percentage. Similarly, full time students had the lowest net agree score amongst the working status category with 43% compared to working part time and retired respondents who had the highest in the category at 70%. Across local authorities the scores did not stray too far away from the overall average of 60% with the lowest are being Central with a net agree score of 57% and the highest being West with a percentage of 63%.

In the religion category the groups with the highest net agree percentage were Free Presbyterian and Presbyterian/Church of Scotland with 100%. Other high scoring groups were Church of England (76%), Hinduism (74%) and Roman Catholic (73%). The groups with the lowest net agree percentage were United Reform Church (35%), Buddhism (38%) and Orthodox Christian (46%).

Within the Disability category, disabled respondents agreed with the statement far higher than non-disabled respondents with 72% of those limited a little and 65% of those limited a lot by their disability agreeing in comparison to only 56% of those without a disability. However, those limited a lot by their disability also had a higher net disagree percentage than those without a disability.

In the sexuality category, both heterosexual and bisexual responded the most positively with 62% net agreement respectively. This was over 10% higher than homosexual respondents with a next agreement percentage of 49%. Bisexual respondents also provided the highest net disagree percentage of 15%, slightly higher than homosexual respondents at 12% and triple the heterosexual responses at 5%.

Across property types the highest net agree percentage were from the bungalow (74%) and caravan residents (70%). Respondents that live in caravan also provided the highest net disagree response (30%) along with those that live in a flat block higher than seven floors (12%) and those that live in an other types of flat/ non purpose built (11%).



Within the ethnicity category, only 4 groups had a net agree percentage higher than the overall average of 60%. These were Indian (69%), White British (65%), Any other Asian background (63%) and White and Black African (61%). Groups with the highest net disagree percentage include Any other Black background (30%), Pakistani (19%), Any other Asian background (18%) and Any other mixed background (15%)

### **Question 11: "I think the services provided by London Fire Brigade to protect and serve London are the right ones".**

This question is to assess whether Londoners believe that LFB are providing the right services. Overall, 82% of the 1004 respondents agree that LFB are providing the right services with only 2% disagreeing. 16% of respondents selected the don't know option. It is also notable to highlight that out of the five options, only 1 respondent selected the strongly disagree option.

Across age, Social grade, local authority and disability there are no notable differences between groups. Within the age category, net agree responses rise along with age, starting at 75% for 18-24's and ending at 90% for 55+'s. In line with other responses across the survey, within the working status category, full time students have the lowest net agree response rate at 73% and the retired group have the highest at 94%.

Within the religion category, two groups have a net disagree percentage higher than the 3% overall average: Orthodox Christian (6%), Hinduism (4%). Within the sexuality category, in line with previous questions, homosexual respondents provided the lowest net agree score with 77%. This was 5% lower than bisexual respondents and 6% percent lower than heterosexual respondents.

Across property types, the only groups that provided net agree percentages below the 82% overall percentage were the Caravan (67%) and Other type of flat (76%) groups. In the ethnicity category a number of groups provided net agree percentages below the overall average. These groups included Pakistani (64%) Black African (69%), Any other white background (71%) and Chinese (73%). Though the Any other Asian background group had a net agree percentage of 88%, higher than the average, it also had a net disagree percentage of 12%, 10 percent higher than the overall average of 2%.

### **Question 12: "I know and understand what the London Fire Brigade does to advise people on how to be safe from fire in their home"**

In this previous round this question was based around Londoners' trust within the Brigade's ability to protect and serve the city. It has now been altered to assess Londoners' knowledge of these services. Overall, 73% of the 1004 respondents agreed that they know and understand what LFB does to advise Londoners to be safe within their home. 13% of respondents disagreed with the statement and 14% stated that they did not know.

Across the age category, three of the five categories provided answers lower than the overall average with only the 45-54 (81%) and 55+ (82%) having percentages higher. The lowest of the category was the 18-24 group with a net agree percentage of 62% and a don't know percentage of 24%. Within the working status category, the group with the highest net disagree percentage was the working full-time group with 17%. Within the parent/guardian category the net agree percentage of those who are not a guardian is 67%, 14% lower than those who are a parent or guardian.

Within the local authority category there is a slight difference between groups. East provided the lowest net agree percentage of 70% and North provided the highest of 79%. Across the religion category a

number of groups provided net disagree percentages higher than the overall average of 13%. These groups include Presbyterian/Church of Scotland (24%), Sikhism (20%) Methodist (19%) and Islam (18%). Those with a disability agree that they know and understand what the Brigade does far higher than those without a disability with those limited a lot by their disability providing a net agree percentage of 81% in comparison to 71% from those without a disability.

Within the sexuality category, heterosexual respondents responded more positively than other groups with 75% of the group having a net agree response in comparison to 66% of the Gay or Lesbian, 70% of the bisexual and 51% of the other groups.

Across property types respondents from respondents that live in houses (terraced, detached and semi-detached) all provided percentages higher than the overall average of 73%. In contrast, respondents that live in a flat (both purpose built and not purpose built) are either in line with or slightly below the 73% average.

Within the ethnicity category a number of groups provided high net agree scores including White and Black African (100%), Any other black background (83%), Any other Asian Background (81%) and white British (79%). Some of the groups with the lowest net agree percentages include Black African (55%), White and Asian (57%) and Any other white background (62%).



# It's Your London Fire Brigade

## Public Consultation: Independent Analysis Report

### Version Control

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at TONIC

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## EXECUTIVE SUMMARY

### Background

The London Fire Brigade (LFB) are proposing to make some changes to the way they work to ensure their services are more responsive to local needs, adapting to the changing needs of London. In addition, LFB update their Assessment of Risk annually or as significant new data becomes available to help them understand how risk from fire and other emergencies in London has changed over time and how different factors combine to make people more or less at risk.

To inform these processes, LFB ran a public consultation from 3<sup>rd</sup> September to 10<sup>th</sup> October 2021 to gather views to help them understand if the strategic changes they are proposing are the right ones to help them deliver what communities need and expect from their Brigade, as well as to inform their annual Assessment of Risk. Responses were received via an online questionnaire through the Talk London platform, by email, and through a paper copy of the consultation.

### Methodology

TONIC conducted quantitative analysis for the option preference responses and used Thematic Analysis<sup>1</sup> to summarise the qualitative responses to the consultation questions. Our use of Thematic Analysis is driven by the consultation questions; all data that is relevant to the consultation questions is coded, providing an overall analysis of themes relevant to the consultation. The findings are set out in this report.

### Respondent Demographics

768 responses were received to the consultation, with 91% from members of the public, 4% from London Fire Brigade staff, and 3% on behalf of organisations (see the list of organisations at Annex A), with 2% not stating their respondent type. We also considered feedback in our analysis from 14 events run by the London Fire Brigade which were attended by a total of 230 people, and a contribution from the Fire Brigades Union. In addition, LFB attended 10 other events (such as open days) where hard copies of the consultation were handed out.

### Headline Findings

#### Strategic Direction

LFB set out a number of statements they intend to form the basis of their Community Risk Management Plan, asking respondents to state how important they think each statement is in enabling LFB to deliver a positive impact in the community. The majority felt that it was important for LFB to be:

- Delivered by the right people with the right skills to the highest standard (88% very & 10% fairly important)
- Easy to access whether in person or online (75% very & 20% fairly important)
- Joined-up so that people get all the services they need from the London Fire Brigade regardless of how they first ask for help (72% very & 23% fairly important)
- Flexible - knowing London is always changing whether in size, its climate, its buildings or the incidents LFB attend (69% very & 26% fairly important)
- Offering good value based on what communities need from LFB, having listened to them and considered all the data the Brigade has on the incidents that are most likely to occur and how they might prevent them (65% very & 29% fairly important)
- Locally planned and delivered from their buildings and their people in the community (64% very & 25% fairly important)
- A leader in the delivery of services focused on the people that may need them and benefit society more widely (61% very & 28% fairly important)

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<sup>1</sup> Braun and Clarke (2006)

- Measured for the positive outcome they have on people's daily lives (57% very & 32% fairly important)

The majority were confident (41% very confident & 42% fairly confident) the goals set out by LFB were the right approach to enable the Brigade to understand and respond to the needs of London's diverse communities.

## Assessment of Risk

### Place-related Risks

The most common themes identified were around Low Traffic Neighbourhoods and other obstacles that might hinder LFB's access to potential fires, and residences occupied by the elderly (either private housing or care homes) or those with physical disabilities, and areas of the city where the proportion of elderly residents might be significantly higher than elsewhere. In addition, roads/road junctions, the railway/underground network, places where people smoke and drink, and where large crowds gather. In addition, places that require tall ladders to reach and housing blocks that were high but were under 18 meters/6 floors.

### People-related Risks

The main issues raised around people-related risks were concerned with lack of education about fire risks, problems posed by language difficulties and terrorism. In addition, there was concern about people with mental health issues, cultural differences and unscrupulous landlords/developers.

### Worst-Case Risks

The most frequent additional worst-case risks identified by respondents were

- Extreme weather (wind, storms, heat or cold) and Issues caused by climate change
- Rioting, social and civil unrest, protests and demonstrations
- Major road traffic incidents
- Vehicle crashes, including planes, helicopter, trains and the underground
- Industrial, chemical, or biological accidents
- Building collapses

### Future Risks

The majority felt the following things were likely to impact on LFB's work in future:

- Climate change and sustainability (70% very & 21% somewhat likely)
- The built environment (68% very & 26% somewhat likely)
- Security and resilience (62% very & 30% somewhat likely)
- Population change (59% very & 33% somewhat likely)
- Health and wellbeing (43% very & 39% somewhat likely)
- Equality and fairness (40% very & 36% somewhat likely)

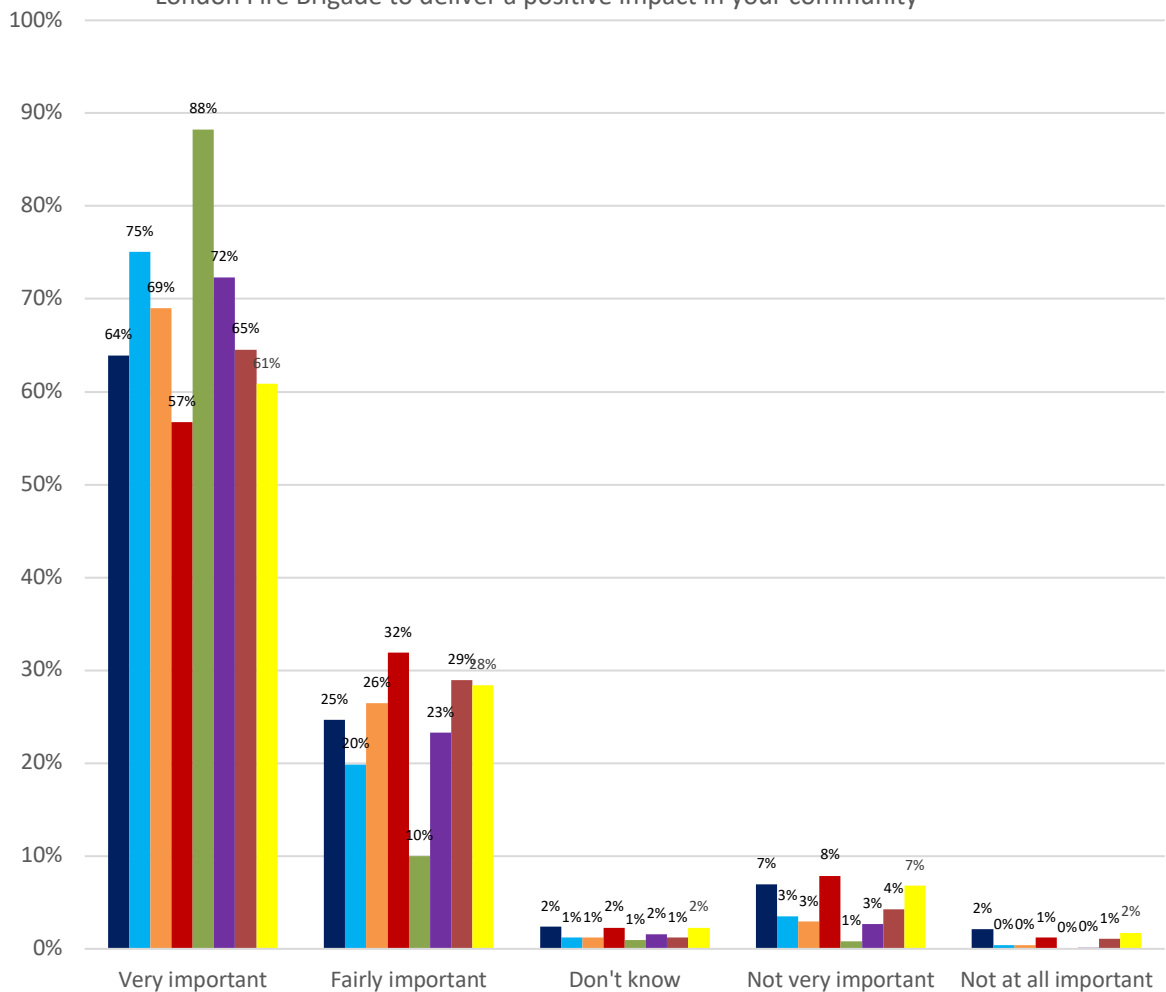
### Risk Assessment

The majority felt that it was important (69% very & 24% fairly important) for LFB to reflect people's concerns and vulnerabilities in assessment of risk, and consider day-to-day risk alongside extraordinary and future risks.

### Anything else you want to tell us?

The most commonly mentioned themes and suggestions in response to the question "Would you like to tell us anything else about the work of the London Fire Brigade?" were in praise of the work of LFB, concerns regarding LFB's current/future funding (including comments on past funding cuts), and encouragement for LFB to continue their outreach and prevention work and to conduct more of this in future.

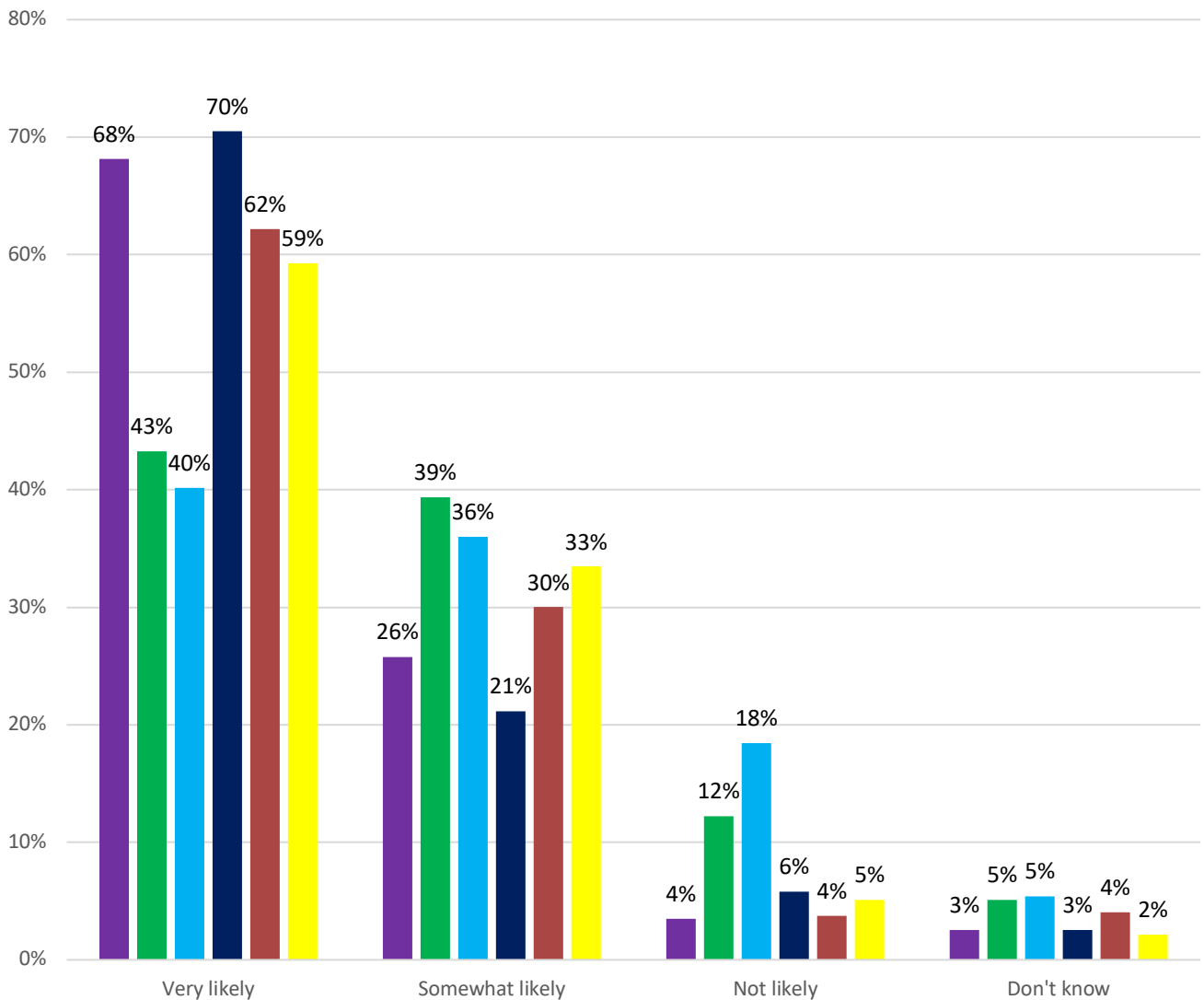
For each of the statements below please tell us how important you think they are to enable London Fire Brigade to deliver a positive impact in your community



- Locally planned and delivered from our buildings and our people in your community
- Easy to access whether in person or online
- Flexible, knowing London is always changing whether in size, its climate, its buildings or the incidents we attend
- Measured for the positive outcome we have on your daily life, from the first time you call or meet us until you have either got the advice you need or we have made sure you and your community are safe following an incident
- Delivered by the right people with the right skills to the highest standard
- Joined-up so that you get all the services you need from us regardless of how you first ask us for help
- Offering good value based on what our communities need from us, having listened to you and considered all the data we have on the incidents that are most likely to occur and how we might prevent them
- A leader in the delivery of services that are focused on the people that may need them and benefit society more widely



### How likely or not do you think the following are to impact on the work of London Fire Brigade in the future?



- The built environment, for example, changes to the way buildings are constructed
- Health and wellbeing, which can influence the likelihood that people will need our support
- Equality and fairness, which could influence how we provide our services so that they are accessible and suitable for everyone
- Climate change and sustainability, particularly in increasing high-impact weather-related events
- Security and resilience, which concerns the need to be prepared for the unexpected
- Population change, particularly the increasing population of older people given the risk factors associated with this community

# 1. INTRODUCTION

## 1.1 Context

The London Fire Brigade are proposing to make changes to the way they work to ensure their services are more responsive to local needs and so they can adapt to the ever-changing needs of the city. The London Fire Brigade ran a public consultation from 3<sup>rd</sup> September to 10<sup>th</sup> October 2021 to gather views on proposed changes to the way they work to ensure their services are more responsive to local needs. Responses were received via an online questionnaire through the Talk London platform, by email, and through a paper copy of the consultation. London Fire Brigade asked TONIC to provide a robust and independent analysis of the responses to the consultation and to summarise this into a report to inform their decision-making process.

## 1.2 Methodology

We performed quantitative analysis of the quantitative questions and have detailed the overall totals for preferred options. Percentage figures have been rounded to the nearest whole number for most questions, therefore as a result not all numbers will add up to 100%.

We also conducted a qualitative thematic analysis. Thematic analysis is a simple and flexible form of qualitative analysis that is commonly used in social research. We have chosen this approach as it provides a way of summarising patterns in a large body of data, highlights similarities and differences across the data set, and can generate unanticipated insights<sup>2</sup>.

Our use of thematic analysis is driven by the consultation questions; all data that is relevant to the consultation questions is coded. The analysis is not guided by theory, but rather is data driven, providing an overall analysis of themes relevant to the consultation. Our analysis comprises of six steps:

- Step 1: A detailed reading of the data to become familiar with the text
- Step 2: Initial codes are then manually ascribed to the data, organising the data into meaningful groups relevant to the consultation questions
- Step 3: Codes that are conceptually related to one another are grouped together, and identified as themes. A theme is defined as capturing something important about the data in relation to the research question, and represents some level of patterned response or meaning within the data set
- Step 4: The themes are reviewed to determine whether they are internally coherent (i.e., all data within them are conceptually linked) and distinct from each other
- Step 5: We then define and name the themes with the aim of capturing the essence of the data they comprise. This stage also involves the identification of subthemes, which help to provide structure to the analysis. The relationship between the codes, subthemes and themes is then captured in a thematic map and coding book
- Step 6: We then write up the results, providing a narrative summary of the relationship between codes, subthemes and themes, including examples from the data to illustrate the essence of each theme

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<sup>2</sup> Braun and Clarke (2006)

Further points to note on our treatment of qualitative data are:

- For each question, the number of respondents who provided an answer is noted, as these may vary between questions
- The average number of respondents answering each qualitative / open question was 234 (out of a total of 768). Each open question, therefore, was answered by an average of 29% of respondents
- For most questions, some respondents wrote answers such as “no comment”, “not applicable”, “nothing to add”, etc. These answers were removed, and are not included in the figures relating to the number of respondents
- Because of the relatively small number of responses, most themes mentioned were done so by between one and three people. Where themes were more raised by larger numbers of respondents this has been noted

### 1.3 Report Structure

This report provides an overview of the responses received, setting out the main themes that emerged. The ordering of arguments does not denote the level of importance.

## 2. STRATEGIC DIRECTION: FINDINGS FROM CONSULTATION RESPONSES

768 responses were received to the consultation, with 91% from members of the public, 4% from London Fire Brigade staff, 3% on behalf of organisations (see the list of organisations at Annex A), with 2% not providing a response to this question. We also considered feedback in our analysis from 14 events run by the London Fire Brigade which were attended by a total of 230 people, and a contribution from the Fire Brigades Union. In addition, LFB attended 10 other events (such as open days) where hard copies of the consultation were handed out. This section sets out the findings from the consultation on a question-by-question basis in the order set out in the consultation document.

### 2.1 For each of the statements below please tell us how important you think they are to enable London Fire Brigade to deliver a positive impact in your community

In the consultation, proposals were set out by London Fire Brigade that they intend to deliver services which are:

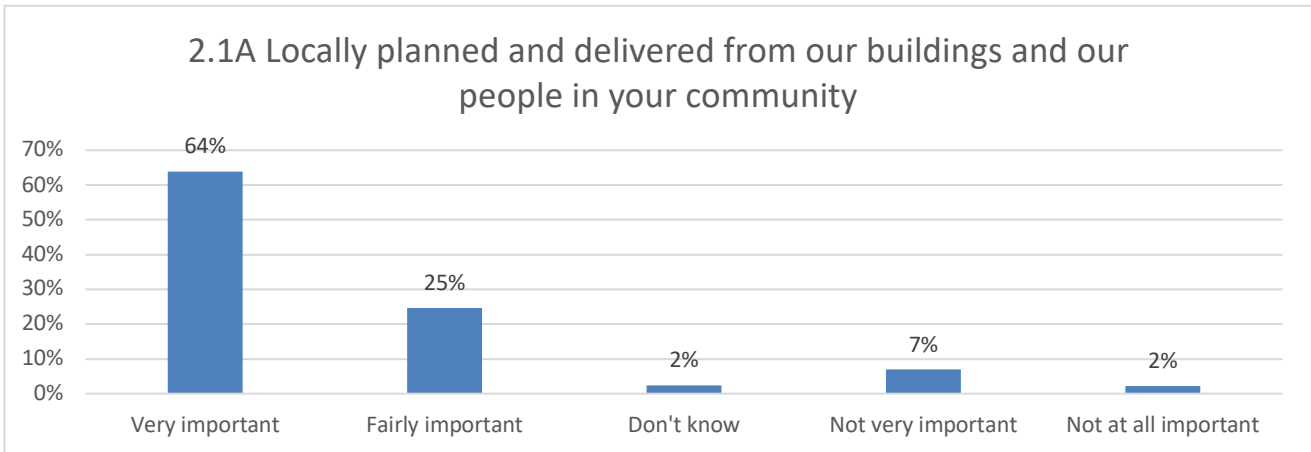
- More focused around the diverse needs of local communities with some locally influenced services
- More effectively delivered through convenient and effective channels delivered through accessible and inclusive means
- More adaptable to changing needs today and safeguard the needs of the future delivering proactive and flexible services
- Better able to enhance care at every stage of interaction with the Brigade by focusing on outcomes
- Delivered by the right people with the right skills and capability through shared excellence.
- Delivered cohesively across the organisation by working as one
- Most valuable to the communities they serve and evidence led
- Considerate of wider societal needs by taking a leading role in London’s communities and beyond

LFB also set out a number of statements that they intend to form the basis of the Community Risk Management Plan, and asked respondents to state how important they think each statement is in enabling LFB to deliver a positive impact in the community. Responses to these statements are set out in the following section.

#### 2.1A A fire and rescue service that is locally planned and delivered from our buildings and our people in your community

The majority felt that it was very important (64%) or fairly important (25%) for the London Fire Brigade to be locally planned and delivered from their buildings and their people in the community. (*n=751*)

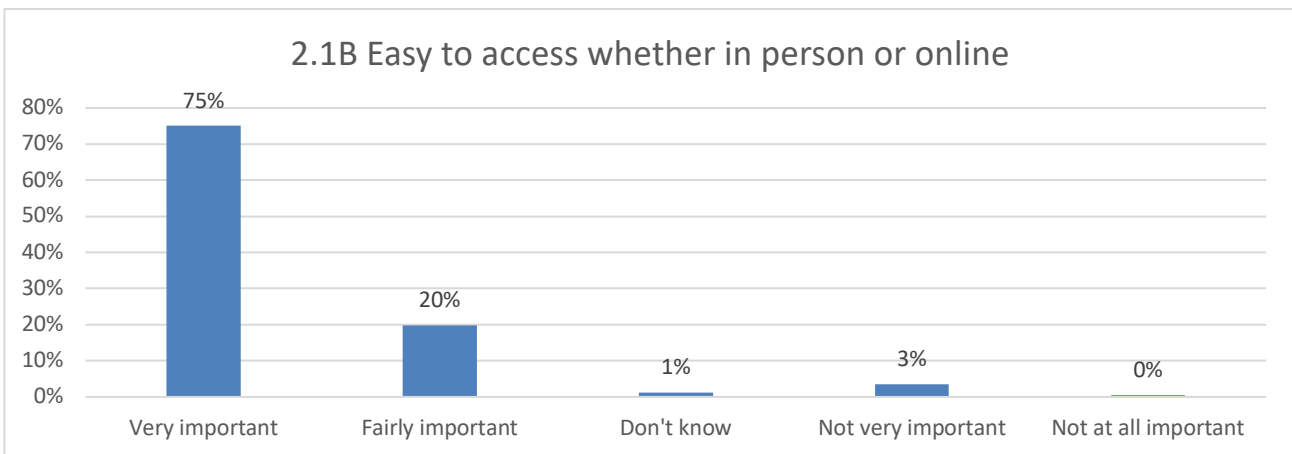
Response	No.	Percentage of Responses
Very important	480	64%
Fairly important	185	25%
Don't know	18	2%
Not very important	52	7%
Not at all important	16	2%



### 2.1B A fire and rescue service that is easy to access whether in person or online

The majority felt that it was very important (75%) or fairly important (20%) for the London Fire Brigade to be easy to access whether in person or online. (n=750)

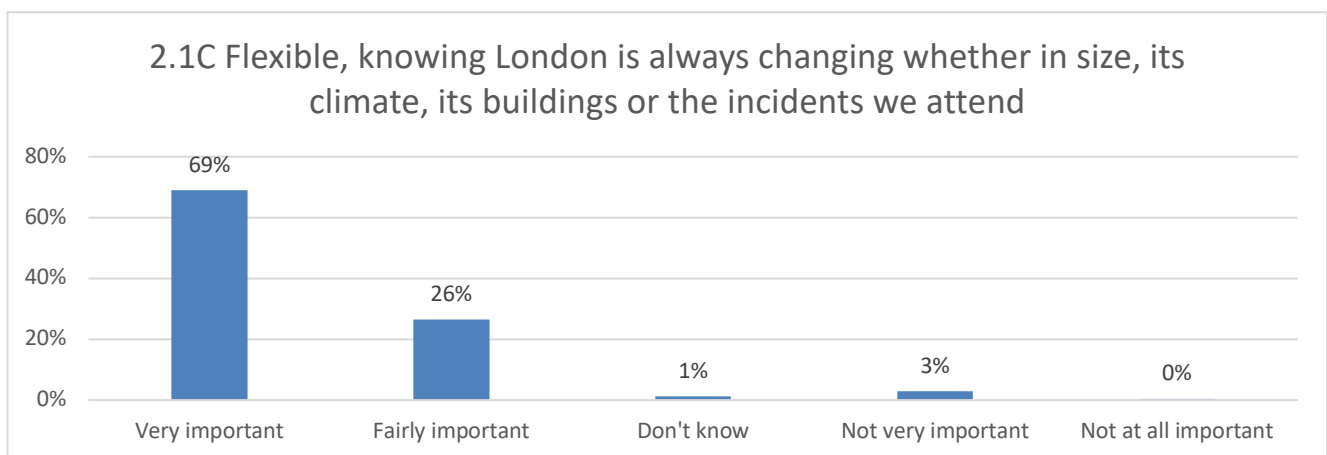
Response	No.	Percentage of Responses
Very important	563	75%
Fairly important	149	20%
Don't know	9	1%
Not very important	26	3%
Not at all important	3	0%



### 2.1C A fire and rescue service that is flexible, knowing London is always changing whether in size, its climate, its buildings or the incidents they attend

The majority felt that it was very important (69%) or fairly important (26%) for the London Fire Brigade to be flexible, knowing London is always changing whether in size, its climate, its buildings or the incidents they attend. (n=748)

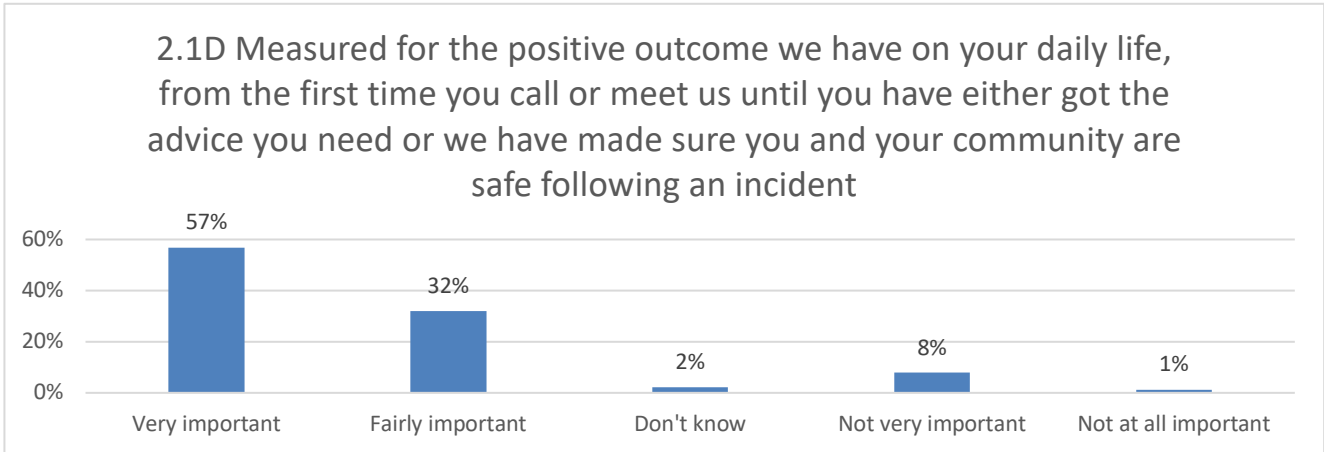
Response	No.	Percentage of Responses
Very important	516	69%
Fairly important	198	26%
Don't know	9	1%
Not very important	22	3%
Not at all important	3	0%



### 2.1D A fire and rescue service that is measured for the positive outcome they have on people's daily lives, from the first time people call or meet them until people have either got the advice they need or the London Fire Brigade have made sure people and their community are safe following an incident

The majority felt that it was very important (57%) or fairly important (32%) for the London Fire Brigade to be measured for the positive outcome they have on people's daily lives, from the first time people call or meet them until people have either got the advice they need or the London Fire Brigade have made sure people and their community are safe following an incident. (n=749)

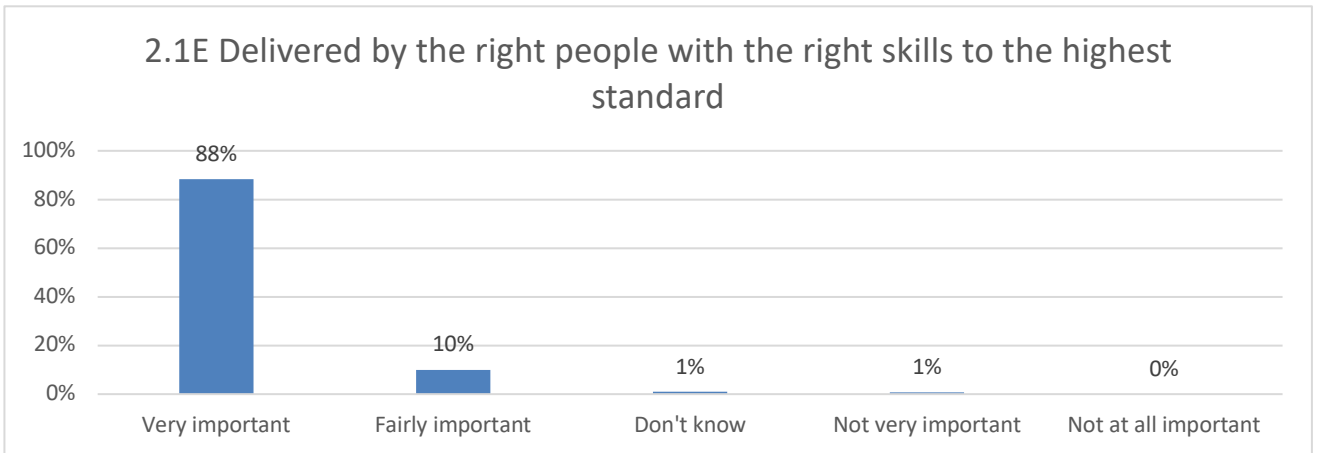
Response	No.	Percentage of Responses
Very important	425	57%
Fairly important	239	32%
Don't know	17	2%
Not very important	59	8%
Not at all important	9	1%



2.1E A fire and rescue service that is delivered by the right people with the right skills to the highest standard

The majority felt that it was very important (88%) or fairly important (10%) for the London Fire Brigade to be delivered by the right people with the right skills to the highest standard. (n=749)

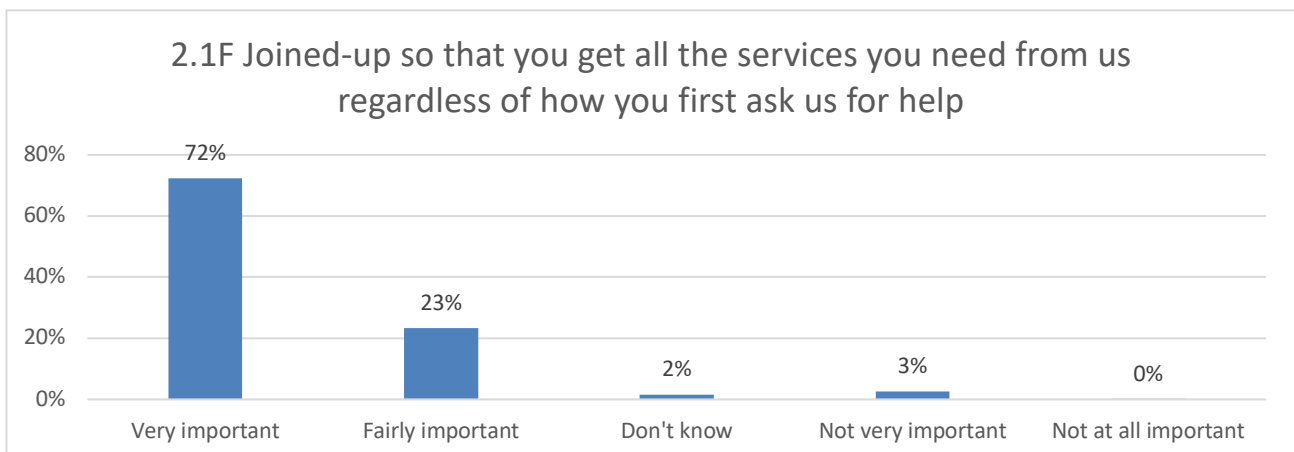
Response	No.	Percentage of Responses
Very important	661	88%
Fairly important	75	10%
Don't know	7	1%
Not very important	6	1%
Not at all important	0	0%



2.1F A fire and rescue service that is joined-up so that people get all the services they need from the London Fire Brigade regardless of how they first ask for help

The majority felt that it was very important (72%) or fairly important (23%) for the London Fire Brigade to be joined-up so that people get all the services they need from the London Fire Brigade regardless of how they first ask for help. (n=752)

Response	No.	Percentage of Responses
Very important	544	72%
Fairly important	175	23%
Don't know	12	2%
Not very important	20	3%
Not at all important	1	0%



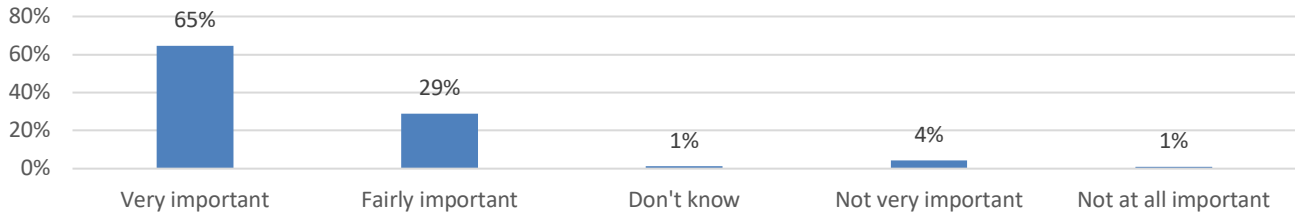
2.1G A fire and rescue service that is offering good value based on what communities need from London Fire Brigade, having listened to them and considered all the data the Brigade has on the incidents that are most likely to occur and how they might prevent them

The majority felt that it was very important (65%) or fairly important (29%) for the London Fire Brigade to be offering good value based on what communities need from London Fire Brigade, having listened to them and considered all the data the Brigade has on the incidents that are most likely to occur and how they might prevent them. (n=750)

Response	No.	Percentage of Responses
Very important	484	65%
Fairly important	217	29%
Don't know	9	1%
Not very important	32	4%
Not at all important	8	1%



### 2.1G Offering good value based on what our communities need from us, having listened to you and considered all the data we have on the incidents that are most likely to occur and how we might prevent them

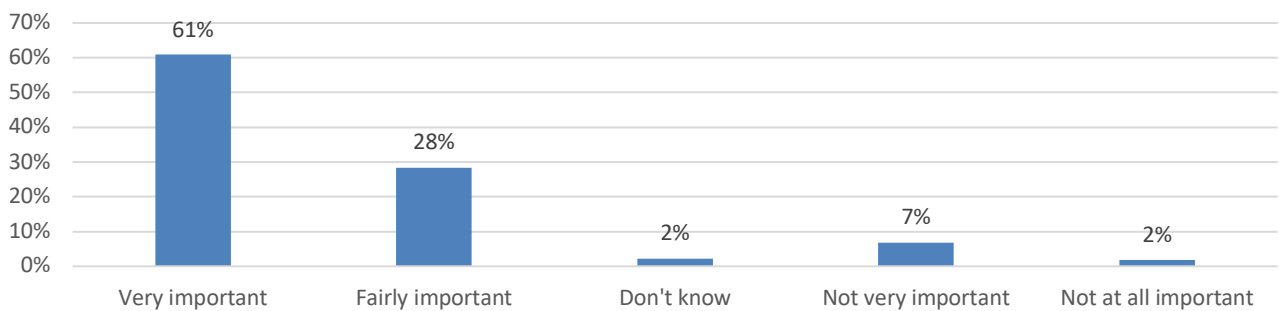


### 2.1H A fire and rescue service that is a leader in the delivery of services that are focused on the people that may need them and benefit society more widely

The majority felt that it was very important (61%) or fairly important (28%) for the London Fire Brigade to be a leader in the delivery of services that are focused on the people that may need them and benefit society more widely. (n=751)

Response	No.	Percentage of Responses
Very important	457	61%
Fairly important	213	28%
Don't know	17	2%
Not very important	51	7%
Not at all important	13	2%

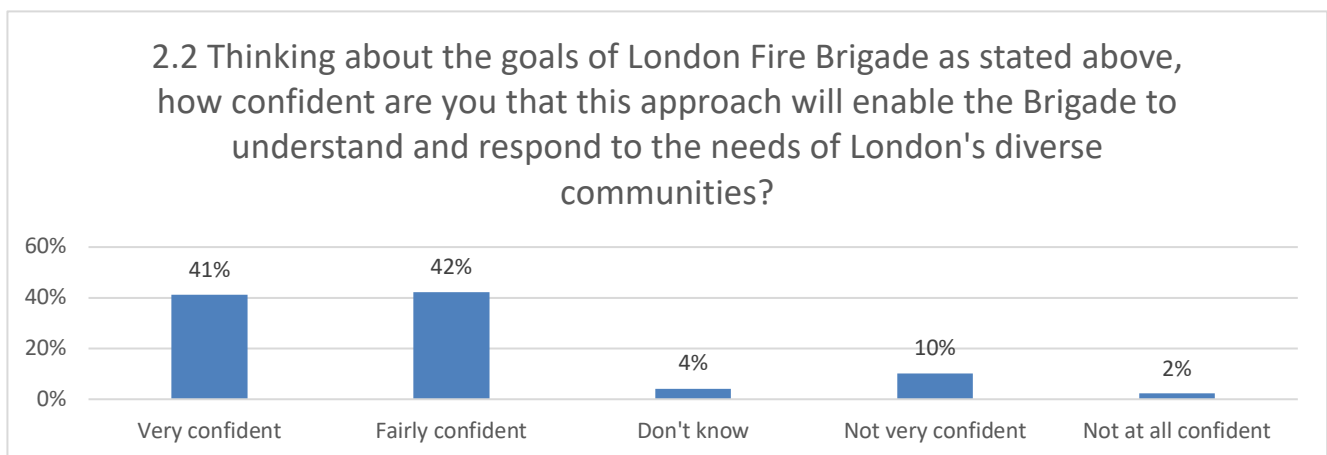
### 2.1H A leader in the delivery of services that are focused on the people that may need them and benefit society more widely



## 2.2 Thinking about the goals of the London Fire Brigade as stated above, how confident are you that this approach will enable the Brigade to understand and respond to the needs of London's diverse communities?

The majority stated they were very confident (41%) or fairly confident (42%) that the goals set out by the London Fire Brigade were the right approach to enable the Brigade to understand and respond to the needs of London's diverse communities. (*n*=751)

Response	No.	Percentage of Responses
Very confident	309	41%
Fairly confident	318	42%
Don't know	31	4%
Not very confident	76	10%
Not at all confident	17	2%



### 3. ASSESSMENT OF RISK: FINDINGS FROM CONSULTATION RESPONSES

London Fire Brigade maintains a list of factors that could increase the risks of fire and other emergencies in London. LFB keeps this list of risks updated so that they can respond to new challenges. The following list are the main factors that could have an impact on LFB's work and have either been identified by them, or by the people they serve, as being of concern:

- Population density (The number of people living within a specific area)
- Deprivation (A relative lack of income or other resources)
- Deprivation change (The extent to which an area becomes more or less deprived)
- Health deprivation and disability (A decline in the quality of people's health and access to healthcare)
- Older people (aged 65 and over)
- School age population (5-18)
- Employment
- Crime (Anti-social behaviour, damage, and arson)
- Density of buildings (The concentration of buildings in a specific area)
- Volume of high-rise buildings (The concentration of buildings of 6 floors and above, or 18m and above)
- Number of Heritage sites (Grade I or Grade II listed buildings, or buildings of significant importance)
- Open water sources (Rivers, lakes, and other inland waters)
- Industrial land (Land with large commercial buildings, factories, and warehouses)
- Open land (Grassland, parks and rural land)

#### 3.1 PLACE-RELATED RISKS: Apart from those listed, do you think there are other risks relating to places missing from the list?

321 responses

The most common themes identified were around Low Traffic Neighbourhoods and other obstacles that might hinder LFB's access to potential fires, and residences occupied by the elderly (either private housing or care homes) or those with physical disabilities, and areas of the city where the proportion of elderly residents might be significantly higher than elsewhere. In addition, roads/road junctions, the railway/underground network, places where people smoke and drink, and where large crowds gather. In addition, places that require tall ladders to reach and housing blocks that were high but were under 18 meters/6 floors.

Issues raised by at least 5% of respondents are set out in the table below, followed by summaries of the response themes:

THEME	Number	Percentage
Low Traffic Neighbourhoods and other obstacles to speedy access	93	29%
Residences/areas for the elderly/disabled	45	14%
Roads and road junctions	30	9%
Railway and underground network	29	9%
Places where people smoke and drink	29	9%
Places where large crowds gather	25	8%
Places that require tall ladders to reach residents	22	7%
Housing blocks under 18m/6 floors	19	6%
Hospitals	19	6%
Homes and businesses that use gas	17	5%
HMOs	17	5%
Places where rubbish has accumulated	17	5%

### Main themes

Many respondents stated that they felt the increase in Low Traffic Neighbourhoods (LTN) and the impact they might have in hindering access to potential fires ought to be added to the list of risk factors maintained by the LFB. As well as believing that LTNs could make access to streets and buildings more difficult, it was also felt that response times might be negatively impacted both by the closure of certain roads themselves, and by an increase in traffic density on surrounding roads. Closely linked to this theme were concerns that LTNs and other narrow roads may be difficult to navigate – especially at speed – due to cars parked on either side, as well as impacts on traffic density and flow as a result of the introduction of cycle lanes.

Residences occupied by the elderly (either private housing or care homes) or those with physical disabilities, as well as areas of the city where the proportion of elderly residents might be significantly higher than elsewhere, were also felt to be worthy of inclusion of a list of places with increased risk factors, with respondents suggesting that the LFB could maintain a registry of such places and their occupants – particularly the most vulnerable occupants – so that, in the event of a fire or other emergency they would know exactly who needed help and where they were.

Respondents stated that roads and road junctions should be considered as risks relating to place, though it was not always clear as to what was being referred to, exactly – whether accidents on London’s roads that the LFB would attend, traffic blackspots, or issues that may have a negative effect on response time, such as slow moving traffic, congestion and gridlock, or the concerns stated above with regard to LTNs, narrow roads, and potential obstacles in quickly and efficiently accessing a potential fire.

Some felt that the railway network, including the underground, should be added to a list of risk factors, mentioning train crashes, derailments, and terrorist attacks as significant areas of concern in terms of preparedness and capability.

Places where people drink alcohol and/or smoke, such as areas that contain a large number of bars and clubs, which were perceived as areas with the potential for more accidents, antisocial behaviour, incidents, and fire hazard due to discarded cigarettes.

Respondents mentioned places where large crowds gather, such as sporting events and concerts.

Also, with regard to high rise buildings, respondents stated concerns that, as well as access issues and potential problems caused by building and population density, there was a lack of suitable ladders that could be used to reach higher floors.

While high rise buildings and ACM cladding were mentioned in the list above, respondents stated that they felt housing blocks under 18m/6 floors should also be considered as high risk, as well as other types of cladding which may also constitute a fire hazard.

Some were concerned about risks relating to Hospitals in terms of access and risks specific to those sites.

Homes and businesses that use gas for heating and/or cooking, which were felt to be at greater risk of explosion.

Houses in multiple occupation, which were seen to represent an increased risk due to the perception that they may be owned by “rogue” landlords, as well as occupied by tenants who may not be as careful or fire-educated as others, and perhaps in greater number than designated and designed for.

Places where rubbish has accumulated, whether that was somewhere designated but either improperly used or infrequently emptied, or places where fly tipping occurred.

### Other themes

The following issues and themes to do with places that may pose fire risks were suggested by a smaller number of respondents (fewer than 5%):

- Places that may represent a target for terrorists, as well as places – including homes and houses – that are in close proximity to these potential targets
- Places maintained by substandard landlords or housing associations who may not be complying with fire and safety regulations and potentially putting their tenants at risk
- Derelict land and buildings
- Schools and colleges
- Areas of deprivation
- Airports
- Construction/renovation sites
- Wooden buildings
- Buildings where illegal activities take place, such as drug manufacturing or overcrowding
- Restaurants and takeaways
- Petrol stations
- Residences below ground, such as basement apartments, as well as other low-lying areas, which may become even more vulnerable due to increased frequency and magnitude of flooding
- Places where homeless people gather and/or sleep

- Places of worship
- Garden annexes and unregulated homes, such as sheds that have been converted into offices or living quarters, houseboats, and AirBnBs
- Railway arches that contain businesses
- Shisha bars
- Garages and lockups that may be used for the storage of hazardous material
- Tunnels
- Landfill sites

### 3.2 PEOPLE-RELATED RISKS: Apart from those listed, do you think there are other risks relating to people missing from the list?

222 responses

The main issues raised around people-related risks were concerned with lack of education about fire risks, problems posed by language difficulties and terrorism. In addition, there was concern about people with mental health issues, cultural differences and unscrupulous landlords/developers.

Those raised by at least 5% of respondents are set out in the table below and explained in the following section.

THEME	Number	Percentage
People not being educated about fire	38	17%
Problems posed by language difficulties	37	17%
Issues to do with terrorism	33	15%
People with mental health issues	19	9%
Cultural differences	19	9%
Unscrupulous landlords and developers	19	9%
People living in overcrowded accommodation	15	7%
Homelessness	15	7%
Transience	13	6%
People using bonfires and/or barbecues	11	6%

#### Main themes

Respondents expressed concerns that many people living in London are not “fire savvy” and either have not received educated or have failed to educate themselves with regard to fire awareness, how best to prevent fires, what they should do in the event of a fire, and also what their evacuation procedure is for the buildings in which they work and live.

Some felt that those who speak either none or very little English could be at a greater risk from fire as they may find it difficult to gather and/or receive information, as well as in communicating with others in the event of an emergency. They were also perceived as potentially being reluctant or unable to reach out and make a connection with the LFB and other emergency services.

With regard to risks related to people, some suggested terrorism, whether that was to do with the potential to be caught up in a terrorist attack, or the fact that terrorism itself is caused by people.

Respondents mentioned issues affecting those suffering from mental health issues, whether in learning about fire prevention, being able to act effectively and safely in the event of a fire, or potentially representing an increased risk in causing a fire, whether accidentally or otherwise.

Linked to the issue of language difficulties, people from other cultures were also mentioned, with some feeling that they may have a different awareness of fire responsibility and safety – and even heating and cooking – as well as a different way of interacting (or not interacting) with the emergency services.

Respondents highlighted developers, landlords, freeholders and others involved in the ownership, maintenance and management of properties who, it was felt, may often be tempted to put financial considerations and convenience ahead of safety precautions, adherence to legislation, and risk-reducing but profit-reducing improvements.

Some mentioned that people living in overcrowded accommodation may represent an increased risk of fire, with the feeling that they were more likely to be dwelling in substandard conditions with electrical and heating systems that may be in an unfit state, and perhaps be illegal immigrants who would be unwilling to want to involve themselves with the emergency services and/or authorities.

Homeless people were mentioned, with some feeling they may cause fires due to making them for warmth and/or cooking, and others feeling that they may be more at risk and vulnerable in potentially becoming a victim of fire due to occupying unsafe and/or abandoned premises.

Some felt that there was a sense of “transience” in London, with many people, from many different places coming and going, moving residence often, and perhaps not taking the time to properly familiarise themselves with best practice fire prevention protocols and procedures in the event of a fire (as well as the large number of tourists).

Some mentioned those who make bonfires and garden fires, use fireworks, and/or cook with barbecues on balconies or roof terraces, perhaps with little regard for fire safety precautions or a sense of how they may affect others.

### Other themes

Other issues to do with risk factors relating to people (mentioned by fewer than 5%) were:

- People who commit vandalism and arson, as well as other crimes and antisocial behaviour
- Fly tippers
- Members of communities who may possess an inherent distrust of or disinterest in working with and/or learning about the fire brigade
- Rioters
- Compulsive hoarders
- Hoax callers
- People using candles

- Areas with high immigrant (or illegal immigrant) populations, which were perceived as comprising lower quality housing
- Travellers and/or people living in caravans and tents
- Schools and academies located in buildings not built for that purpose

Note: Some response themes were provided across both previous questions – for example, places where the elderly live and elderly people in general; or places where people drink and smoke and people who drink and smoke – and, in order to avoid duplication and dilution, these responses have been combined with other responses and located with the answers to the most appropriate question.

### 3.3 WORST-CASE RISKS: Do you think there are any other extraordinary or worst-case events that London Fire Brigade should be prepared for?

340 responses

LFB have identified a number of high-risk extraordinary events or worst-case scenarios in terms of their impact on individuals, the wider economy and environment, and impact on security and essential services:

- Terrorist related incidents
- Major fires
- Flooding
- Pandemics

Additional extraordinary or worst-case events put forward by respondents are listed below in order of frequency suggested:

- Extreme weather (wind, storms, heat or cold)
- Rioting and/or social and civil unrest
- Issues caused by climate change (not specifically described)
- Major road traffic incidents
- Plane and helicopter crashes
- Train crashes and/or accidents on the underground
- Industrial, chemical, or biological accidents
- Protests and demonstrations
- Building collapses
- Power outages
- Fuel shortages
- Earthquakes (including those caused by fracking)
- Fires in forests, parks and grasslands
- Bridge or tunnel collapse
- Cyberattacks on infrastructure
- Loss of water and sanitation
- Gas explosions



- War
- Object from space (e.g., asteroid or falling satellite)
- Mass poison or gas attacks in the air and/or water
- Droughts
- Collapse of government
- Solar flares disrupting communications
- Thames Barrier failure
- Hospital fire
- Football violence
- Earth slips
- Unexploded bombs
- Landfill fire

### 3.4 FUTURE RISKS: How likely or not do you think the following are to impact on the work of the London Fire Brigade in the future?

LFB have identified some potential risks that may have an impact on their work in the future and which may require them to adapt their services:

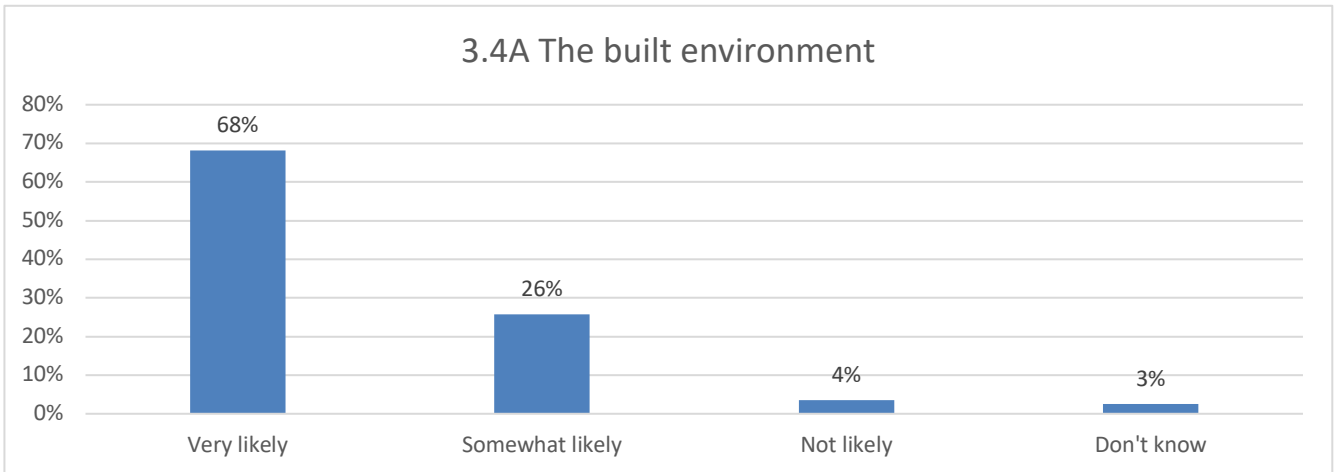
- Changing built environment - e.g. changes to the way buildings are constructed, and LFB's understanding of the risks that arise in buildings or to the regulations that govern safety in buildings
- Health and wellbeing
- Equality and fairness
- Climate change and sustainability
- Security and resilience
- Population change

Views were sought from respondents about how likely they felt it was that these would impact on the future work of LFB. These findings are set out in the following section.

#### 3.4A The built environment, for example, changes to the way buildings are constructed

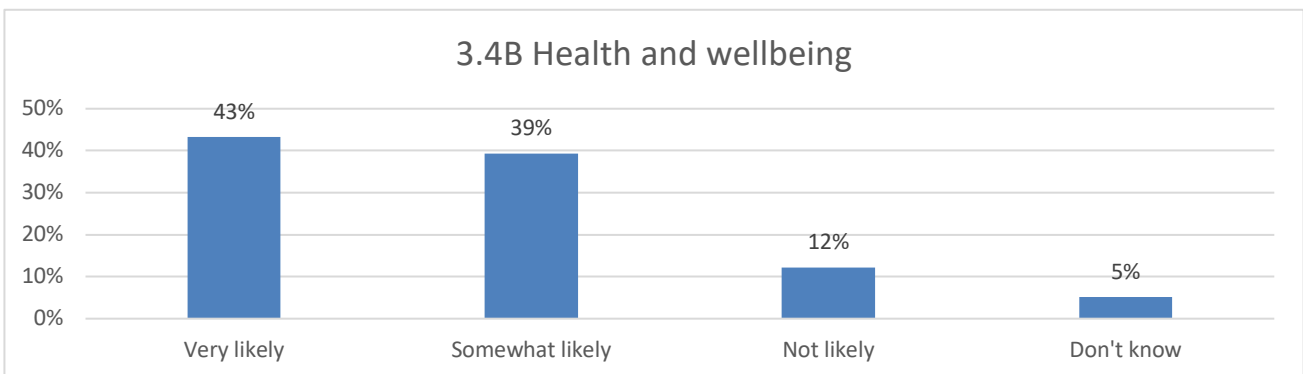
The majority felt that the build environment, for example, changes to the way buildings are constructed, was very likely (68%) or somewhat likely (26%) to impact on the work of the London Fire Brigade in the future. (n=741)

Response	No.	Percentage of Responses
Very likely	505	68%
Somewhat likely	191	26%
Not likely	26	4%
Don't know	19	3%



**3.4B Health and wellbeing, which can influence the likelihood that people will need our support**  
 The majority felt that health and wellbeing, which can influence the likelihood that people will need our support, was very likely (43%) or somewhat likely (39%) to impact on the work of the London Fire Brigade in the future. (n=744)

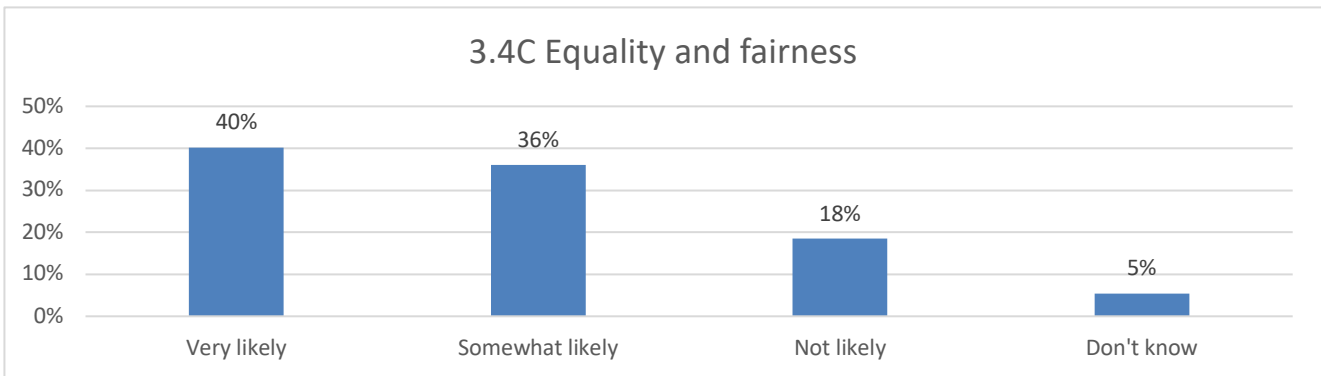
Response	No.	Percentage of Responses
Very likely	322	43%
Somewhat likely	293	39%
Not likely	91	12%
Don't know	38	5%



**3.4C Equality and fairness, which could influence how we provide our services so that they are accessible and suitable for everyone**

The majority felt that equality and fairness, which could influence how we provide our services so that they are accessible and suitable for everyone was very likely (40%) or somewhat likely (36%) to impact on the work of the London Fire Brigade in the future. (n=742)

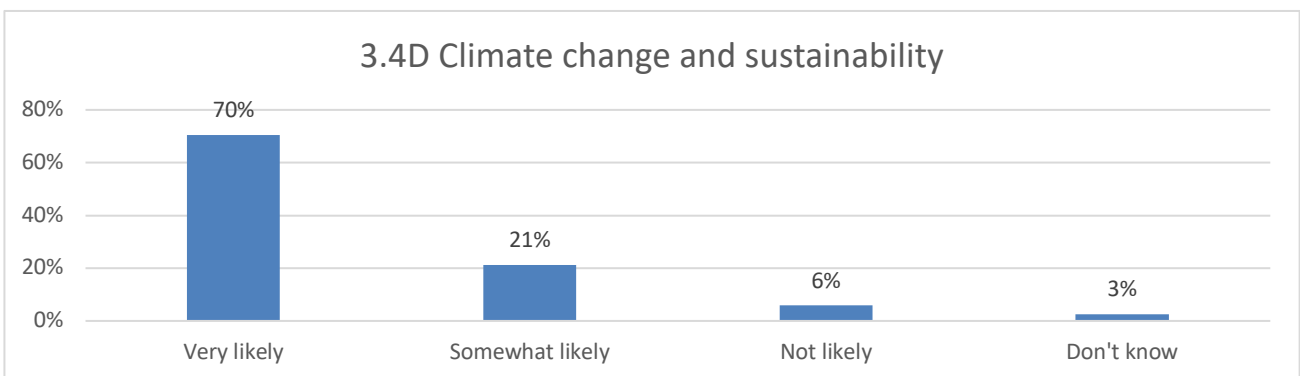
Response	No.	Percentage of Responses
Very likely	298	40%
Somewhat likely	267	36%
Not likely	137	18%
Don't know	40	5%



### 3.4D Climate change and sustainability, particularly in increasing high-impact weather-related events

The majority felt that climate change and sustainability, particularly in increasing high-impact weather-related events was very likely (70%) or somewhat likely (21%) to impact on the work of the London Fire Brigade in the future. (n=742)

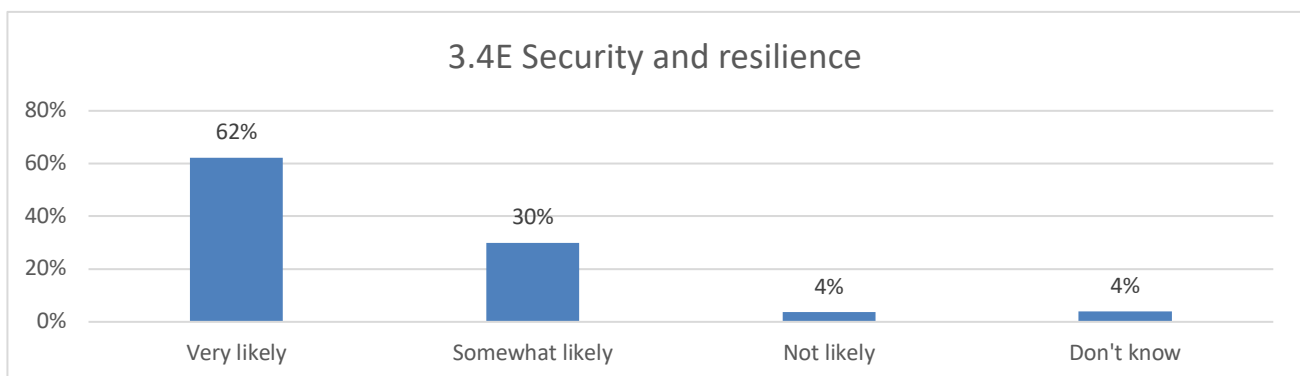
Response	No.	Percentage of Responses
Very likely	523	70%
Somewhat likely	157	21%
Not likely	43	6%
Don't know	19	3%



### 3.4E Security and resilience, which concerns the need to be prepared for the unexpected

The majority felt that security and resilience, which concerns the need to be prepared for the unexpected was very likely (62%) or somewhat likely (30%) to impact on the work of the London Fire Brigade in the future. (n=743)

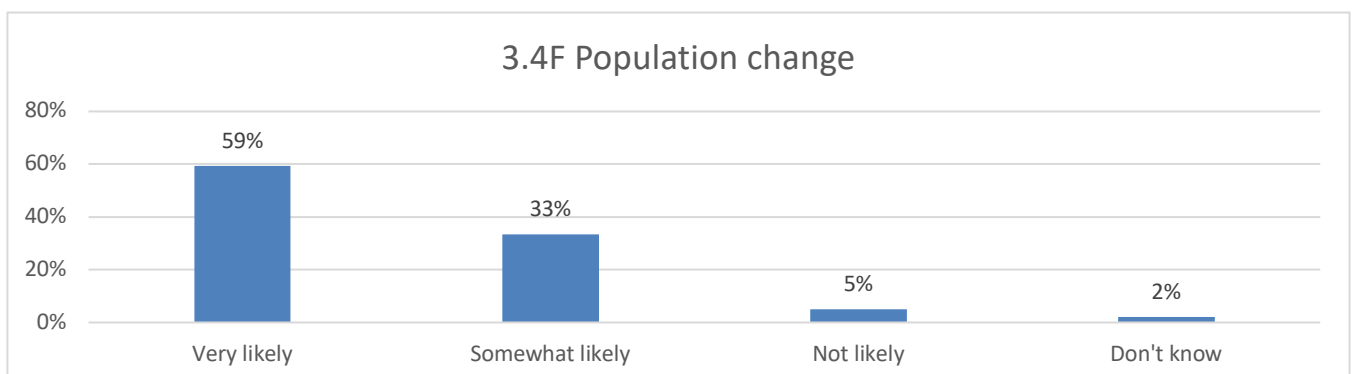
Response	No.	Percentage of Responses
Very likely	462	62%
Somewhat likely	223	30%
Not likely	28	4%
Don't know	30	4%



### 3.4F Population change, particularly the increasing population of older people given the risk factors associated with this community

The majority felt that population change, particularly the increasing population of older people given the risk factors associated with this community, was very likely (59%) or somewhat likely (33%) to impact on the work of the London Fire Brigade in the future. (n=744)

Response	No.	Percentage of Responses
Very likely	441	59%
Somewhat likely	249	33%
Not likely	38	5%
Don't know	16	2%



### 3.4.1 Why do you feel this way?

117 responses

Respondents put forward the following reasons in order to explain their answers to the questions about future risks. We have summarised their explanations here, set out by theme.

#### The built environment

Respondents felt that current and recent buildings were being constructed at a lower standard in comparison to buildings in the past, with financial considerations and speed of construction sometimes taking precedence over aspects of quality and safety. High rise buildings were a particular concern – particularly in light of the Grenfell Tower fire – with a sense that there were too many, going up too quickly, too tightly packed in an already densely populated city, and that they might represent a very real risk and danger to those who would occupy them. There was some distrust that assessments were being properly carried out, and that even when buildings were shown to require improvements, these were still not necessarily being undertaken. Enforcement of legislation was seen as weak, and the LFB was encouraged to be given powers to ensure that necessary safety improvements were accomplished, with the potential to ensure that developers and building management companies would face severe consequences for non-compliance.

Similarly, across a number of questions, respondents stated a desire to see the LFB deeply involved in the planning and construction process of new buildings, with fire risks considered and designed for, and that the LFB should be granted the power to require changes where and whenever necessary.

Finally, the issue of an increase in population density was again put forward, with some asking the question as to whether the funding and resources available to the LFB sufficiently accommodated for new buildings and high rises, as well as to whether the effects of increased population density on traffic and therefore access and response times had been taken into account – particularly with regard to the station closures of recent years.

#### Health and wellbeing

There were very few responses regarding health and wellbeing, with those who did (3) stating that they believed it was not within the LFB's remit nor its responsibility to commit resources to such an issue. Rather, it was stated that the NHS, the LAS, and social services were the correct organisations to address this.

#### Equality and fairness

Respondents who addressed this theme tended to question why equality and fairness was being presented as part of the survey, viewing it as an unwelcome symptom of “political correctness”, “woke culture”, and box-ticking government mandates, fearing enforced diversity and at the expense of utilising the best people for the job. Some stated their belief that the LFB has “always been fair” and that, in fire and rescue, whether working for the service or benefiting from it, equality shouldn't and indeed doesn't play a part, since all are inherently equal in non-adversarial crisis situations. This was seen by some to stand in contrast with other branches of the emergency services and, in line with the large amount of positive feedback received across a range of questions, it does not appear that any such perception of inequality within the LFB or its work exists, and that its reputation in this regard is exemplary.

### Climate change and sustainability

For some who responded to this question, climate change – and flooding in particular – was viewed as the most important issue the LFB would be facing in the years to come – especially given the unpredictable nature of what this might look like. Respondents stated that they expected increased incidents of serious flooding, while severe heatwaves and possible grass/woodland fires were also expected to occur as a result of climate change.

### Security and resilience

No elaborations were shared on this issue by respondents.

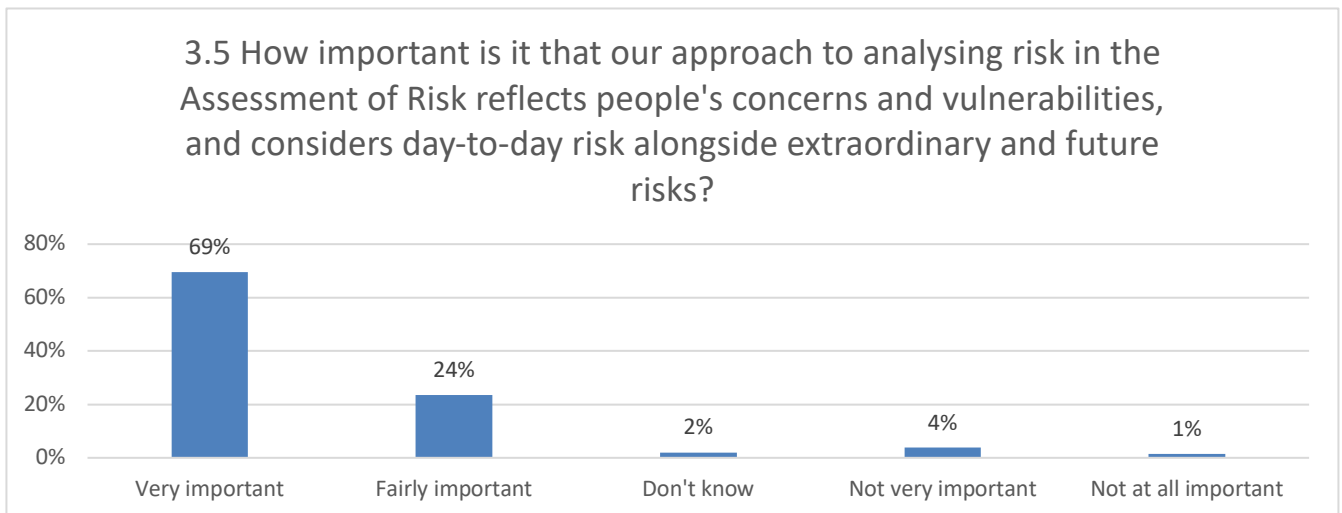
### Increase in elderly population

The small number of respondents who addressed this theme were split in their viewpoints, with some agreeing that an increased population of elderly residents would represent a corollary increase in fire risk and workload, while others felt that the elderly didn't necessarily represent a bigger risk of fire than a younger population and that the issue was being somewhat overblown. Some also stated their belief that the population of London was decreasing in age.

### 3.5 RISK ASSESSMENT: How important is it that our approach to analysing risk in the assessment of risk reflects people’s concerns and vulnerabilities, and considers day-to-day risk alongside extraordinary and future risks?

The majority felt that it was very important (69%) or fairly important (24%) for London Fire Brigade to reflect people’s concerns and vulnerabilities in assessment of risk and consider day-to-day risk alongside extraordinary and future risks. (*n*=736)

Response	No.	Percentage of Responses
Very important	511	69%
Fairly important	173	24%
Don't know	14	2%
Not very important	28	4%
Not at all important	10	1%



## 4. Would you like to tell us anything else about the work of the London Fire Brigade?

356 responses

Additional comments were made by respondents about the work of LFB. The most commonly mentioned themes and suggestions were in praise of the work of LFB, concerns regarding LFB’s current/future funding (including comments on past funding cuts), and encouragement for LFB to continue their outreach and prevention work and to conduct more of this in future.

THEME	Number	Percentage
Positive expressions about the LFB	127	36%
Concerns regarding current and future funding	71	20%
Negative responses regarding the survey itself	66	19%
Encouragement to perform more outreach	56	16%
Encouragement to continue work on prevention	32	9%
Comments regarding past funding cuts	29	8%

Most commonly, respondents used this opportunity to express positive sentiments and support for the LFB, with many stating that they felt the LFB did a wonderful job in difficult circumstances, and that any actual experience they had had with the fire brigade had been characterised by professionalism, bravery, and decency.

Some expressed concerns regarding the level of funding the brigade would be receiving in the future, fearing further cutbacks and the loss of more units and stations. They believed that the brigade “must be properly funded” and that, as a life-saving emergency service, its budget should be based on what it requires rather than on what is made available to it. Respondents wished and hoped to see a fire service that was fully equipped, staffed and trained.

Some respondents criticised the survey itself, and in particular the statements in Question 1, which they saw as “vague management speak” and “word salad”, with some feeling that they appeared more focused on appearing politically correct and “woke” rather than on dealing with the business of preventing and fighting fires. Some also felt that the statements in Question 1 were “leading”, given that “all the categories were self-evidently important”. This seemed to some to represent an exercise in gathering statistics to support a pre-defined agenda rather than representing a true openness to the thoughts and ideas of the public, and that being able to rank the goals in order of importance would have been preferable and more revealing as to the true levels of importance in the public’s eyes.

Some respondents stated their desire to see the Brigade continue and increase its level of education and outreach with members of the public through open days, school visits, and community interactions.

Related to the above, some felt that the LFB could concentrate even greater efforts on prevention – while recognising that much was currently being done – through not only public outreach and education, but also by doing what it can to ensure that buildings and residences install and maintain working fire alarms, smoke alarms, heat detectors and emergency lighting, and by compiling publicly available registries of such devices, as well as providing other (non-specified) fire prevention services.



Some commented on past funding cuts, stating that they would like to see stations reopened and engines reinstated – particularly Clerkenwell – in the belief that this would reduce response times, improve coverage, increase safety levels, and potentially save lives.

Other issues, themes and suggestions put forward by fewer than 5% of respondents were:

- The belief that the LFB was not being supported as well as it should be by the government and local councils
- The wish to see more integration with other emergency services, with shared buildings, administration, control centres and communications rooms being suggested. It was also suggested that fire fighters co-respond to Category 1 and 2 ambulance calls, and to situations such as (non-violent) collapses, rather than the police, given the perception that the LFB's reputation and presence is less likely to cause issues or situations to unnecessarily escalate
- Some also suggested that the LFB could integrate more with charities and social services in order to be better informed of and more able to assist vulnerable members of the community
- In light of the Grenfell Tower fire, a few respondents urged the LFB to review stay-put advice
- To make incident reports and risk assessments more easily available to access, and to show that changes and improvements based on past incidents have been implemented
- Decentralisation
- The location of a station on the Isle of Dogs
- To be more involved in potential plans to build in areas that could be at risk of flooding
- To cease responding to pet rescue calls
- To put firefighters' down-time to better use, and to discourage or end "moonlighting" where firefighters have additional jobs
- To change the shift system to one that operates on a 24-hour, 5-day on/off cycle
- To employ volunteers and/or nominate fire marshals and liaisons in residential buildings
- To utilise the knowledge and skills of locals and residents while attending incidents rather than always (and automatically) requiring people to vacate the area when they may possess useful information that could help save lives
- To ensure that decisions made are based purely on what works best for the people of London and the LFB itself, rather than bowing to socio-political pressures, cultural trends, or irrational fears popularised by the media (e.g., the imbalance between the perception of terrorism and its reality)

## 4. RESPONDENT DEMOGRAPHICS

The London Fire Brigade received a total of 768 responses to the consultation, consisting of:

- 700 members of the public (91%)
- 32 members of the London Fire Brigade (LFB) staff (4%)
- 23 who responded on behalf of an organisation (3%)
- 13 respondents who gave no answer (2%)

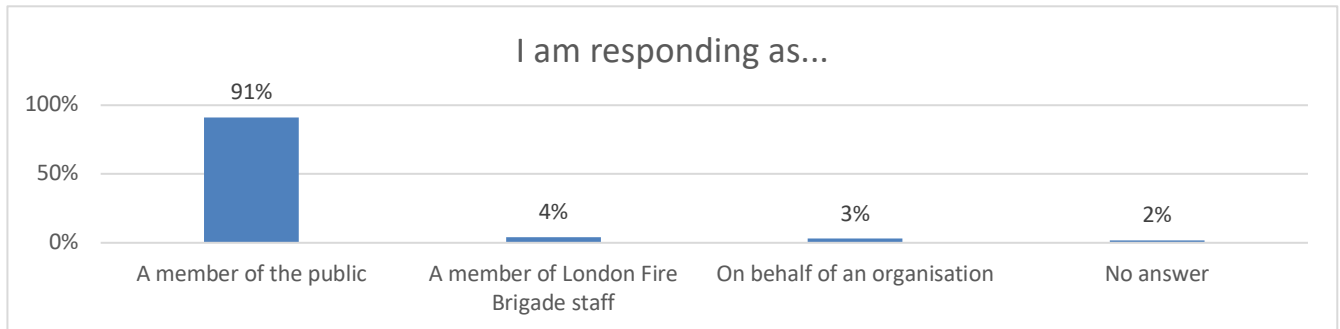


Figure 1: Respondents by Type

### 4.1 Gender

Nearly half of respondents were female, while 47% were male. 89% of respondents stated their gender is the one they were assigned at birth, with 1% saying their current gender was not the one they were assigned at birth.

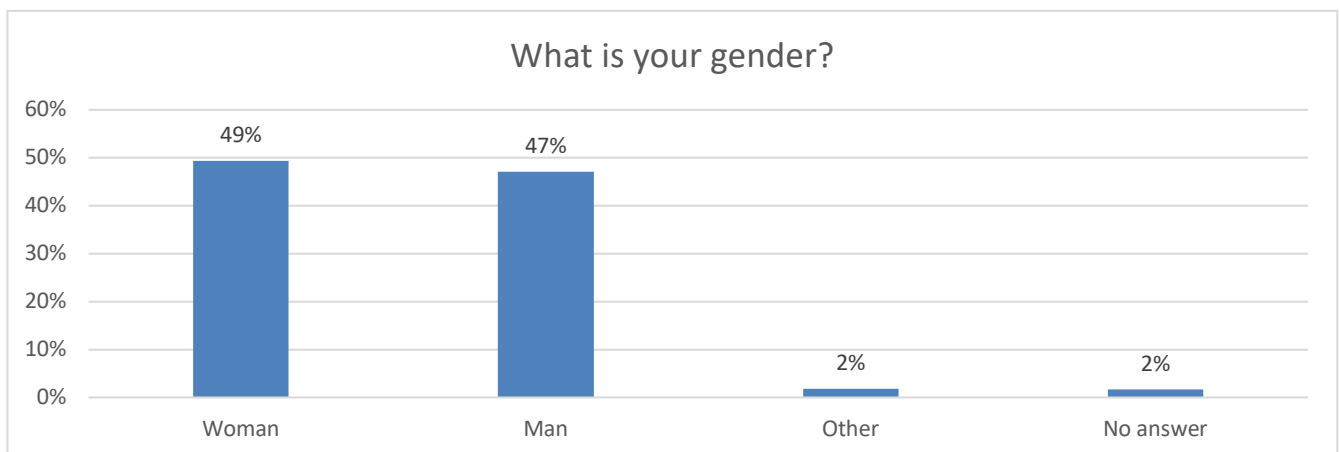


Figure 2: Respondents by Gender

Gender	Number	Percentage of total responses
Female	379	49%
Male	362	47%
Other	14	2%
No answer given	13	2%

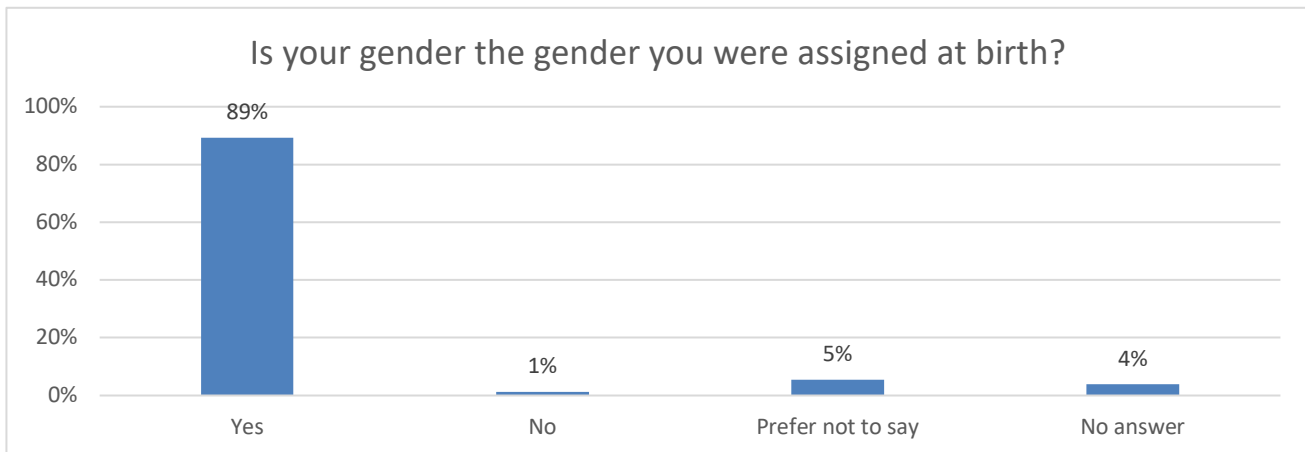


Figure 3 Gender assigned at birth

Is your gender the gender you were assigned at birth?	Number	Percentage of total responses
No	10	1%
Yes	686	89%
Prefer not to say	42	5%
No answer	32	4%

## 4.2 Ethnicity

Just over half of respondents identified as British (55%), with the remaining 45% spread across a range of different ethnicities as set out in the table below:

Ethnicity	Number	Percentage of total responses
English / Welsh / Scottish / Northern Irish / British	425	55%
Any other White background	82	11%
Any other Asian background	46	6%
African	24	3%
Any other Mixed / Multiple ethnic background	19	2%
Any other Black / African / Caribbean background	17	2%
Irish	17	2%
Any other ethnic group	13	2%
Caribbean	13	2%
Indian	13	2%
White and Asian	13	2%
Chinese	9	1%
Bangladeshi	7	1%
Pakistani	7	1%
Arab	5	1%
Gypsy or Irish Traveller	5	1%

White and Black African	5	1%
White and Black Caribbean	4	1%
European	1	0%
Latin American	1	0%
Persian	1	0%
Prefer not to say	23	3%
No answer	18	2%

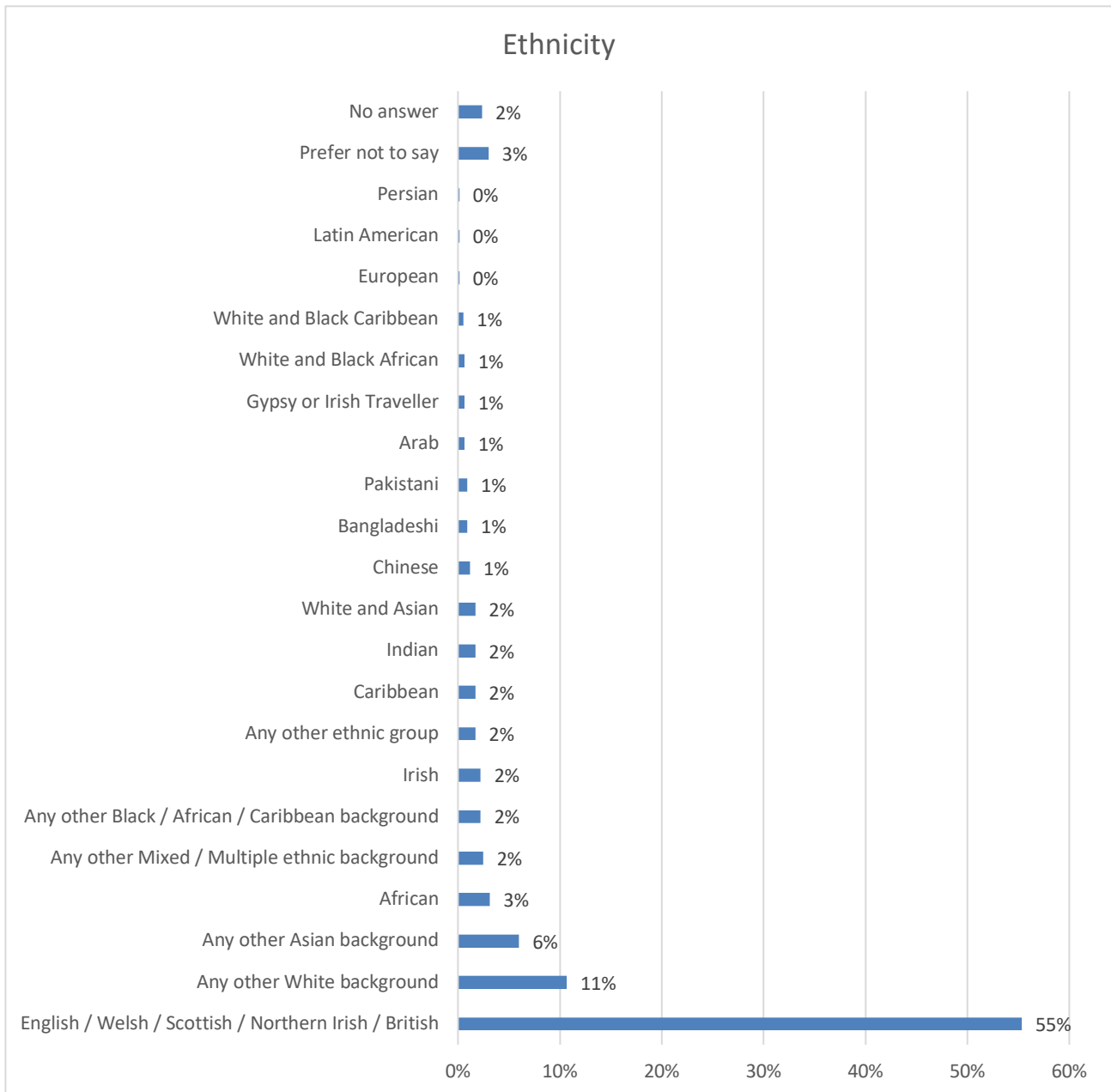


Figure 4: Respondents by Ethnicity

### 4.3 Faith or Belief

Over a third described their faith or belief as Christian (38%) or said they had “no religion” (38%). All other faiths and beliefs stated by respondents added together registered 13% of the total responses, with 11% either giving no answer or choosing the “prefer not to say” option.

Faith or Belief	Number	Percentage of total responses
Christian (including Church of England, Catholic, Protestant all other Christian denominations)	294	38%
No religion	292	38%
Muslim	42	5%
Buddhist	11	1%
Jewish	11	1%
Hindu	10	1%
Sikh	3	0%
Spiritual	3	0%
Any other religion	16	2%
Prefer not to say	65	8%

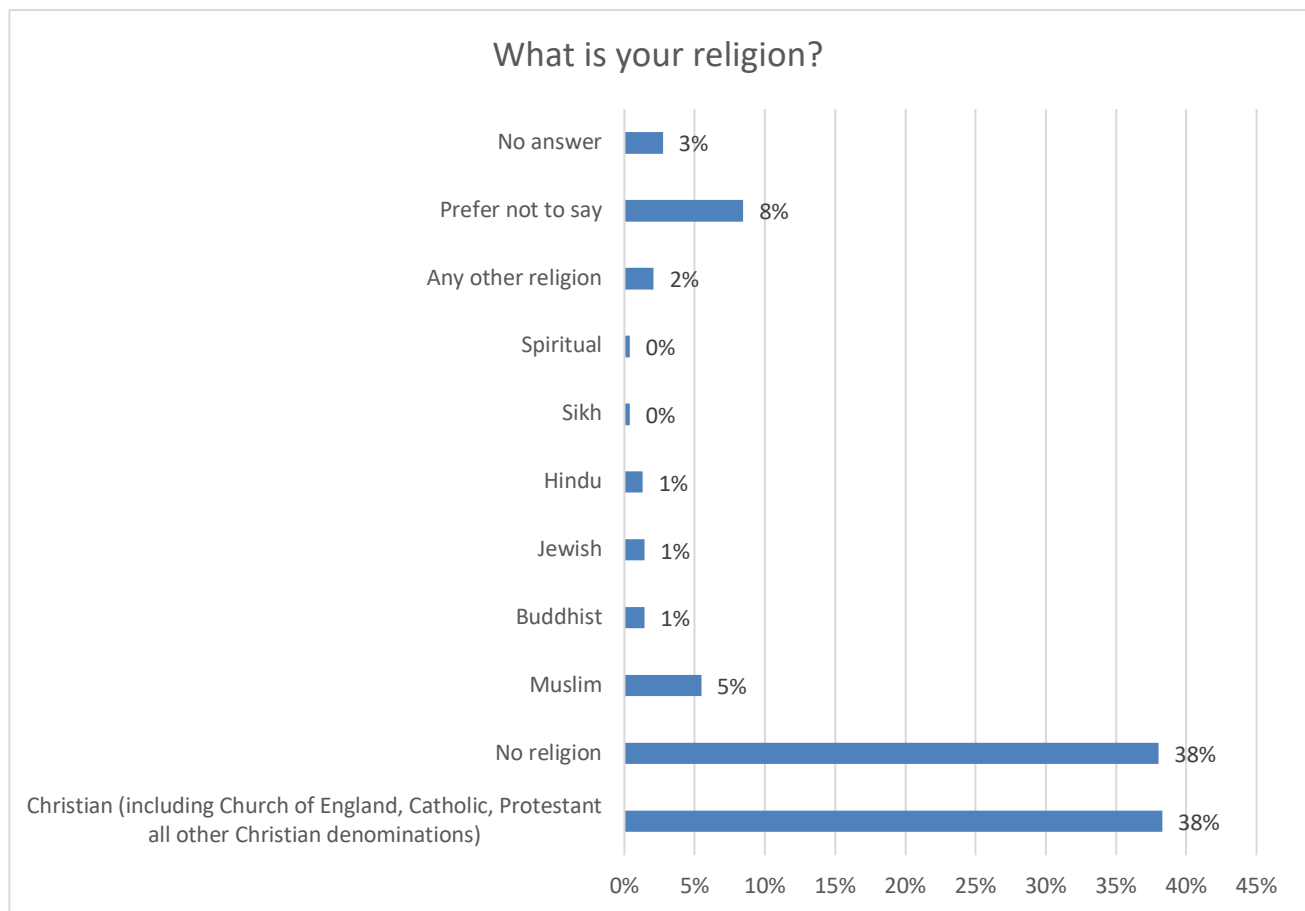


Figure 5: Respondents by Faith or Belief

#### 4.4 Mental or physical impairment, health condition or learning difficulty

Nearly 1 in 5 respondents (18%) reported they had no mental or physical impairment, health condition or learning difficulty, whereas 74% said that they did not.

Do you have a mental or physical impairment, health condition or learning difficulty?	Number	Percentage of total responses
No	571	74%
Yes	141	18%
Didn't say	33	4%
No answer	23	3%

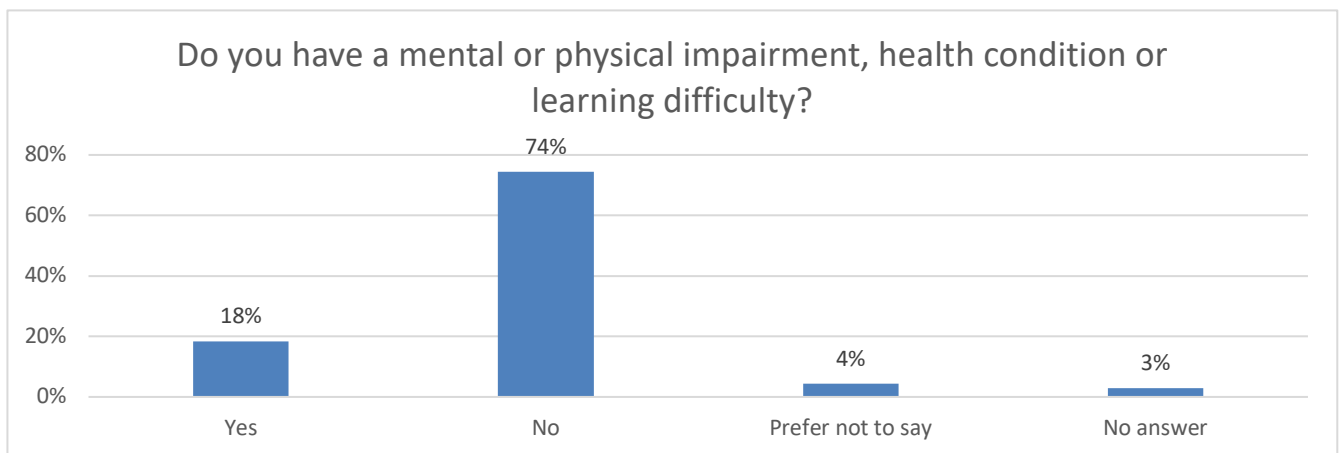


Figure 6: Respondents by Disability

#### 4.5 Sexuality

The majority (75%) of respondents described their sexuality as heterosexual or straight, with 8% describing themselves as Gay, Lesbian or Bisexual.

Sexuality	Number	Percentage of total responses
Heterosexual/straight	575	75%
Gay Man	31	4%
Bisexual	25	3%
Gay Woman/lesbian	7	1%
Other	10	1%
Prefer not to say	88	11%
No answer	32	4%

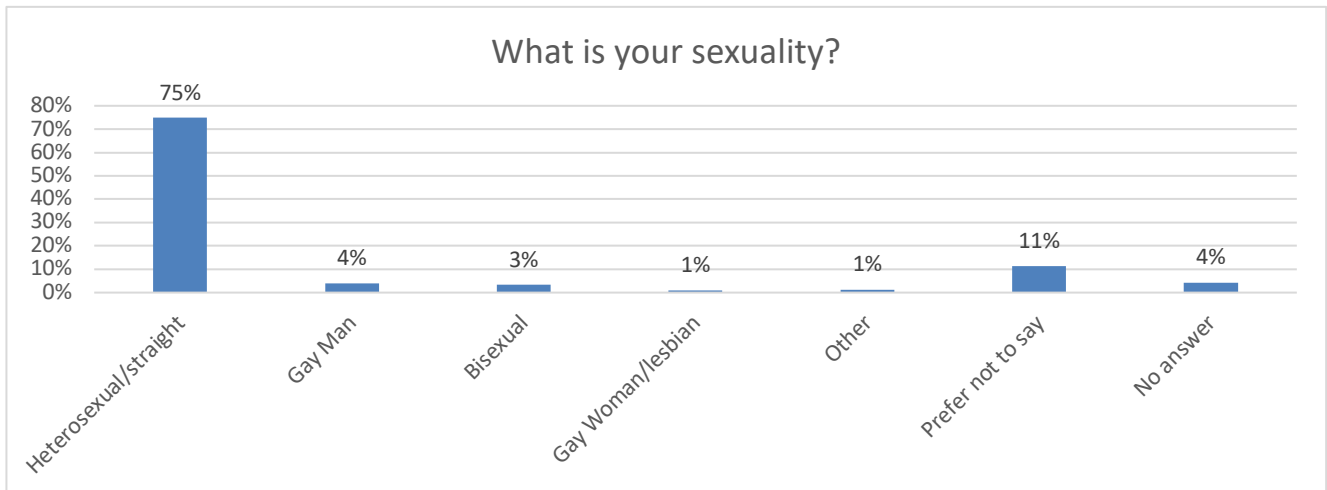


Figure 7: Respondents by Sexuality

### 4.6 Age Group

Most respondents (62%) were 45 and older, with 29% aged below 45.

Age Group	Number	Percentage of total responses
16-24	25	3%
25-34	74	10%
35-44	123	16%
45-54	139	18%
55-64	148	19%
65+	188	24%
Didn't say	71	9%

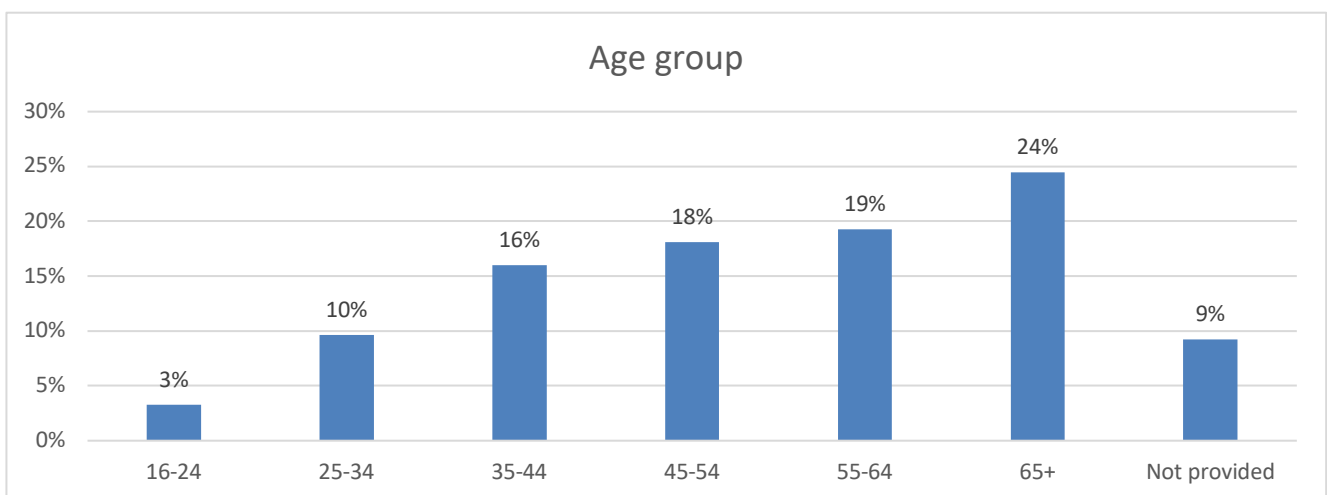
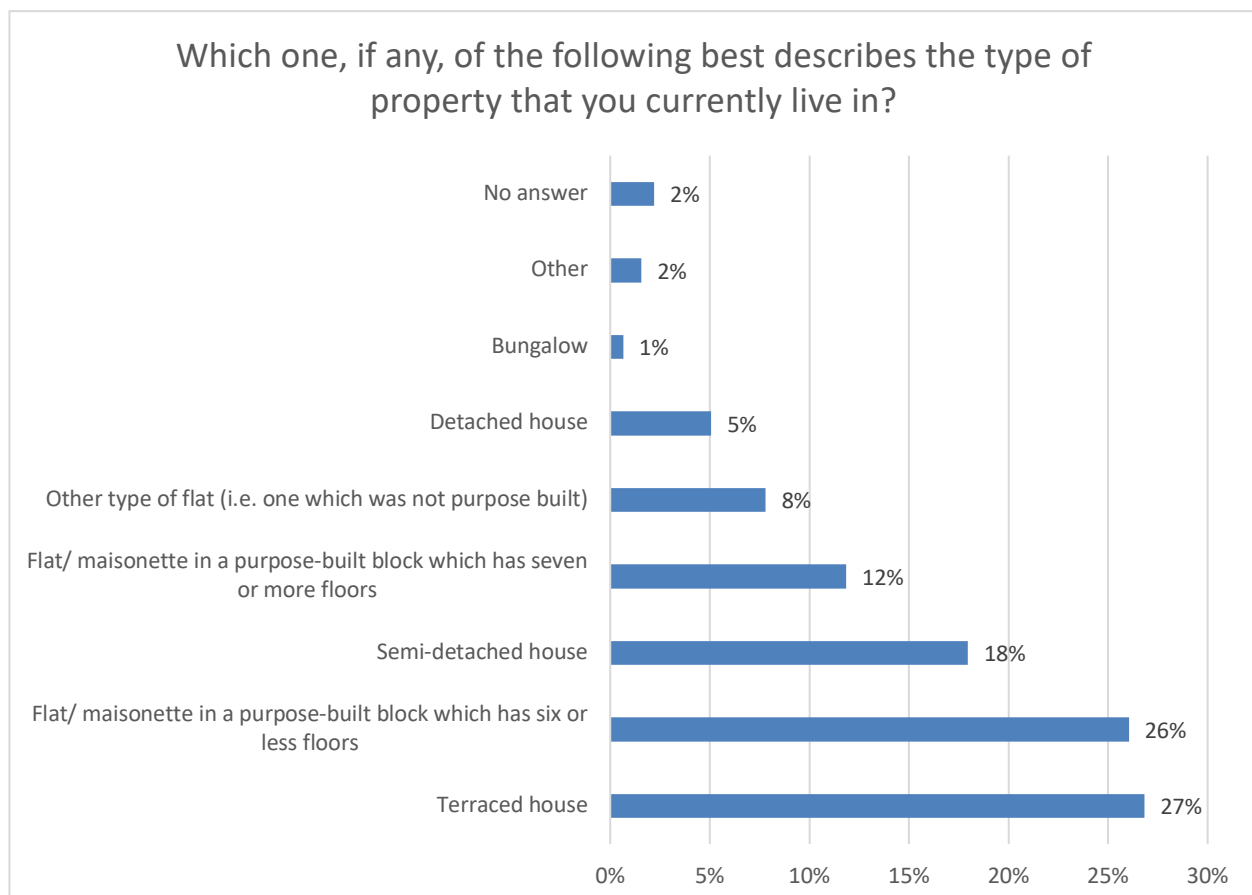


Figure 8: Respondents by Age Group

### 4.7 Housing Type

A little under half of respondents (46%) described themselves as living in a flat or maisonette, while just over a quarter (27%) lived in a terraced house and around one-fifth (18%) in a semi-detached house.

Which one, if any, of the following best describes the type of property that you currently live in?	Number	Percentage of total responses
Terraced house	206	27%
Flat/ maisonette in a purpose-built block which has six or less floors	200	26%
Semi-detached house	138	18%
Flat/ maisonette in a purpose-built block which has seven or more floors	91	12%
Other type of flat (i.e. one which was not purpose built)	60	8%
Detached house	39	5%
Bungalow	5	1%
Other	12	2%
No answer	17	2%





## 4.8 Housing Tenure

28% described themselves as homeowners where their house was being bought on a mortgage, and 33% were homeowners that owned their homes outright, with 31% renting.

Housing Tenure	Number	Percentage of total responses
Owned outright	250	33%
Being bought on mortgage	216	28%
Rented from private landlord	102	13%
Rented from housing association	73	10%
Rented from local authority	61	8%
Flat/ maisonette in a purpose-built block which has six or less floors	1	0%
Other	38	5%

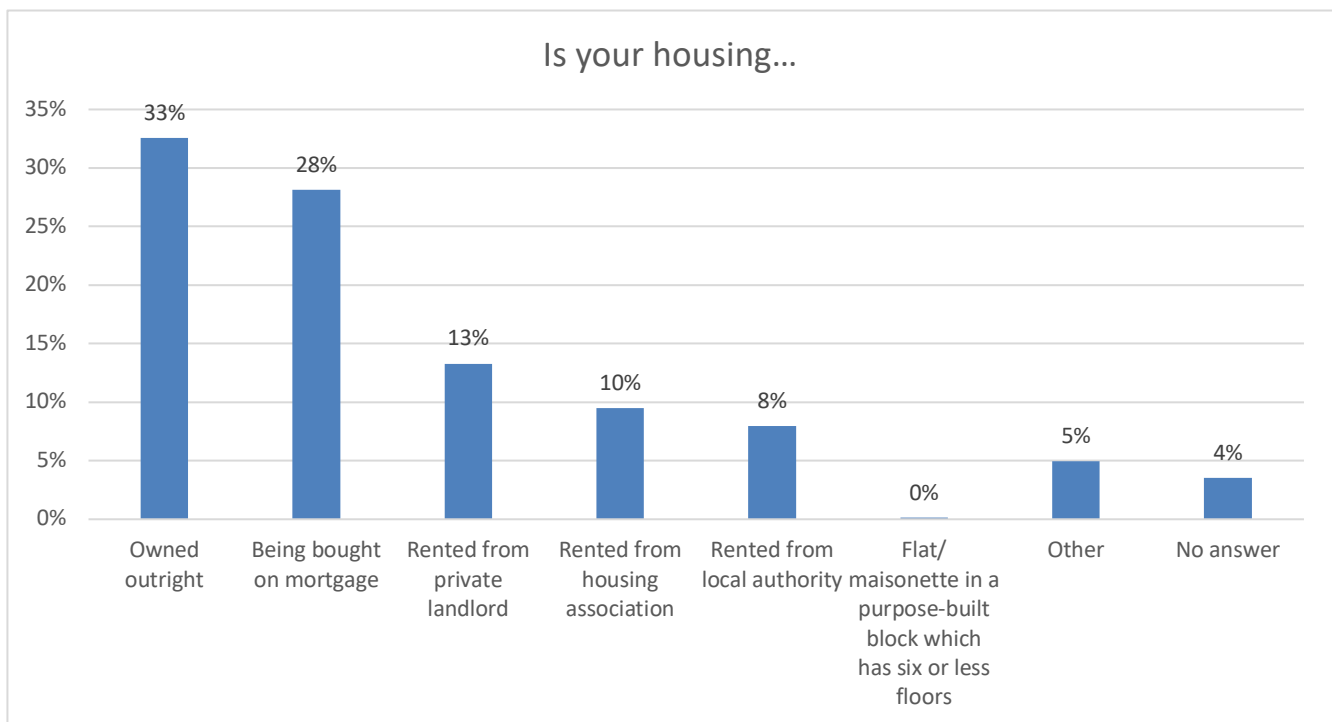


Figure 8: Respondents by Housing Type and Tenure

## 4.9 Borough of Residence

There were responses from a large number of London boroughs and other areas, as set out in the following table:

Borough of Residence	Number	Percentage of total responses
Waltham Forest	88	11%
Kensington and Chelsea	61	8%
Southwark	58	8%
Tower Hamlets	51	7%
Westminster	37	5%
Lambeth	35	5%
Lewisham	35	5%
Wandsworth	35	5%
Bromley	22	3%
Croydon	22	3%
Islington	21	3%
Barnet	20	3%
Greenwich	20	3%
Brent	19	2%
Ealing	19	2%
Hammersmith and Fulham	17	2%
Camden	16	2%
Newham	16	2%
Redbridge	16	2%
Richmond upon Thames	15	2%
Enfield	13	2%
Hackney	13	2%
Outside of London	13	2%
Sutton	13	2%
Haringey	11	1%
Hillingdon	10	1%
Merton	10	1%
Barking and Dagenham	9	1%
Harrow	9	1%
Hounslow	7	1%
Kingston upon Thames	7	1%
Havering	6	1%
Bexley	4	1%
City of London	4	1%
No answer	16	2%

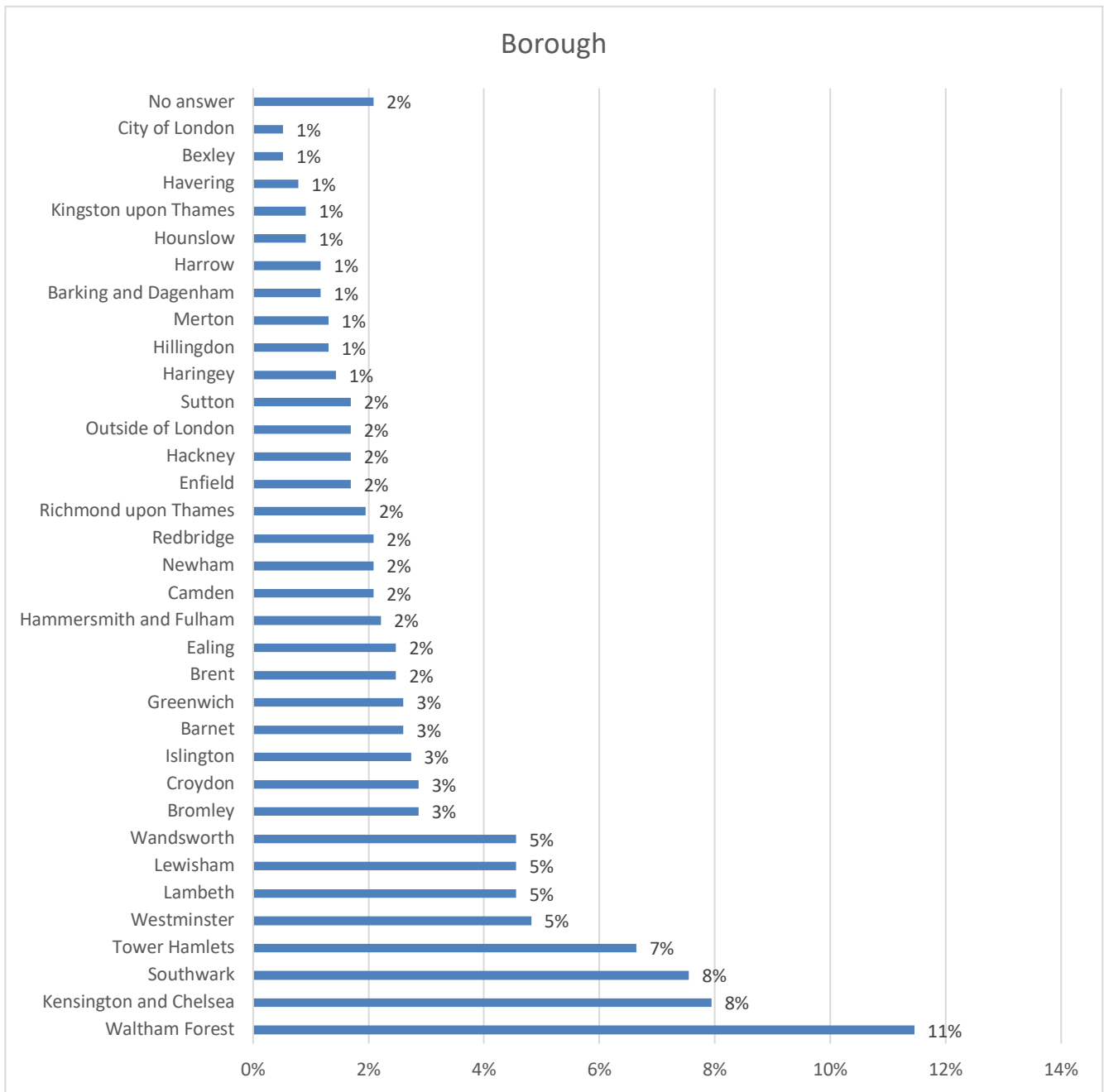
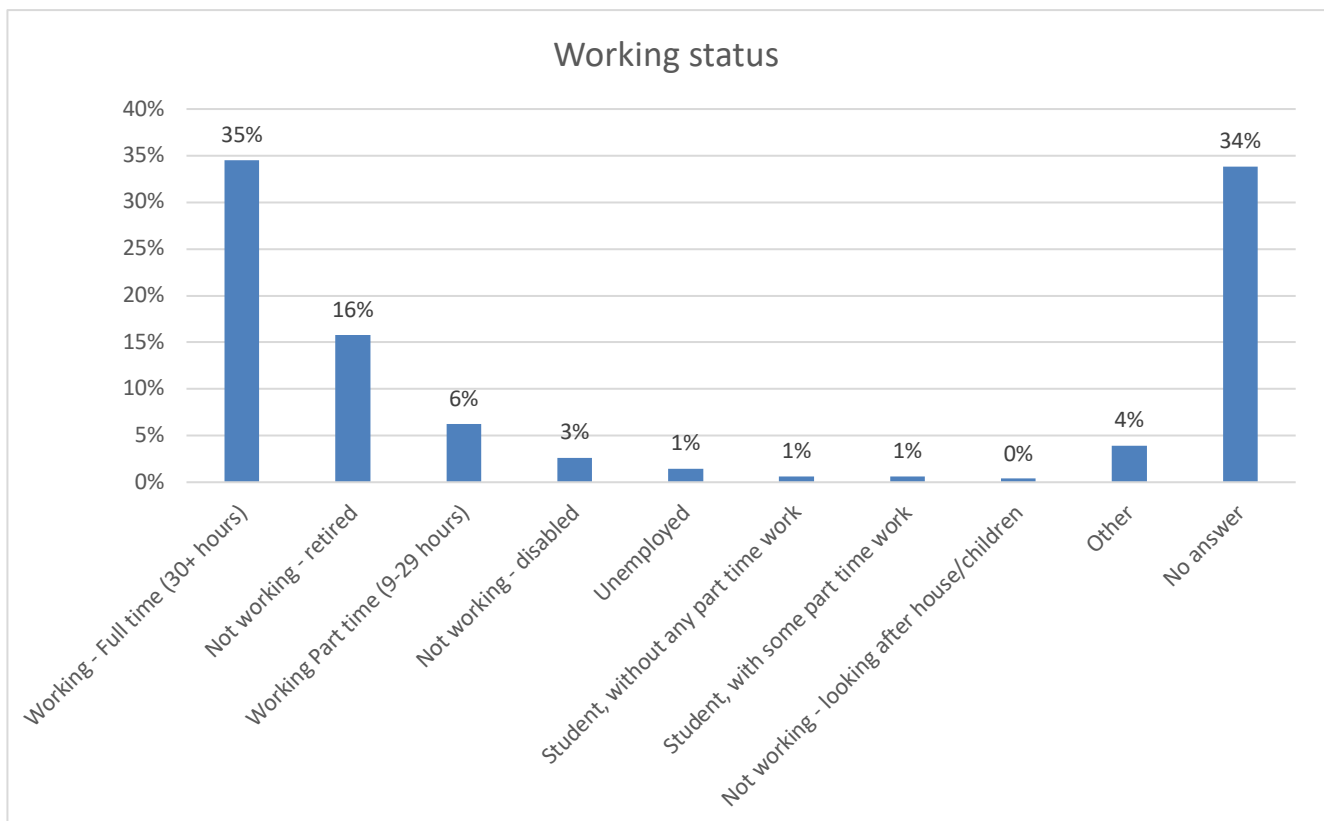


Figure 9: Respondents by Borough of Residence

## 4.10 Working Status

Over a third of respondents stated that they were working full time (35%), with a similar number providing no answer to this question (34%). 16% said they were retired, with the remaining 16% providing a range of responses about their working status.

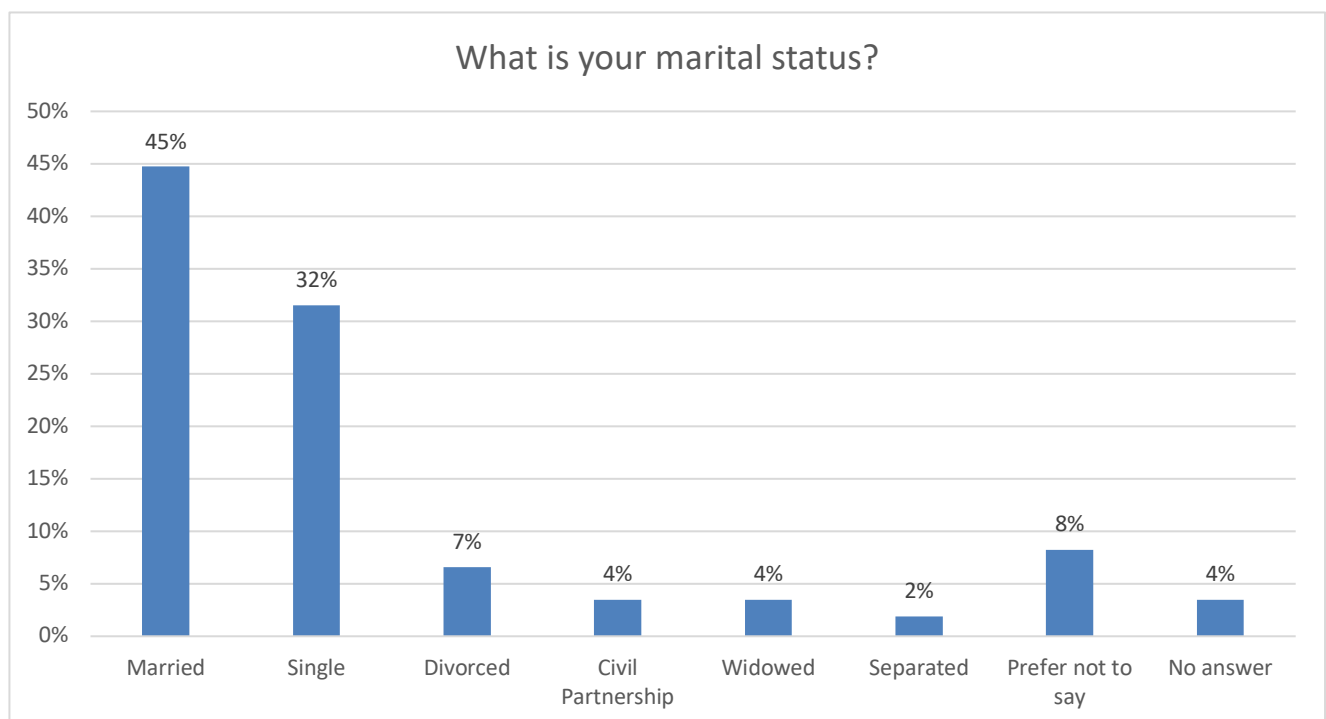
Working Status	Number	Percentage of total responses
Working - Full time (30+ hours)	265	35%
Not working - retired	121	16%
Working Part time (9-29 hours)	48	6%
Not working - disabled	20	3%
Unemployed	11	1%
Student, without any part time work	5	1%
Student, with some part time work	5	1%
Not working - looking after house/children	3	0%
Other	30	4%
No answer	260	34%



### 4.11 Marital Status

Nearly half of respondents stated they were married (45%), with just under a third said they were single (32%).

Marital Status	Number	Percentage of total responses
Married	332	45%
Single	234	32%
Divorced	49	7%
Civil Partnership	26	4%
Widowed	26	4%
Separated	14	2%
Prefer not to say	61	8%
No answer	26	4%



## ANNEX A: List of organisations that responded to the consultation

21 respondents identified that they were responding on behalf of an organisation:

Bence House TRA  
Bisley House Residents Association  
British Red Cross  
Camden & Islington NHS Foundation Trust  
Grove Residential Home  
HoardingUK  
Hounslow Council  
London Assembly  
London Borough of Waltham Forest  
Mayflower Primary School  
New Providence Wharf Leaseholder and Residents Association  
NHS  
Poplar HARCA  
Redbridge Bogus Caller Partnership  
Redbridge SAB & Redbridge SCP  
Trellick Tower Residents Association  
Vincent Square East Neighbourhood Watch  
Walthamstow Towns Allotments Association  
Walworth Garden  
Westminster City Council  
Whittington Health

In addition, we have considered a contribution from the Fire Brigades Union, who provided comments on the draft survey and comments that have been included in our analysis.

OFFICIAL  
29 April 2022  
CRMP

## **Assessment of Risk Response**

## Summary

The Fire and Rescue National Framework for England 2018 places a duty on all Fire and Rescue Services to *“identify and assess the full range of foreseeable fire and rescue related risks their areas face”*. The LFC’s Assessment of Risk is the Brigade’s response to that requirement. It sets out all foreseeable risks which the LFB might be expected to respond to and assesses their risk based on a combination of their likelihood and consequence. It is available here (insert link)

This process of identifying and assessing all foreseeable risks is used to enable the Brigade to make decisions in relation to how it *“puts in place arrangements to prevent and mitigate these risks”*, which is also a requirement of the National Framework. These actions are documented in this paper, which details the Brigade’s Assessment of Risk Response (AoRR), and maps all identified and assessed risks from the AoR to the capabilities required to deliver LFB’s prevention, protection, and response services.

This process has enabled the Brigade to identify and prioritise the programmes, projects, and initiatives, identified in the Target Operating Model (TOM) which have the greatest impact on risk reduction and increase the Brigade’s capacity and capability to mitigate all foreseeable fire and rescue related risks.

When consolidated these three documents, the AoR, AoRR and TOM, combine to be Brigade’s integrated approach to risk management and, *“demonstrates how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks”* on London’s communities. The LFC’s Community Risk Management Plan (which is how the Brigade refers to its Integrated Risk Management Plan) is the Brigade’s public facing strategy for how it will mitigate risk and improve public safety in London.



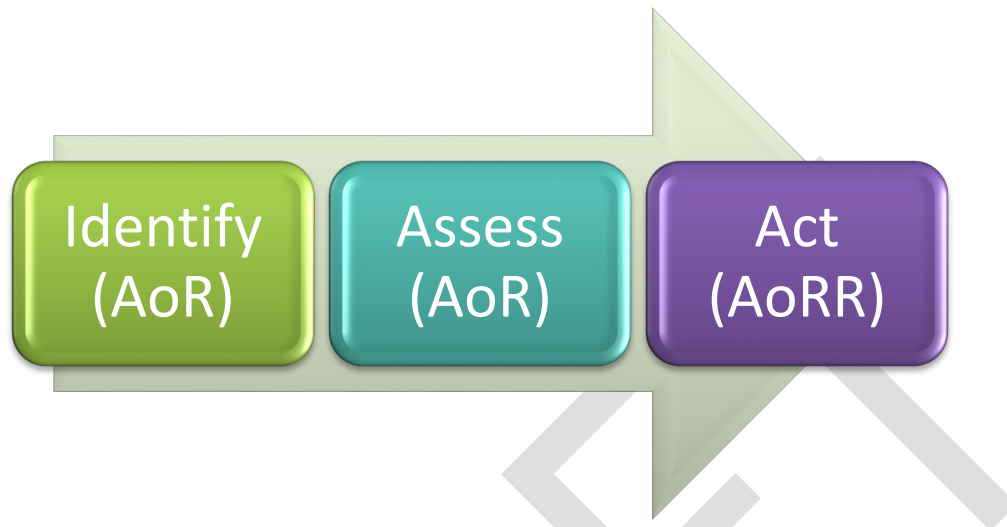
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## Our three-step approach

The Assessment of Risk (AoR) and Assessment of Risk Response (AoRR) takes a three-step approach to understand the controls required to mitigate risk in London through the Brigade's prevention, protection, response services. These steps are to:



**Figure 1.** The three-step approach to mitigate risk based on the Fire and Rescue Framework for England 2018

## Identify & Assess

The first two steps of the process are covered in the Brigade's Assessment of Risk (AoR), available here (insert link). The AoR identifies the risks to Londoners which the LFB would be expected to respond to and assesses which of these poses the highest risk to life and wider consequences.

The AoR took a layered approach to assessing risk in London, putting London's communities at the centre of the assessment. Their feedback combined with data and partner led approaches identified several high-risk areas relevant for London which will inform the development of the Community Risk Management Plan (CRMP) and how the brigade will adapt its services to meet the needs of London's communities. The highest concerns that individuals and communities identified that they wanted reassurance around were:

### Concerns relating to people

- Population
- Physical vulnerability
- Social vulnerability
- Behavioural vulnerability

### Concerns relating to property and places

- Building locations
- Building occupancy
- Building management and ownership
- Building configuration and construction

We also looked at our data from the last five years of incidents to understand where fire and rescue related risks were located. Risks were often related to buildings but also regularly occur in other locations

as well. The risks for property and places which were assessed to have the highest combined likelihood and consequence scores were generally where most people live, work or visit, and the highest risk property and place risks were assessed to be as follows:

- Fires in the home
- Fires in large entertainment, public or commercial buildings
- Fires in landfill and wasteland sites
- Non-fire incidents involving road vehicles, trains, or water

The UK Government and the London Resilience Forum (a partnership of organisations with responsibility for emergency preparedness in London) each produce a risk register of worst-case risks. This is updated annually and is used by them to prepare their response should these risks occur. This risk assessment uses a broader definition of risk and includes impacts on human welfare, behaviour, economic, infrastructure, environment, and security. The major extraordinary risks which relate to national and regional partners on these registers which the Brigade must prepare have been assessed to be as follows:

- Terror related incidents
- Urban flooding
- Pandemic influenza
- Severe drought

Finally, as part of the identify and assess process the Brigade has identified a range of emerging and future risks that may arise and risks that could change over the term of the CRMP which may require the Brigade to adapt the services it provides to meet London's changing needs, wants and expectations, over this period. The highest emerging and future risks which the Brigade is most likely to have to consider over the course of the CRMP are listed below:

- Changing built environment
- Sustainability and climate change
- Security and resilience
- Population change

## **Act**

This step involves identifying how the LFB will act to prevent fires and other incidents and mitigate the impacts of the risks identified in the AoR (steps 1 & 2). The Brigade has done this as part of a Target Operating Model (TOM), which is a wider piece of work to support the development of its next CRMP.

The CRMP will describe the changes that the Brigade needs to make to achieve its vision and how it will make those changes. To inform the CRMP, the Brigade has developed a Target Operating Model (TOM), which identified the improvements to existing services and the new services that are needed to respond to the needs, wants and expectations of London's communities and reduce risk within the Brigade's boundary.

An initial assessment of the capabilities that the Brigade needs to deliver those services effectively has also been undertaken as part of the TOM. The AoRR identifies the projects and initiatives required to enhance services against the risks identified in the AoR and are planned to be delivered as part of the CRMP.

Our AoR broadly shows that we have the right resources, skills and capabilities to respond to current and future risks in London, though there are always improvements which we can make to the services the Brigade delivers to Londoners. These service improvements that the Brigade intends to make as part of the CRMP can be summarised under the following four headings:

**Quality enhanced** - Services deliver higher quality outcomes for communities & businesses based on enhanced organisational capabilities such as operational training, personal development opportunities, and performance measurement,

**People centred** - Services are focused on delivering outcomes for communities based on their needs, wants and expectations. This includes enhanced understanding of their unique local context and of their preferences.

**Adaptable to change** - The service catalogue is designed to adapt to changing external factors such as demand or statutory requirements and to internal factors changing focus or method of delivery. LFB capitalises on new ways to add value to communities based on changing needs.

**Flexible to need** - Services are delivered in a way that enhances community value, with an ability to utilise the workforce in a way that is proportionate to need. This enhanced productivity will provide flexibility in the type and level of value that is provided to communities.

We will aim to enhance these services so that we can serve Londoners through every stage of the incident's lifecycle. For clarity an incident lifecycle is defined as the following three stages with the associated services and descriptions which are used to mitigate risk at each stage. Appendices 1 – 3 demonstrate which service enhancements will address the significant risks in the AoR and the projects that will deliver those improvements.

#### **Pre-incident service enhancements**

Pre-incident services are designed to help communities and mitigate risk prior to an incident occurring. They are tailored to the needs, wants and expectations of the relevant communities and are targeted at those who are most vulnerable to fires and other emergencies.

As part of our pre-incident services, we are required by the Fire and Rescue National Framework for England to set out our management strategy and risk-based programme for enforcing the Regulatory Reform (Fire Safety) Order 2005. The Risk Based Inspection Programme (RBIP) is part of the LFC's overall integrated approach to risk management by prioritising the inspection of premises based on risk. The Brigade's RBIP has been based on national guidance from the National Fire Chiefs Council (NFCC). That approach is currently under review and LFB are working with the NFCC so that the recommended approach is suitable for London. As part of this the definition, classification and use of high risk is being clearly defined to enable the Brigade to effectively prioritise the most vulnerable people and places. Along with these changes in processes there will also be an associated change in culture with frontline firefighters undertaking Fire Safety checks on lower risk premises.

The delivery of our Prevention services has predominantly been by firefighters with specialist teams delivering more in-depth safety checks. The introduction of Fire Safety checks means that now some of the burden of delivering Protection services is also taken up by firefighters when they are not undertaking training or responding to incidents. To enhance the way we deliver these activities, we will be exploring options as part of our Community Risk Management Plan (CRMP) to increase the flexibility in the way we use frontline staff to deliver both Prevention and Protection services to increase their productivity and improve outcomes for Londoners. It will also enable us to deliver our training and exercising in different ways, especially with neighbouring services, which will help us to work alongside our neighbouring services

and jointly respond to new and emerging risks whilst maintaining our resilience to respond to all extraordinary risks and maintain our response standards.

**Engagement** - Engaging with communities, businesses, and partners to understand their needs and raise awareness around LFB and the services it provides.

Pre-incident engagement is a key for raising awareness of LFB services prior to an incident occurring and providing communities with a voice and to help the Brigade to continually update their understanding of the needs, wants and expectations of the communities we serve and help all Londoners access the necessary services through LFB. It also aides the Brigade in building partnerships with local communities and groups to build community resilience by supporting London diverse communities' to become trusted partners in the risk reduction process and close the gap between perceived risk and actual risk.

**Prevention** - Reducing the risk of, and changing people's perception and behaviour towards, fire and other hazards.

Prevention services are targeted to the most vulnerable and delivered by teams who understand and can respond to the needs of local communities. Firefighters' ability to support behavioural change will be enhanced through targeted training and collaboration across all departments and partners to target the most vulnerable in our society.

**Protection** - Enforcing fire safety legislation and providing related advice to mitigate risk of fire.

Protection services considered a key part of LFB's efforts to serve Londoners, enforcing safety legislation and providing relevant guidance at a range of levels, through fire station staff and specialist inspecting officers. These will be enhanced by developing a Fire Safety centre of excellence and training crews to undertake Fire Safety checks based on local risks.

**Preparedness** - Helping communities, businesses & individuals prepare for risks from fire and rescue service-related incidents.

Preparedness services are a newly defined service which will be increasingly accessible for all Londoners, enabling individuals and infrastructure to prepare for and respond to emerging risks. LFB will develop environmental checks for those who are at risk to particular environmental risks and will support individuals, communities and business owners to build their resilience to the highest risks identified in the AoR.

### **In-incident service enhancements**

Our ability to deliver emergency response whilst maintaining capacity for prevention and protection work and for large scale incidents identified in the national and London Risk Registers is influenced by the number, type and location of our resources and personnel. We plan that fire engines and other specialist vehicles should arrive at emergency incidents as quickly as possible in order to mitigate risk from the hazardous event. The Brigade's emergency response vehicles are distributed across London and located at LFB's 102 land-based fire stations and one river station. Which vehicles are at different stations is planned carefully so that the Brigade can get the right resources to incidents quickly when they are needed. Though this plan aims to plan and deliver pre-incident services more locally, the location of fire stations and deployment of pumping and other appliances is planned on a London-wide basis so that we can respond to all risks wherever they occur. This means that boroughs do not wholly rely on pumping appliances based at

stations in the borough to deal with the emergency incidents within their boundary and all resources can respond anywhere in London if required.

This allocation of resources allows us to maintain our pan-London response times and in the last five years to deal with some of the largest incidents London has ever experienced. We have also maintained some of the highest response standards in the country throughout the COVID-19 pandemic and have continued to improve a speed of response to dwelling fires each year for the last five years.

As part of our pan-London approach to response, the Brigade adopts a principle of “equal entitlement”. This is the concept that each person should be entitled to expect a broadly similar response in terms of the resources deployed and the time taken for those resources to arrive wherever they live in London. This is based on the principle that if a fire or other emergency was to occur then the consequence of the realisation of this risk is broadly the same wherever the hazardous event happens in London.

**Response** - Responding to fire and rescue service incidents to mitigate risk. Response services remain critical for LFB.

Staff are equipped to respond quickly to create the best outcomes for citizens and will be able to be deployed in a flexible way proportionate to risk. We will ensure specialist assets are in the best locations to enable them to mitigate risk and meet the needs of local communities and frontline staff have access the best training which directly helps them mitigate risk.

#### **Post-incident service enhancements**

Post incident services can start whilst the response phase is still on-going with crews undertaking damage control activities and business and community continuity during an incident’s emergency phase. As part of the Brigade’s partnership working with the London Resilience Group and wider London partners the Brigade is committed to enhancing London’s resilience through its pre and post incident service offers. Depending on the nature and criticality of the incident and the needs of the communities involved, the recovery phase will respond to the needs of the affected communities to enable them to return to normality as quickly as possible.

**Recovery** - Helping communities, businesses & individuals recover from impacts of fire & rescue service-related incidents.

Recovery services support those in the most need to mitigate the impact of an incident, with LFB proactively partnering to provide post-incident care and supporting communities to recover quickly from an emergency.

**Engagement** - Engaging with communities, businesses, and partners to understand their needs and raise awareness around LFB and the services it provides.

Post incident engagement services are key to understanding the community’s needs, want and expectations following an incident and are tailored to individuals and groups who may need specific support to ensure they are able to recover and return to normality as quickly as possible and that any future risk factors are reduced. It will support communities through partner agencies to reduce the mental impact of incidents and close the gap between perceived risk and actual risk in London’s communities.



**Figure 2.** An incident's lifecycle, putting individual's needs at the centre of our services

## Our Services

The Act step sets out what we will do to further prevent fires and other emergencies and mitigate fire and rescue related risks in London. The Brigade will mitigate risk through further enhancements to our prevention, protection, and response services, to ensure that Londoners are cared for and are safer throughout an incident's lifecycle and the individual's needs are put at the centre of our service. We will build our services around enhancements to our three core services, these are:

**Prevention** – Prevention services will be more targeted and more tailored to meet the needs of the most vulnerable groups within London's communities using enhanced data led approaches putting people at the centre of this approach. Prevention services will be improved by enhancing:

- **Service accessibility** by developing a variety of non-emergency channels.
- **Local partnerships** to deliver more targeted Prevention services.
- **Targeted Prevention** to improve our root cause analysis of incidents.
- **Community Feedback** to support continuous improvement of the delivery of Prevention services.
- **Integration in the community** by developing our social listening online and to enhance our understanding of communities' risks and concerns.
- **Prevention services at fire stations** to put fire stations at the heart of the communities they serve.
- **Local Recruitment** by opening up career opportunities through local Youth Engagement and Campaigns.
- **Partner Collaboration** to deliver Prevention services, underpinned by Service Level Agreements to clearly define data sharing agreements with partners.
- **Local Risk Profiling** to enable us to deliver a more personalised prevention service.
- **Awareness of local community needs** to enable us to adapt delivery of Prevention services.

- **Virtual Delivery and Self-Service** capabilities to enable communities to access services in a way that suits them.
- **Tailored Service Provision** to enable us to reach a wider range of people and so ensure that the service they receive makes a difference.

**Protection** – Our protection services will be focused on the highest risk premises using cutting edge data analytics. Frontline staff will be empowered to deliver fire safety checks and effectively support business communities to understand legislation and risk so that they are more resilient to hazardous events. Protection services will be improved by enhancing:

- **Targeted Protection** capabilities to target the places which are at highest risk.
- **Service Accessibility** through a range of digital and non-emergency channels in place to complement face to face service delivery.
- **Togetherness** to enable those delivering Protection services to refer communities for other LFB or partner services where this could help reduce demand.
- **First Point of Contact** for Protection services with clear processes in place to refer communities to the right people with the right skills to address their enquiry.
- **Culture** to ensure it recognises the importance of fire safety as a core value of fire fighters upon recruitment and throughout their development.
- **Local Risk Profiling** to enable us to deliver a more personalised Protection service targeted at the highest risk.
- **Understanding of our role in environmental & sustainable protection** to ensure we are aware of wider environmental risks and how they may be integrated into Protection services.
- **Virtual Delivery and Self-Serve** capabilities to enable communities to access services in a way that suits them.
- **Flexibility in the way we use our resources** to enable us to increase the number of trained staff who can deliver high quality Protection services.

**Response** – We will continue to adopt modern fire and rescue technology and tactics to enable us to respond better to all types of risks. This will include enhanced post-incident support which will be embedded into response delivery cycle with more proactive follow ups from LFB, working with communities to build their agency and resilience. We will also look to review the locations some of our specialist appliances so that they are better positioned to respond to our updated understanding of risk. Response services will be improved by enhancing:

- **Post-incident support** by embedding consistent processes, roles and responsibilities for post incident care.
- **Live incident updates** to communities during incidents.
- **Cross departmental collaboration** to ensure end-to-end care before dispatch and after incidents.
- **In-Person Delivery** through improved communication during an incident.
- **Community Feedback** to enable continuous improvement of the Response service.
- **Safeguarding Provisions** for the public throughout all stages of response to incidents.
- **Situational Awareness** by making information available in real time to inform and improve response to incidents.



- **Blue Light Collaboration** through greater integration and coordination across blue light services.
- **Urgent Physical Response** by focusing on risk-based enhancements and optimisation of specialist resources.

As well as the three core services, which LFB offers as part of its statutory duties, the CRMP will see LFB introduce two new services which will form part of its integrated risk management strategy to prevent fire and other emergencies and mitigate fire and rescue related risks.

These are:

**Preparedness and Recovery** services will focus on ensuring that the public know what to do in the event of an emergency and support individuals and communities after they have had an incident so that they can access the right services to enable them to recovery from the consequences of an incident. In partnership with London Resilience group and wider partner agencies LFB will be central to enhancing London's resilience, building community resilience within every London borough; and

**Engagement** services will be an ongoing service to ensure that communities are heard and can be heard, and that services are adapting to meet their needs. It will provide a feedback loop to and from communities building their agency and their resilience.

The development of these two new services will focus on the following priorities:

**Preparedness and Recovery** – Individuals and communities will receive guidance to know what to do in the event of an emergency and supported to recover from an incident. Emerging risks will be proactively identified, better preparing communities for London's changing environment.

Preparedness and Recovery services will be improved by enhancing:

- **Personalisation** will be extended so that communities are confident they will receive a personalised service when conducted in person, or virtually.
- **Service Accessibility** uplift so communities can easily instigate a Preparedness & Recovery service and work with LFB to ensure the service meets their expectations and addresses their concerns.
- **Service Awareness** is increased through improved communications about LFB's role in conducting preparedness and recovery activities and how communities can access these services.
- **Partner Collaboration** to deliver Preparedness and Recovery services, underpinned by Service Level Agreements to clearly define roles and responsibilities and data sharing agreements with partners.
- **Localised Service Delivery** enables services to be delivered according to local risks and vulnerabilities.
- **Community Feedback** becomes integral to continuous improvement of the service.
- **Sentiment Analysis** through digital channels enables LFB to identify where communities have the greatest worries about localised risks.
- **Scenario Modelling** capabilities are embedded within the Preparedness service, with scenario modelling directly impacting to whom the services are targeted and the possible implications on communities.

- **Long-term Risk Planning** informs how Preparedness services are delivered by proactively anticipating changes to future demand and emerging risks over time.
- **Joint Service Delivery** with Prevention and Protection enables communities to access these services simultaneously.

**Engagement** – Engagement will help increase awareness of LFB services and enhance integration into hard-to-reach communities meaning that LFB will have a greater understanding of the most vulnerable communities and increased ability to build trust with all Londoners. This service will help close the gap between perceived risk and actual risk and support Londoner’s to be a trusted partner in the risk reduction process. Engagement services will be improved by enhancing:

- **Cross Departmental Collaboration** through greater cooperation between functional teams and other frontline service teams to support with engagement initiatives.
- **Partner Collaboration** through increased collaboration with local partners and joint community initiatives.
- **Cross Service Awareness** through engagement services to ensure that the public receive a joined-up approach.
- **Virtual Engagement** enabling a wider range of Londoners to become aware of LFB’s service provision and how to access it.
- **Service Accessibility** to enable communities to request Engagement services independently and participate interactively.
- **Personalised Engagement** enabling LFB to deliver services which are well suited to the risks and vulnerabilities of local communities.
- **Community Centred Feedback** to deliver continuous improvement of engagement service.
- **Social Value** framework to assess and improve the performance of Engagement services.
- **Local Recruitment** by utilising community engagement and interaction to deliver recruitment campaigns and onboard local talent into the organisation.
- **Service Co-delivery** through engagement from fire stations or sites occupied by other local organisations.
- **Local Relationships** through engagement and relationship building and management capabilities will be enhanced to this effect.
- **Standardised Inclusion Indicators** used to assess the Engagement services methods and channels used across London to ensure accessibility of service and support interaction amongst marginalised and minority groups.

## Capability enhancements

The work to develop the CRMP included an initial assessment of the capabilities that are required to deliver our services. More work needs to be done on that assessment to improve the robustness of the outcomes. However, that initial assessment has been used to demonstrate the extent to which the actions to deliver the service enhancements will also uplift the capabilities.

These projects and their associated capability enhancements have been tracked across the stages of the transformation to demonstrate at each stage of our transformation the expected level of capability enhancement that will be achieved (appendix 4) and as such how each service’s maturity will accordingly increase.

## Appendix 1. Day to day risks service enhancements

Rating	Risk	Service	Enhancements to services	Supporting projects and initiatives
Very High	<p>Fires in purpose-built flats</p> <p>Fires in houses and bungalows</p> <p>Fires in care homes and specialised living</p> <p>Fires in converted flats and HMOs</p> <p>Fires on rural land (urban rural interface)</p> <p>Fires on landfill and wasteland</p>	Prevention	<ul style="list-style-type: none"> <li>• <b>Service accessibility</b> by developing non-emergency channels</li> <li>• <b>Local partnerships</b> to deliver more targeted Prevention services</li> <li>• <b>Targeted Prevention</b> to improve our root cause analysis of incidents,</li> <li>• <b>Community Feedback</b> to support continuous improvement of the delivery of Prevention services.</li> <li>• <b>Integration in the community</b> by developing our social listening online and our understanding of communities' risks and concerns.</li> <li>• <b>Prevention at fire stations</b> to put fire stations at the heart of the communities they serve</li> <li>• <b>Local Recruitment</b> by opening up career opportunities through Youth Engagement and Campaigns.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Local Governance</b> - Empowering local leadership to take ownership of service delivery, with mechanisms to scale locally designed interventions. <ul style="list-style-type: none"> <li>○ Local governance model</li> <li>○ Local community risk plans</li> <li>○ Community centred performance measures</li> </ul> </li> <li>• <b>Local Community Engagement</b> - Facilitating engagement across the community and enabling comparison across London of LFB's community integration. <ul style="list-style-type: none"> <li>○ Engagement to identify local drivers</li> <li>○ Local inclusion measures</li> </ul> </li> <li>• <b>OneRisk &amp; Risk Analytics</b> - Enabling information on local risks to be easily captured, analysed, and made available to all frontline staff. <ul style="list-style-type: none"> <li>○ OneRisk</li> <li>○ Data Aggregator</li> <li>○ Local risk analytics</li> </ul> </li> <li>• <b>Digital Risk Applications</b> - Supporting frontline staff to easily identify, capture and update risks data during all service delivery. <ul style="list-style-type: none"> <li>○ Interactive applications to access risk data</li> <li>○ Digital capture of risk data</li> </ul> </li> <li>• <b>Digital Self-Service Channels</b> - Enabling communities to easily find answers to common queries, understand awareness resources and request access to services. <ul style="list-style-type: none"> <li>○ Digital omni-channel design</li> <li>○ Self service capabilities across channels</li> <li>○ Digital self service solutions pilot</li> </ul> </li> <li>• <b>Personalised Channels</b> - Improving understanding of the personal circumstances and needs of those LFB serves. <ul style="list-style-type: none"> <li>○ Segmented channel offer by risk profile</li> <li>○ Tailored initial point of contact</li> </ul> </li> <li>• <b>New Non-Emergency Channel</b> - Enabling communities to access services through a broader range of channels that are tailored to their needs.</li> </ul>

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|  |  |  | <ul style="list-style-type: none"> <li>• <b>Local Risk Profiling</b> to enable us to deliver a more personalised prevention service,</li> <li>• <b>Awareness of local community needs</b> to enable us to adapt delivery of Prevention services</li> <li>• <b>Virtual Delivery and Self-Service</b> capabilities to enable communities to access services in a way that suits them. services.</li> <li>• <b>Tailored Service Provision</b> to enable us to reach a wider range of people.</li> </ul> | <ul style="list-style-type: none"> <li>○ Non-emergency channels</li> <li>• <b>Sentiment Analysis</b> - Identifying trends in community engagement volumes, key interest topics and sentiment across LFB and other channels. <ul style="list-style-type: none"> <li>○ Social listening</li> </ul> </li> <li>• <b>Caller and Operational Awareness</b> - Improving caller awareness to inform targeted risk assessment and support response. <ul style="list-style-type: none"> <li>○ Caller and situational awareness</li> </ul> </li> <li>• <b>Community-led Physical Footprint</b> - Placing LFB's physical footprint at the heart of communities to ensure LFB is accessible and inclusive for all. <ul style="list-style-type: none"> <li>○ Accessible and inclusive stations</li> <li>○ Physical footprint to enhance reach</li> </ul> </li> <li>• <b>Horizon Scanning</b> - Enabling services and delivery plans to become aligned to evolving needs of communities. <ul style="list-style-type: none"> <li>○ Scenario and foresight approaches</li> <li>○ Strategic improvement framework</li> </ul> </li> <li>• <b>Adapting to Changing Demand</b> - Identifying underlying trends across services and forecasting demand to adapt service delivery. <ul style="list-style-type: none"> <li>○ Alternative fuels</li> <li>○ Joined up historical root cause analysis</li> <li>○ Services for emerging risks</li> <li>○ Demand forecasting across services</li> </ul> </li> <li>• <b>Predictive Insights</b> - Modelling changing risks and providing information during an incident to uplift service delivery. <ul style="list-style-type: none"> <li>○ Digital twins</li> </ul> </li> <li>• <b>Connecting Services for Meaningful Interactions</b> - Supporting LFB staff with guidance to make every interaction meaningful and target services based on needs. <ul style="list-style-type: none"> <li>○ Person centred service design</li> <li>○ Inclusion by design</li> </ul> </li> <li>• <b>Enhanced End to End Services</b> - Increasing trust in LFB through proactive, continued support from LFB through all stages of an incident. <ul style="list-style-type: none"> <li>○ Dedicated incident support</li> <li>○ Enhanced post incident follow up</li> </ul> </li> </ul> |
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				<ul style="list-style-type: none"> <li>○ Joined up LFB and partner post incident support</li> <li>○ Joint mitigation plans for most vulnerable</li> </ul>
		Protection	<ul style="list-style-type: none"> <li>● <b>Targeted Protection</b> capabilities to deliver consistent root cause analysis of incidents.</li> <li>● <b>Service Accessibility</b> through a range of digital and non-emergency channels in place to complement in-person service delivery.</li> <li>● <b>Togetherness</b> to enable those delivering Protection services to refer communities for other LFB or partner services where this could help reduce demand.</li> <li>● <b>First Point of Contact for Protection services</b> with clear processes in place to refer communities to the right people with the right skills to address their enquiry.</li> <li>● <b>Culture</b> to ensure it recognises the importance of fire safety as a core value of fire fighters upon recruitment.</li> <li>● <b>Local Risk Profiling</b> to enable us to deliver a</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Local Governance</b> - Empowering local leadership to take ownership of service delivery, with mechanisms to scale locally designed interventions. <ul style="list-style-type: none"> <li>○ Local governance model</li> <li>○ Local community risk plans</li> <li>○ Community centred performance measures</li> </ul> </li> <li>● <b>Local Community Engagement</b> - Facilitating engagement across the community and enabling comparison across London of LFB's community integration. <ul style="list-style-type: none"> <li>○ Engagement to identify local drivers</li> <li>○ Local inclusion measures</li> </ul> </li> <li>● <b>OneRisk &amp; Risk Analytics</b> - Enabling information on local risks to be easily captured, analysed, and made available to all frontline staff. <ul style="list-style-type: none"> <li>○ OneRisk</li> <li>○ Data Aggregator</li> <li>○ Local risk analytics</li> </ul> </li> <li>● <b>Digital Risk Applications</b> - Supporting frontline staff to easily identify, capture and update risks data during all service delivery. <ul style="list-style-type: none"> <li>○ Interactive applications to access risk data</li> <li>○ Digital capture of risk data</li> </ul> </li> <li>● <b>Digital Self-Service Channels</b> - Enabling communities to easily find answers to common queries, understand awareness resources and request access to services. <ul style="list-style-type: none"> <li>○ Digital omni-channel design</li> <li>○ Self service capabilities across channels</li> <li>○ Digital self service solutions pilot</li> </ul> </li> <li>● <b>Personalised Channels</b> - Improving understanding of the personal circumstances and needs of those LFB serves. <ul style="list-style-type: none"> <li>○ Segmented channel offer by risk profile</li> <li>○ Tailored initial point of contact</li> </ul> </li> <li>● <b>New Non-Emergency Channel</b> - Enabling communities to access services through a broader range of channels that are tailored to their needs. <ul style="list-style-type: none"> <li>○ Non-emergency channels</li> </ul> </li> <li>● <b>Sentiment Analysis</b> - Identifying trends in community engagement volumes, key interest topics and sentiment across LFB and other channels.</li> </ul>

		<p>more personalised Protection service.</p> <ul style="list-style-type: none"> <li>• <b>Understanding of our role in environmental &amp; sustainable protection</b> to ensure we are aware of wider environmental risks and how they may be integrated into Protection services.</li> <li>• <b>Virtual Delivery and Self-Serve</b> capabilities to enable communities to access services in a way that suits them.</li> <li>• <b>Flexibility in the way we use our resources</b> to enable us to increase the number of staff trained to deliver key Protection services.</li> </ul>	<ul style="list-style-type: none"> <li>○ Social listening</li> <li>• <b>Caller and Operational Awareness</b> - Improving caller awareness to inform targeted risk assessment and support response. <ul style="list-style-type: none"> <li>○ Caller and situational awareness</li> </ul> </li> <li>• <b>Community-led Physical Footprint</b> - Placing LFB's physical footprint at the heart of communities to ensure LFB is accessible and inclusive for all. <ul style="list-style-type: none"> <li>○ Accessible and inclusive stations</li> <li>○ Physical footprint to enhance reach</li> </ul> </li> <li>• <b>Horizon Scanning</b> - Enabling services and delivery plans to become aligned to evolving needs of communities. <ul style="list-style-type: none"> <li>○ Scenario and foresight approaches</li> <li>○ Strategic improvement framework</li> </ul> </li> <li>• <b>Adapting to Changing Demand</b> - Identifying underlying trends across services and forecasting demand to adapt service delivery. <ul style="list-style-type: none"> <li>○ Alternative fuels</li> <li>○ Joined up historical root cause analysis</li> <li>○ Services for emerging risks</li> <li>○ Demand forecasting across services</li> </ul> </li> <li>• <b>Predictive Insights</b> - Modelling changing risks and providing information during an incident to uplift service delivery. <ul style="list-style-type: none"> <li>○ Digital twins</li> </ul> </li> <li>• <b>Connecting Services for Meaningful Interactions</b> - Supporting LFB staff with guidance to make every interaction meaningful and target services based on needs. <ul style="list-style-type: none"> <li>○ Person centred service design</li> <li>○ Inclusion by design</li> </ul> </li> <li>• <b>Enhanced End to End Services</b> - Increasing trust in LFB through proactive, continued support from LFB through all stages of an incident. <ul style="list-style-type: none"> <li>○ Dedicated incident support</li> <li>○ Enhanced post incident follow up</li> <li>○ Joined up LFB and partner post incident support</li> </ul> </li> </ul> <p>Joint mitigation plans for most vulnerable</p>

				<ul style="list-style-type: none"> <li>• <b>Digitised Service Recommendations</b> - Enabling staff to easily identify needs and confidently recommend and offer wider LFB services and mitigating actions. <ul style="list-style-type: none"> <li>○ Next best action recommendations</li> </ul> </li> </ul>
		Response	<ul style="list-style-type: none"> <li>• <b>Post-incident support</b> by embedding consistent processes, roles and responsibilities for post incident care.</li> <li>• <b>Live incident updates</b> to communities during incidents.</li> <li>• <b>Cross departmental collaboration</b> to ensure end-to-end care before dispatch and after incidents.</li> <li>• <b>In-Person Delivery</b> through improved communication during an incident.</li> <li>• <b>Community Feedback</b> to enable continuous improvement of the Response service.</li> <li>• <b>Safeguarding Provisions</b> for the public throughout all stages of response to incidents.</li> <li>• <b>Situational Awareness</b> by making information available in real time to</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Local Governance</b> - Empowering local leadership to take ownership of service delivery, with mechanisms to scale locally designed interventions. <ul style="list-style-type: none"> <li>○ Local governance model</li> <li>○ Local community risk plans</li> <li>○ Community centred performance measures</li> </ul> </li> <li>• <b>Local Community Engagement</b> - Facilitating engagement across the community and enabling comparison across London of LFB's community integration. <ul style="list-style-type: none"> <li>○ Engagement to identify local drivers</li> <li>○ Local inclusion measures</li> </ul> </li> <li>• <b>OneRisk &amp; Risk Analytics</b> - Enabling information on local risks to be easily captured, analysed, and made available to all frontline staff. <ul style="list-style-type: none"> <li>○ OneRisk</li> <li>○ Data Aggregator</li> <li>○ Local risk analytics</li> </ul> </li> <li>• <b>Digital Risk Applications</b> - Supporting frontline staff to easily identify, capture and update risks data during all service delivery. <ul style="list-style-type: none"> <li>○ Interactive applications to access risk data</li> <li>○ Digital capture of risk data</li> </ul> </li> <li>• <b>Digital Self-Service Channels</b> - Enabling communities to easily find answers to common queries, understand awareness resources and request access to services. <ul style="list-style-type: none"> <li>○ Digital omni-channel design</li> <li>○ Self service capabilities across channels</li> <li>○ Digital self service solutions pilot</li> </ul> </li> <li>• <b>Personalised Channels</b> - Improving understanding of the personal circumstances and needs of those LFB serves. <ul style="list-style-type: none"> <li>○ Segmented channel offer by risk profile</li> <li>○ Tailored initial point of contact</li> </ul> </li> <li>• <b>New Non-Emergency Channel</b> - Enabling communities to access services through a broader range of channels that are tailored to their needs. <ul style="list-style-type: none"> <li>○ Non-emergency channels</li> </ul> </li> </ul>

			<p>inform and improve response to incidents.</p> <ul style="list-style-type: none"> <li>• <b>Blue Light Collaboration</b> through greater integration of coordination across blue light services.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Sentiment Analysis</b> - Identifying trends in community engagement volumes, key interest topics and sentiment across LFB and other channels. <ul style="list-style-type: none"> <li>○ Social listening</li> </ul> </li> <li>• <b>Incident Management</b> - Replacing command units, RPE and radio for improved incident management. <ul style="list-style-type: none"> <li>○ Replacement mobilising system</li> <li>○ Command unit replacement</li> <li>○ Breathing apparatus and radio replacement</li> <li>○ Bodyworn video phase 2</li> <li>○ Drones phase 2</li> </ul> </li> <li>• <b>Modern fire and rescue technology and tactics</b> - Updating technology used for firefighting and the training needed for this to improve a response according to needs. <ul style="list-style-type: none"> <li>○ Positive pressure ventilation</li> <li>○ Ultra-high-pressure lance and misting technology</li> <li>○ Ff training strategy and urban firefighting course</li> <li>○ Water supply (Dr Stoianov Report)</li> <li>○ Marauding Terrorist Attack</li> </ul> </li> <li>• <b>Real time Frontline Data Sharing</b> - Enabling immediate access to situational awareness data, reduced handoffs and integrated dispatch based on need. <ul style="list-style-type: none"> <li>○ Integrated command centres</li> <li>○ Real time frontline and control data sharing</li> </ul> </li> <li>• <b>Caller and Operational Awareness</b> - Improving caller awareness to inform targeted risk assessment and support response. <ul style="list-style-type: none"> <li>○ Caller and situational awareness</li> </ul> </li> <li>• <b>Community-led Physical Footprint</b> - Placing LFB's physical footprint at the heart of communities to ensure LFB is accessible and inclusive for all. <ul style="list-style-type: none"> <li>○ Accessible and inclusive stations</li> <li>○ Physical footprint to enhance reach</li> </ul> </li> <li>• <b>Horizon Scanning</b> - Enabling services and delivery plans to become aligned to evolving needs of communities. <ul style="list-style-type: none"> <li>○ Scenario and foresight approaches</li> <li>○ Strategic improvement framework</li> </ul> </li> <li>• <b>Adapting to Changing Demand</b> - Identifying underlying trends across services and forecasting demand to adapt service delivery.</li> </ul>



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Very High	<p>Non-fire incidents involving road vehicles and urban infrastructure</p> <p>Non-fire incidents involving trains and transport buildings</p>	Prevention	<ul style="list-style-type: none"> <li>● <b>Service accessibility</b> by developing non-emergency channels</li> <li>● <b>Local partnerships</b> to deliver more targeted Prevention services</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Local Governance</b> - Empowering local leadership to take ownership of service delivery, with mechanisms to scale locally designed interventions. <ul style="list-style-type: none"> <li>○ Local governance model</li> <li>○ Local community risk plans</li> <li>○ Community centred performance measures</li> </ul> </li> <li>● <b>Local Community Engagement</b> - Facilitating engagement across the community and enabling comparison across London of LFB's community integration. <ul style="list-style-type: none"> <li>○ Engagement to identify local drivers</li> </ul> </li> </ul>

<p>Non-fire incidents involving outdoor water and boats</p>		<ul style="list-style-type: none"> <li>• <b>Targeted Prevention</b> to improve our root cause analysis of incidents,</li> <li>• <b>Community Feedback</b> to support continuous improvement of the delivery of Prevention services.</li> <li>• <b>Integration in the community</b> by developing our social listening online and our understanding of communities’ risks and concerns.</li> <li>• <b>Prevention at fire stations</b> to put fire stations at the heart of the communities they serve</li> <li>• <b>Local Recruitment</b> by opening up career opportunities through Youth Engagement and Campaigns.</li> <li>• <b>Local Risk Profiling</b> to enable us to deliver a more personalised prevention service.</li> <li>• <b>Awareness of local community needs</b> to enable us to adapt delivery of Prevention services</li> <li>• <b>Virtual Delivery and Self-Service</b> capabilities to</li> </ul>	<ul style="list-style-type: none"> <li>○ Local inclusion measures</li> <li>• <b>OneRisk &amp; Risk Analytics</b> - Enabling information on local risks to be easily captured, analysed, and made available to all frontline staff. <ul style="list-style-type: none"> <li>○ OneRisk</li> <li>○ Data Aggregator</li> <li>○ Local risk analytics</li> </ul> </li> <li>• <b>Digital Risk Applications</b> - Supporting frontline staff to easily identify, capture and update risks data during all service delivery. <ul style="list-style-type: none"> <li>○ Interactive applications to access risk data</li> <li>○ Digital capture of risk data</li> </ul> </li> <li>• <b>Digital Self-Service Channels</b> - Enabling communities to easily find answers to common queries, understand awareness resources and request access to services. <ul style="list-style-type: none"> <li>○ Digital omni-channel design</li> <li>○ Self service capabilities across channels</li> <li>○ Digital self service solutions pilot</li> </ul> </li> <li>• <b>Personalised Channels</b> - Improving understanding of the personal circumstances and needs of those LFB serves. <ul style="list-style-type: none"> <li>○ Segmented channel offer by risk profile</li> <li>○ Tailored initial point of contact</li> </ul> </li> <li>• <b>New Non-Emergency Channel</b> - Enabling communities to access services through a broader range of channels that are tailored to their needs. <ul style="list-style-type: none"> <li>○ Non-emergency channels</li> </ul> </li> <li>• <b>Sentiment Analysis</b> - Identifying trends in community engagement volumes, key interest topics and sentiment across LFB and other channels. <ul style="list-style-type: none"> <li>○ Social listening</li> </ul> </li> <li>• <b>Caller and Operational Awareness</b> - Improving caller awareness to inform targeted risk assessment and support response. <ul style="list-style-type: none"> <li>○ Caller and situational awareness</li> </ul> </li> <li>• <b>Community-led Physical Footprint</b> - Placing LFB’s physical footprint at the heart of communities to ensure LFB is accessible and inclusive for all. <ul style="list-style-type: none"> <li>○ Accessible and inclusive stations</li> <li>○ Physical footprint to enhance reach</li> </ul> </li> <li>• <b>Horizon Scanning</b> - Enabling services and delivery plans to become aligned to evolving needs of communities.</li> </ul>

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	Response	<ul style="list-style-type: none"> <li>• <b>Post-incident support</b> by embedding consistent processes, roles and responsibilities for post incident care.</li> <li>• <b>Live incident updates</b> to communities during incidents.</li> <li>• <b>Cross departmental collaboration</b> to ensure end-to-end care before</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Local Governance</b> - Empowering local leadership to take ownership of service delivery, with mechanisms to scale locally designed interventions. <ul style="list-style-type: none"> <li>○ Local governance model</li> <li>○ Local community risk plans</li> <li>○ Community centred performance measures</li> </ul> </li> <li>• <b>Local Community Engagement</b> - Facilitating engagement across the community and enabling comparison across London of LFB's community integration. <ul style="list-style-type: none"> <li>○ Engagement to identify local drivers</li> <li>○ Local inclusion measures</li> </ul> </li> <li>• <b>OneRisk &amp; Risk Analytics</b> - Enabling information on local risks to be easily captured, analysed, and made available to all frontline staff.</li> </ul>

			<p>dispatch and after incidents.</p> <ul style="list-style-type: none"> <li>● <b>In-Person Delivery</b> through improved communication during an incident.</li> <li>● <b>Community Feedback</b> to enable continuous improvement of the Response service.</li> <li>● <b>Safeguarding Provisions</b> for the public throughout all stages of response to incidents.</li> <li>● <b>Situational Awareness</b> by making information available in real time to inform and improve response to incidents.</li> <li>● <b>Blue Light Collaboration</b> through greater integration of coordination across blue light services.</li> </ul>	<ul style="list-style-type: none"> <li>○ OneRisk</li> <li>○ Data Aggregator</li> <li>○ Local risk analytics</li> <li>● <b>Digital Risk Applications</b> - Supporting frontline staff to easily identify, capture and update risks data during all service delivery. <ul style="list-style-type: none"> <li>○ Interactive applications to access risk data</li> <li>○ Digital capture of risk data</li> </ul> </li> <li>● <b>Digital Self-Service Channels</b> - Enabling communities to easily find answers to common queries, understand awareness resources and request access to services. <ul style="list-style-type: none"> <li>○ Digital omni-channel design</li> <li>○ Self service capabilities across channels</li> <li>○ Digital self service solutions pilot</li> </ul> </li> <li>● <b>Personalised Channels</b> - Improving understanding of the personal circumstances and needs of those LFB serves. <ul style="list-style-type: none"> <li>○ Segmented channel offer by risk profile</li> <li>○ Tailored initial point of contact</li> </ul> </li> <li>● <b>New Non-Emergency Channel</b> - Enabling communities to access services through a broader range of channels that are tailored to their needs. <ul style="list-style-type: none"> <li>○ Non-emergency channels</li> </ul> </li> <li>● <b>Sentiment Analysis</b> - Identifying trends in community engagement volumes, key interest topics and sentiment across LFB and other channels. <ul style="list-style-type: none"> <li>○ Social listening</li> </ul> </li> <li>● <b>Incident Management</b> - Replacing command units, RPE and radio for improved incident management. <ul style="list-style-type: none"> <li>○ Replacement mobilising system</li> <li>○ Command unit replacement</li> <li>○ Breathing apparatus and radio replacement</li> <li>○ Bodyworn video phase 2</li> <li>○ Drones phase 2</li> </ul> </li> <li>● <b>Modern fire and rescue technology and tactics</b> - Updating technology used for firefighting and the training needed for this to improve a response according to needs. <ul style="list-style-type: none"> <li>○ Positive pressure ventilation</li> <li>○ Ultra-high-pressure lance and misting technology</li> <li>○ Ff training strategy and urban firefighting course</li> </ul> </li> </ul>

				<ul style="list-style-type: none"> <li>○ Water supply (Dr Stoianov Report)</li> <li>○ Marauding Terrorist Attack</li> <li>● <b>Real time Frontline Data Sharing</b> - Enabling immediate access to situational awareness data, reduced handoffs and integrated dispatch based on need. <ul style="list-style-type: none"> <li>○ Integrated command centres</li> <li>○ Real time frontline and control data sharing</li> </ul> </li> <li>● <b>Caller and Operational Awareness</b> - Improving caller awareness to inform targeted risk assessment and support response. <ul style="list-style-type: none"> <li>○ Caller and situational awareness</li> </ul> </li> <li>● <b>Community-led Physical Footprint</b> - Placing LFB's physical footprint at the heart of communities to ensure LFB is accessible and inclusive for all. <ul style="list-style-type: none"> <li>○ Accessible and inclusive stations</li> <li>○ Physical footprint to enhance reach</li> </ul> </li> <li>● <b>Horizon Scanning</b> - Enabling services and delivery plans to become aligned to evolving needs of communities. <ul style="list-style-type: none"> <li>○ Scenario and foresight approaches</li> <li>○ Strategic improvement framework</li> </ul> </li> <li>● <b>Adapting to Changing Demand</b> - Identifying underlying trends across services and forecasting demand to adapt service delivery. <ul style="list-style-type: none"> <li>○ Alternative fuels</li> <li>○ Joined up historical root cause analysis</li> <li>○ Services for emerging risks</li> <li>○ Demand forecasting across services</li> </ul> </li> <li>● <b>Predictive Insights</b> - Modelling changing risks and providing information during an incident to uplift service delivery. <ul style="list-style-type: none"> <li>○ Digital twins</li> </ul> </li> <li>● <b>Connecting Services for Meaningful Interactions</b> - Supporting LFB staff with guidance to make every interaction meaningful and target services based on needs. <ul style="list-style-type: none"> <li>○ Person centred service design</li> <li>○ Inclusion by design</li> </ul> </li> <li>● <b>Enhanced End to End Services</b> - Increasing trust in LFB through proactive, continued support from LFB through all stages of an incident. <ul style="list-style-type: none"> <li>○ Dedicated incident support</li> </ul> </li> </ul>
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				<ul style="list-style-type: none"><li>○ Enhanced post incident follow up</li><li>○ Joined up LFB and partner post incident support</li></ul> Joint mitigation plans for most vulnerable <ul style="list-style-type: none"><li>● <b>Live Incident Updates</b> - Supporting communities during an incident by sharing guidance and signposting how they can share relevant situational data.<ul style="list-style-type: none"><li>○ Live incident updates for reassurance</li></ul></li><li>● <b>Adopting National Operational Guidance</b> - Adopting National Operational Guidance for LFB.<ul style="list-style-type: none"><li>○ NOG integration phase 2</li></ul></li></ul>
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## Appendix 2. Extraordinary risks service enhancements

Rating	Risk	Service	Supporting projects and initiatives
Very High	Terrorist related incidents	Response	<ul style="list-style-type: none"> <li>• <b>Local Governance</b> - Empowering local leadership to take ownership of service delivery, with mechanisms to scale locally designed interventions.                             <ul style="list-style-type: none"> <li>○ Local governance model</li> <li>○ Local community risk plans</li> <li>○ Community centred performance measures</li> </ul> </li> <li>• <b>Local Community Engagement</b> - Facilitating engagement across the community and enabling comparison across London of LFB's community integration.                             <ul style="list-style-type: none"> <li>○ Engagement to identify local drivers</li> <li>○ Local inclusion measures</li> </ul> </li> <li>• <b>OneRisk &amp; Risk Analytics</b> - Enabling information on local risks to be easily captured, analysed, and made available to all frontline staff.                             <ul style="list-style-type: none"> <li>○ OneRisk</li> <li>○ Data Aggregator</li> <li>○ Local risk analytics</li> </ul> </li> <li>• <b>Digital Risk Applications</b> - Supporting frontline staff to easily identify, capture and update risks data during all service delivery.                             <ul style="list-style-type: none"> <li>○ Interactive applications to access risk data</li> <li>○ Digital capture of risk data</li> </ul> </li> <li>• <b>Digital Self-Service Channels</b> - Enabling communities to easily find answers to common queries, understand awareness resources and request access to services.                             <ul style="list-style-type: none"> <li>○ Digital omni-channel design</li> <li>○ Self service capabilities across channels</li> <li>○ Digital self service solutions pilot</li> </ul> </li> <li>• <b>Personalised Channels</b> - Improving understanding of the personal circumstances and needs of those LFB serves.                             <ul style="list-style-type: none"> <li>○ Segmented channel offer by risk profile</li> <li>○ Tailored initial point of contact</li> </ul> </li> <li>• <b>New Non-Emergency Channel</b> - Enabling communities to access services through a broader range of channels that are tailored to their needs.                             <ul style="list-style-type: none"> <li>○ Non-emergency channels</li> </ul> </li> <li>• <b>Sentiment Analysis</b> - Identifying trends in community engagement volumes, key interest topics and sentiment across LFB and other channels.                             <ul style="list-style-type: none"> <li>○ Social listening</li> </ul> </li> <li>• <b>Incident Management</b> - Replacing command units, RPE and radio for improved incident management.</li> </ul>
	Urban flooding		
	Influenza pandemic		
	Severe drought		

- Replacement mobilising system
- Command unit replacement
- Breathing apparatus and radio replacement
- Bodyworn video phase 2
- Drones phase 2
- **Modern fire and rescue technology and tactics** - Updating technology used for firefighting and the training needed for this to improve a response according to needs.
  - Positive pressure ventilation
  - Ultra high-pressure lance and misting technology
  - Ff training strategy and urban firefighting course
  - Water supply (Dr Stoianov Report)
  - Marauding Terrorist Attack
- **Real time Frontline Data Sharing** - Enabling immediate access to situational awareness data, reduced handoffs and integrated dispatch based on need.
  - Integrated command centres
  - Real time frontline and control data sharing
- **Caller and Operational Awareness** - Improving caller awareness to inform targeted risk assessment and support response.
  - Caller and situational awareness
- **Community-led Physical Footprint** - Placing LFB's physical footprint at the heart of communities to ensure LFB is accessible and inclusive for all.
  - Accessible and inclusive stations
  - Physical footprint to enhance reach
- **Horizon Scanning** - Enabling services and delivery plans to become aligned to evolving needs of communities.
  - Scenario and foresight approaches
  - Strategic improvement framework
- **Adapting to Changing Demand** - Identifying underlying trends across services and forecasting demand to adapt service delivery.
  - Alternative fuels
  - Joined up historical root cause analysis
  - Services for emerging risks
  - Demand forecasting across services
- **Predictive Insights** - Modelling changing risks and providing information during an incident to uplift service delivery.
  - Digital twins
- **Connecting Services for Meaningful Interactions** - Supporting LFB staff with guidance to make every interaction meaningful and target services based on needs.
  - Person centred service design



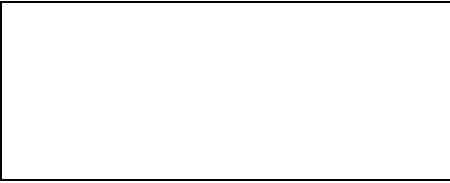
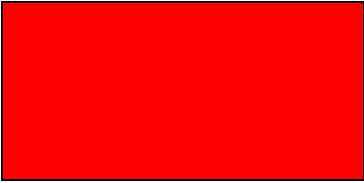
			<ul style="list-style-type: none"><li>○ Inclusion by design</li><li>● <b>Enhanced End to End Services</b> - Increasing trust in LFB through proactive, continued support from LFB through all stages of an incident.<ul style="list-style-type: none"><li>○ Dedicated incident support</li><li>○ Enhanced post incident follow up</li><li>○ Joined up LFB and partner post incident support</li></ul>Joint mitigation plans for most vulnerable</li><li>● <b>Live Incident Updates</b> - Supporting communities during an incident by sharing guidance and signposting how they can share relevant situational data.<ul style="list-style-type: none"><li>○ Live incident updates for reassurance</li></ul></li><li>● <b>Adopting National Operational Guidance</b> - Adopting National Operational Guidance for LFB.<ul style="list-style-type: none"><li>○ NOG integration phase 2</li></ul></li></ul>
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### Appendix 3. Emerging or future risks service enhancements

Rating	Risk	Supporting projects and initiatives
Very-high	Changing built environment	<ul style="list-style-type: none"> <li>• <b>Local Governance</b> - Empowering local leadership to take ownership of service delivery, with mechanisms to scale locally designed interventions.                             <ul style="list-style-type: none"> <li>○ Local governance model</li> <li>○ Local community risk plans</li> <li>○ Community centred performance measures</li> </ul> </li> <li>• <b>Local Community Engagement</b> - Facilitating engagement across the community and enabling comparison across London of LFB's community integration.                             <ul style="list-style-type: none"> <li>○ Engagement to identify local drivers</li> </ul> </li> <li>• <b>Local inclusion measures</b></li> <li>• <b>Digital Risk Applications</b> - Supporting frontline staff to easily identify, capture and update risks data during all service delivery.                             <ul style="list-style-type: none"> <li>○ Interactive applications to access risk data</li> <li>○ Digital capture of risk data</li> </ul> </li> <li>• <b>Sentiment Analysis</b> - Identifying trends in community engagement volumes, key interest topics and sentiment across LFB and other channels.                             <ul style="list-style-type: none"> <li>○ Social listening</li> </ul> </li> <li>• <b>Real time Frontline Data Sharing</b> - Enabling immediate access to situational awareness data, reduced handoffs and integrated dispatch based on need.                             <ul style="list-style-type: none"> <li>○ Integrated command centres</li> <li>○ Real time frontline and control data sharing</li> </ul> </li> <li>• <b>Horizon Scanning</b> - Enabling services and delivery plans to become aligned to evolving needs of communities.                             <ul style="list-style-type: none"> <li>○ Scenario and foresight approaches</li> <li>○ Strategic improvement framework</li> </ul> </li> <li>• <b>Adapting to Changing Demand</b> - Identifying underlying trends across services and forecasting demand to adapt service delivery.                             <ul style="list-style-type: none"> <li>○ Alternative fuels</li> <li>○ Joined up historical root cause analysis</li> <li>○ Services for emerging risks</li> <li>○ Demand forecasting across services</li> </ul> </li> </ul>
	Sustainability and climate change	
	Security and resilience	
	Population change	

- **Predictive Insights** - Modelling changing risks and providing information during an incident to uplift service delivery.
  - Digital twins
- **Strategic Workforce Planning** - Increasing staff's ability to deliver services flexibly, according to the needs of communities.
  - Capacity modelling for resourcing and recruitment strategy
  - Integrated workforce plans
  - Flexible resourcing model
  - Professional skills management
- **Enhanced Workforce Modelling** - Proactively assessing the implications changes to service delivery requirements, eg to trends in service demand volumes.
  - Workforce scenario modelling
  - Workforce analytics
- **Organisational Learning Model** - Improving learning delivery and processes to implement the learning strategy and support staff to develop the right skills.
  - Organisational learning model
  - Service centred training plans
- **Improved Collaboration** - Creating a view of how processes fit together for effective service delivery and reducing duplicated effort.
  - Process engineering
  - Service led governance
  - Integrated client model
- **Measuring Value & Outcomes** - Supporting LFB to measure performance against value creation and quality of service provision. #
  - Value driven KPIs
  - Value led measurement and analytics
  - Open-source performance data
- **Agile Services that Deliver Value** - Identifying where services deliver the most value and where there are areas for improvement.
  - Value led change initiative
  - Balance of services across catalogue
  - Organisational learning mechanisms
- **Net Zero** - Delivering environmentally sustainable outcomes for LFB.
  - Net zero strategy
  - Ultra-Low Emissions Fleet



○ Zero emissions pumping appliance

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## Appendix 4. Capability enhancements across transition states

2.1 FIRE SAFETY		Capability Maturity				
L2 Capability	L2 Capability Definition	As-is	TS1	TS2	TS3	End State
2.1.1	<b>Fire safety equip advice &amp; guidance</b> Ability to give advice and guidance on fire safety equipment including under the Fire Safety (Regulatory Reform) Order					
2.1.2	<b>Fire Safety equip Inspection &amp; Audit</b> Ability to inspect fire safety equipment installed in public and private property					
2.1.3	<b>Fire investigation</b> Ability to identify and investigate the direct cause of a fire and provide innovative solutions to prevent them					
2.1.4	<b>Fire Engineering</b> Ability to interpret design plans for new structures and alterations as part of the consultations					
2.1.5	<b>Petroleum &amp; Alternative Fuels</b> Ability to deploy specialist fire safety knowledge in relation to petroleum and alternative fuels storage					
2.1.6	<b>Heritage sites</b> Ability to deploy specialist fire safety knowledge in relation to heritage site					
2.1.7	<b>Primary Authority</b> Ability to develop business networks to share fire safety advice and guidance					

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2.2 COMMUNITY SAFETY		Capability Maturity				
L2 Capability	L2 Capability Definition	As-is	TS1	TS2	TS3	End State
2.2.1	<b>Personal fire safety equip</b> Ability to install fire safety equipment including smoke alarms not under the Fire Safety (Regulatory Reform) Order (HFSVs)					
2.2.2	<b>Underlying cause analysis</b> Ability to support the creation of multi-agency models that identify the underlying causes of fire and provide innovative solutions to prevent them (e.g. advanced data analytics, digital engagement with communities)					
2.2.3	<b>Safeguarding</b> Ability to monitor people, objects, locations and events deemed at risk of fire or hazards (eg through advanced data analytics or community engagement)					
2.2.4	<b>Community reassurance</b> Ability to manage activities that increase public confidence and feeling of security					
2.2.5	<b>Targeted fire prevention</b> Ability to provide training and manage staff and partners to advise communities on design and planning for events, premises and potential victims					
2.2.6	<b>Relationship building &amp; mgmt</b> Ability to build and manage relationships with communities, people and other agencies to foster community satisfaction and enhance perception of safety (e.g. through new digital channels) add local					
2.2.7	<b>Behaviour Change</b> Ability to influence human behaviour to reduce the risk of individuals carrying out risky behaviour					
2.2.8	<b>Community Health&amp;Wellbeing</b> Ability to support a community's overall wellbeing through actions to raise awareness of safe behaviours and support in times of need					

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### 2.3 CONTACT & WORKFLOW MANAGEMENT

L2 Capability		L2 Capability Definition	Capability Maturity				
			As-is	TS1	TS2	TS3	End State
2.3.1	<b>Demand Mgmt</b>	Ability to provide consistency of approach in managing and prioritising calls for service to ensure appropriate response to calls based on risk and need. Providing Fire Survival Guidance where needed to people at risk, who are directly affected by fire, heat or smoke.					
2.3.2	<b>Info collection &amp; dissemination</b>	Ability to collect and disseminate information from internal and external sources to inform decision making					
2.3.3	<b>Dispatch &amp; resource mgmt</b>	Ability to manage processes to ensure effective and appropriate deployment of resources					
2.3.4	<b>Channel mgmt</b>	Ability to effectively manage communication networks to ensure the volume of calls is effectively handled in a timely manner					

### 2.4 COMMUNICATIONS & ENGAGEMENT

L2 Capability		L2 Capability Definition	Capability Maturity				
			As-is	TS1	TS2	TS3	End State
2.4.1	<b>Community engagement</b>	Ability to proactively and in real-time interact with communities and seek their feedback & support					
2.4.2	<b>Corporate Incident Comms</b>	Ability to manage processes to ensure information gathered from call handling is effectively disseminated to internal stakeholders and external agencies					
2.4.3	<b>Engagement with Media</b>	Ability to proactively and in real-time interact with media and marketing agencies to enhance the public perception of LFB					
2.4.4	<b>Corporate General Comms</b>	Ability to communicate with LFB staff about organisational changes, service delivery and strategy & governance					



2.5 RESPOND TO & RESOLVE INCIDENTS		Capability Maturity				
L2 Capability	L2 Capability Definition	As-is	TS1	TS2	TS3	End State
2.5.1	<b>Urgent physical response</b> Ability to dispatch resources directly to a scene to provide face-to-face support immediately					
2.5.2	<b>Non-urgent physical response</b> Ability to dispatch resources to a scene when they become available					
2.5.3	<b>Virtual response</b> Ability to manage requests for assistance without the deployment of resources to the scene					
2.5.4	<b>Other agency response</b> Ability to coordinate with other agencies such as police, hospitals etc where their response is required					
2.5.5	<b>Critical incident mgmt</b> Ability to take early steps at incidents to ensure that public confidence is maintained					
2.5.6	<b>Post-incident investigation</b> Ability to identify causes of an incident and safety of people, objects, locations & events after an incident has taken place					
2.5.7	<b>Post-incident reporting</b> Ability to summarise steps taken to resolve an incident					
2.5.8	<b>Community Liaison</b> Ability to support communities while responding to incidents by providing information, guidance and advice on how to access LFB's services					

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2.6 SPECIALIST RESPONSE		Capability Maturity				
L2 Capability	L2 Capability Definition	As-is	TS1	TS2	TS3	End State
2.6.1 Specialist firefighting	Ability to manage officers trained to provide specialist response to enter, recover, treat and firefight					
2.6.2 MCR - mass casualty recovery	Ability to manage officers trained to provide specialist mass casualty recovery response					
2.6.3 USAR - urban search & rescue	Ability to manage officers trained to provide specialist urban search and rescue response					
2.6.4 High Threat Operations	Ability to manage specialist staff and processes that ensure a response to counter terrorism in accordance with the Contest programme					
2.6.5 Dogs	Ability to manage specialist officers and dogs for general purpose & search activity					
2.6.6 Line rescue	Ability to manage officers trained to provide specialist response to rescue people above height of standard equipment					
2.6.7 DIM	Ability to manage officers, equipment and processes to provide a safe response to CBNE and other categories in collaboration with other emergency services					
2.6.8 Large animal rescue	Ability to manage officers trained to provide specialist response to large animal incidents					
2.6.9 Public events	Ability to manage staff (in partnership with other organisations where needed) to provide response to ceremonies, sporting events and protests					
2.6.10 Water rescue	Ability to manage officers trained to provide specialist response to water-related incidents, eg flooding					



## Appendix 5. Equalities impact assessment

This Equalities Impact Assessment (EIA) does not intend to assess the impacts of all the changes identified in this document as each individual project will have its own EIA carried out as part of the specific change. Instead, this EIA looks at the impact of the broader changes proposed in AoRR, which fall under the following four overarching strategic objects for all service improvements:

- Quality enhanced
- People centred
- Adaptable to change
- Flexible to need

Protected Characteristic	Impact: positive, neutral, or adverse	Reason for the impact	What information have you used to come to this conclusion?
<i>Example: Age</i>	<i>Adverse</i>	<i>Moving this service online will adversely affect older people, who are least likely to have access to a computer or smart phone and may not be able to use the new service.</i>	<i>GLA Datastore: X% of the London community are aged 70 or over. GLA data shows that only 10% of those over the age of 70 have regular access to a computer or smart phone.</i>
<b>Age</b> (younger, older, or age group)	Positive	Though the use of online mediums will increase to broaden access to services, there will be no reduction in face-to-face services for those who are most vulnerable or have specific needs (e.g. at risk of digital exclusion). By making services more people centred and flexible to need, the Brigade will ensure that the most vulnerable in society and those who	LFB data shows that older people are more likely to be victims of fire and rescue service incidents and are particularly vulnerable to fires, with 85 per cent of fatal fires involving someone over the age of 50 and 65 per cent of fatal fires involving someone over the age of 65. Figure 7. in appendix 1. shows that those aged over 65 are evenly distributed across London. Table 1. confirms this with 49 per cent of over 65s living in urban areas which make up 30 per cent of London's area and 46 per cent of over 65s living in suburban areas.  London's population, the number of Londoners aged 65 or over is projected to increase by 86 per cent between 2019 and 2050, faster than younger age

		<p>have specific needs can access services in a way that best suits them and release capacity to help support those who are at most risk of being a victim of fire or other risk.</p>	<p>groups. Therefore, there will be a growing need for infrastructure that supports an ageing population, including accessible.</p> <p>London Data Store 2019:</p> <ul style="list-style-type: none"> <li>• 12% of Londoners are 65+.</li> <li>• 68% are 16-64 and</li> <li>• 20% are 0-15.</li> <li>• 45% of fires deaths are in the over 40 years bracket. (LFB FIRE FACTS Fire deaths in Greater London 2019).</li> </ul> <p>The LFB have profiled the next fire death victim as;          “This is an older person aged 65 or over who lives alone. Where they live, or the type of property, does not matter. However, their home will be unsafe from the risks of fire and without adequate fire detection” (LFB FIRE FACTS - Fire deaths in greater London 2019)</p>
<p><b>Disability</b> (physical, sensory, mental health, learning disability, long term illness, hidden)</p>	Positive	<p>This strategy will aid the Brigade to work better with partners at a local and pan-London level to help identify and tailor services for specific needs. This will mean a move from a one size fits all service to tailored services which a centred around individuals specific needs, that adapt as their needs change and are flexible to the different needs of individuals in society.</p>	<p>LFB’s data shows that disability and poor mental health and mobility issues and taking prescription drugs increase your vulnerability to fire. Figure 4. in appendix 1. shows that disability is distributed across London with a great proportion in east London and the extreme west of London. Characteristics associated with disability are often found in older people who are found all over London and are proportional to the population density in each of the four neighbourhood impact zones. People with disability are also likely to be more economically deprived and as such have risk factors associated with deprivation. LFB’s data shows that if you are poor you are more likely to have a fire. There are several related reasons for this. Figure 3. shows that there are patches of deprivation across London with a bias towards the eastern side of London as well as some areas in North West London.</p>
<p><b>Gender reassignment</b> (someone proposing to/undergoing/</p>	Positive	<p>By enhancing the way the Brigade delivers its services so that they are flexible to a persons need and centred on the person the Brigade will be able to deliver a service that is tailored to the individual. This will</p>	<p>There is no detailed data held by the Brigade in relation to gender reassignment and their vulnerability to incidents which the fire and rescue service would be expected to attend and therefore no assessment has been made.</p>

<p>undergone a transition from one gender to another)</p>		<p>be done through more localised service provision and greater use of online services to identify how an individual wants to receive a service. Additionally post service feedback will allow the Brigade to understand more about how to deliver its services to particular groups in the future and what more individuals need to feel safe as well as be safe.</p>	<p>Research carried out in 2012 on the acceptability of gender identity questions in surveys provided an indicative estimate that 1 per cent of the UK population identify as trans.</p> <p>LGBT in Britain – Home and Communities' Report shows that:</p> <p>Half of Ethnically Diverse LGBT people (51 per cent) face discrimination within the LGBT community.</p> <p>More than a third of trans people (36 per cent), one in eight LGBT disabled people whose activities are 'limited a lot' (13 per cent), and one in five LGBT people of non-Christian faith (21 per cent) say they've experienced discrimination from within the community because of different parts of their identities.</p> <p>Only half of lesbian, gay and bi people (46 per cent) and trans people (47 per cent) feel able to be open about their sexual orientation and/or gender identity to their whole family.</p> <p>A third of bi people (32 per cent) say they cannot be open about their sexual orientation with anyone in their family.</p>
<p><b>Marriage / Civil Partnership</b> (married as well as same-sex couples)</p>	<p>Positive</p>	<p>All LFB services will be enhanced as part of the CRMP and as such the impact on married couples or people in civil partnerships will be positive. The Brigade will also be able tailor and target its services to people who live alone to help them take steps to be safer in their homes, their work and in public spaces.</p>	<p>LFB's data shows that being in a marriage or civil partnership generally decreases your risk from fire. As such those people who live alone and especially older people who live alone often have more risk factors making them more vulnerable to fire.</p>
<p><b>Pregnancy and Maternity</b></p>	<p>Positive</p>	<p>Enhancements to the way the Brigade uses its data and shares information with partners will help</p>	<p>Though no LFB data specifically relates to pregnancy or maternity risk factors associated with pregnancy and maternity such as reduced mobility and prescription drugs are known to increase an individual's risk to fire.</p>

		<p>the Brigade to continually update its understanding or risk. This will mean that though someone who is pregnant or in a period of maternity is not going to always be at risk it is important for the Brigade to be able to provide services which help those within this group to feel and be safer. By making our services people centred and flexible to need and changing needs the Brigade will be able to provide improved measures to support this group.</p>	<p>Some mobility risks are borne from the hormone, which relaxes ligaments. Movement of organs to accommodate a growing baby can result in pressure on nerves and hips which in turn result in issues with mobility.</p> <p>Additional risks presented in relation to the unborn child.</p> <p>Removing the assumption that only heterosexual people will be categorised within this characteristic</p>
<p><b>Race</b> (including nationality, colour, national and/or ethnic origins)</p>	<p>Positive</p>	<p>The Brigade knows that some races have lower trust levels for LFB than others and as such may be less likely to engage with its services. This can have an adverse impact on safety for these groups. As such by using this information and working across services to improve engagement with all of London's diverse communities the Brigade can improve service outcomes for this group. By putting people at the centre of its services it will mean that the Brigade can allow groups to access its services in a way that suits them. Therefore, if a particular group does not openly engage with uniformed services it can tailor its service at a local level to enable</p>	<p>57 per cent of Londoners are white British, white Irish or other white ethnicity, with the remaining 43 per cent having a black, Asian or minority ethnicity (BAME).</p> <p>LFB's data shows that race does not have an impact on an individual's vulnerability to fire. The proportion of each category of race is relative to the size of that category's population in London. Though other risk factors such as economic deprivation and employment may be present in specific ethnic groups.</p> <p>The 2011 census show that 1 in 10 London residents had migrated to the UK within the previous 5 years.</p> <p>78% of London's population is made up people from the United Kingdom. Therefore, up to 22% may not speak English as a second language if at all.</p> <p>Top 10 represented nationalities (Other than UK non-English speaking) in order in London and main dispersion areas:</p> <ol style="list-style-type: none"> <li>1. Romania – Northwest and Northeast</li> <li>2. Poland – Northwest and Southeast</li> </ol>

		<p>groups to access the services they need in a most appropriate way.</p>	<ol style="list-style-type: none"> <li>3. Italy – All, particularly Westminster, Kensington &amp; Chelsea, Hammersmith &amp; Fulham</li> <li>4. India – West and Northwest, Hounslow. Northeast – Redbridge</li> <li>5. France – All</li> <li>6. Portugal – Outer London, Brent and Lambeth</li> <li>7. Spain – All</li> <li>8. Lithuania – Outer, Greenwich</li> <li>9. Bulgaria – Haringey and Newham</li> <li>10. Germany – All</li> </ol> <div data-bbox="1055 472 2013 1051" data-label="Figure"> <table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Country</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Romania</td> <td>1.67%</td> </tr> <tr> <td>Poland</td> <td>1.65%</td> </tr> <tr> <td>India</td> <td>1.56%</td> </tr> <tr> <td>Portugal</td> <td>0.95%</td> </tr> <tr> <td>Lithuania</td> <td>0.86%</td> </tr> <tr> <td>Bulgaria</td> <td>0.86%</td> </tr> <tr> <td>Spain (Except Canary Islands)</td> <td>0.65%</td> </tr> <tr> <td>Germany</td> <td>0.53%</td> </tr> </tbody> </table> </div>	Country	Percentage	Romania	1.67%	Poland	1.65%	India	1.56%	Portugal	0.95%	Lithuania	0.86%	Bulgaria	0.86%	Spain (Except Canary Islands)	0.65%	Germany	0.53%
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<p><b>Religion or Belief</b> (people of any religion, or no religion, or people who follow a</p>	<p>Positive</p>	<p>As part of the service enhancements and new engagement services LFB will continue to develop community engagement groups with all diverse communities including faith groups. With services which are flexible to needs of different groups the Brigade will be able to respond to groups</p>	<p>It is known that the lighting of candles, which can be related to religious activity can increase someone's risk to fire.</p> <p>Additionally, large gatherings can increase someone's risk to certain incident types the likelihood of such incidents is relatively low.</p> <p>The risk matrix shows that incidents in places of worship occur on average about once a month and result in one casualty every 10-25 incidents.</p>																		

particular belief (not political)		needs and target those which may not openly engage with the Brigade's services.	<p>It is noted that some areas of London hold higher numbers of a particular religious group, for example Barnet has the highest Jewish community numbers and New Malden the highest Korean population. The views of each person are equally valued and that for proportion of views purposes it may be necessary to direct engagement in highest populated areas, this is not to suggest that the views are of lesser or more value. Nearly half of London's residents, 48 per cent, give their religion as Christian.</p> <p>Muslims account for 14 per cent and all other religions total 12 per cent. People stating no religion make up the remaining 26 per cent. The proportion of Londoners who are Muslims or who have no religion has increased in recent years, while the proportion who are Christian has declined.</p>
<b>Sex</b> (men and women)	Positive	The quality of all services will be enhanced through the combined projects which will be delivered through the CRMP and as such all Londoners will benefit from service enhancements. The LFB will continue to embed its togetherness strategy and ensure that any form of bias is not tolerated within the organisation.	<p>LFB's data shows that men are 16 per cent more likely to be victims of fire than women with men making up 58 per cent of fire victims over the last 20 years. Men and women are relatively evenly distributed across London.</p> <p>In 2019, the GLA projects that 4.55 million Londoners are female and 4.55 million are male. Women face particular issues around gender-based violence and low pay. As most lone parents (90 per cent) are women, recent reforms to welfare that have affected lone parents have had a disproportionate impact on women. Women sharing other characteristics women often face additional challenges, such as higher gender pay gaps among older and BAME women. Young women report issues around financial pressures and mental health issues.</p> <p>Men face issues around lower educational attainment and are at higher risk of suicide and therefore may be more at risk to fire and other emergencies. Additionally, there is evidence that if men become single in later life they may find it harder to care for themselves and more likely to undertake riskier behaviours.</p>
<b>Sexual Orientation</b> (straight, bi, gay,	Positive	Services will be flexible to the needs of all communities and local areas will be empowered to target their services at those who are most	Two per cent of adult Londoners identify as gay or lesbian, higher than the UK rate of 1.3 per cent. A further 0.6 per cent identify as bisexual and 0.6 per cent as other sexual identities. <sup>15</sup> A recent survey of the UK's LGBT population found that 40 per cent had experienced an incident such as verbal harassment or

<p>and lesbian people)</p>		<p>vulnerable within their communities. This will mean that areas where there is a high LGBYQ+ community will continue to receive high quality services and services will be able to adapt to their changing needs.</p>	<p>physical violence because they were LGBT, and that they had lower levels of life satisfaction than the general UK population.</p> <p>Only half of lesbian, gay and bi people (46 per cent) and trans people (47 per cent) feel able to be open about their sexual orientation and/or gender identity to their whole family.</p> <p>A third of bi people (32 per cent) say they cannot be open about their sexual orientation with anyone in their family.</p> <p>Goals for Reducing Heterosexual Bias in Language:</p> <p>Reducing heterosexual bias and increasing visibility of lesbians, gay men, and bisexual persons. Lesbians, gay men, and bisexual men and women often feel ignored by the general media, which take the heterosexual orientation of their readers for granted. Unless an author is referring specifically to heterosexual people, writing should be free of heterosexual bias. Ways to increase the visibility of lesbians, gay men, and bisexual persons include the following:</p> <ul style="list-style-type: none"> <li>a. Using examples of lesbians, gay men, and bisexual persons when referring to activities (e.g., parenting, athletic ability) that are erroneously associated only with heterosexual people by many readers.</li> <li>b. Referring to lesbians, gay men, and bisexual persons in situations other than sexual relationships. Historically, the term homosexuality has connoted sexual activity rather than a general way of relating and living.</li> <li>c. Omitting discussion of marital status unless legal marital relationships are the subject of the writing. Marital status per se is not a good indicator of cohabitation (married couples may be separated, unmarried couples may live together), sexual activity, or sexual orientation (a person who is married may be in a gay or lesbian relationship with a partner). Furthermore, describing people as either married or single renders lesbians, gay men, and bisexual persons as well as heterosexual people in cohabiting relationships invisible.</li> </ul>
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d. Referring to sexual and intimate emotional partners with both male and female terms (e.g., "the adolescent males were asked about the age at which they first had a male or female sexual partner").

e. Using sexual terminology that is relevant to lesbians and gay men as well as bisexual and heterosexual people (e.g., "when did you first engage in sexual activity" rather than "when did you first have sexual intercourse").

f. Avoiding the assumption that pregnancy may result from sexual activity (e.g., "it is recommended that women attending the clinic who currently are engaging in sexual activity with men be given oral contraceptives," instead of "it is recommended that women who attend the clinic be given oral contraceptives").

DRAFT



LONDON FIRE BRIGADE

Report title

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# Strategy and programme for enforcement under the Regulatory Reform (Fire Safety) Order 2005

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Report to

Date

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

19 April 2022  
11 May 2022  
26 May 2022

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Report classification:

## For Information

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This report sets out the proposed strategy and programme for enforcement under the Regulatory Reform (Fire Safety) Order 2005, in support of the Draft Community Risk Management Plan for 2023. The draft CRMP 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 excellent**

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Report number – [LFC-0000] – COMPLETED BY GOVERNANCE TEAM

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For Publication

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

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### Executive Summary

This report sets out the proposed strategy and programme for enforcement under the Regulatory Reform (Fire Safety) Order 2005, in support of the Draft Community Risk Management Plan for 2023, in accordance with requirements in the Fire and Rescue National Framework for England May 2018. The framework requires that a Fire and Rescue Service must set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat.

## **Recommended decision(s)**

That the London Fire Commissioner notes this report and that it will be published as part of the supporting documentation for the CRMP

### **1. Introduction and background**

- 1.1 The Fire and Rescue National Framework for England May 2018 requires fire and rescue services to set out their strategy and programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat as part of their integrated risk management plan.
- 1.2 Fire and Rescue Services are required to do this as part of their Integrated Risk Management Plan, which is referred to nationally as a Community Risk Management Plan. This report meets that requirement.

### **2. Regulatory Strategy and Programme**

- 2.1 The Brigade's Risk Based Inspection Programme (RBIP) is part of the London Fire Commissioner's overall integrated approach to risk management and prioritises the inspection of premises based on risk.
- 2.2 Currently, premises are given a risk score based on guidance produced by the National Fire Chiefs Council and prioritised accordingly for audit and inspection intervention.
- 2.3 The national approach is under review. In light of this, officers have taken the opportunity to review the Brigade's approach and also to address feedback from previous inspections by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).
- 2.4 The objectives of the Brigade's review are to target higher risk premises more efficiently and to free up capacity to carry out more locally-based intelligence-led Active Risk Targeting (ART) of inspection.
- 2.5 The definition, classification and use of risk information is being reconsidered. This will lead to a change in processes and also a change in the approach to the use of resources across Prevention, Protection and Response departments. The outcome will be that risk is better targeted and therefore reduced more effectively and efficiently.
- 2.6 Traditional physical on-site protection audits will be complemented with a suite of interventions, not all of which will need to be undertaken by specialist staff. This will allow the Brigade to make better use of existing roles where there may be more capacity. This change in approach will require a cultural shift within the Brigade that will need to be implemented with management support and appropriate training.
- 2.7 The new approach will also introduce digital self-help tools and a Business Safety Check tool (similar to the Brigade's online Home Fire Safety Checker) as a means of encouraging and enabling a self-serve approach, allowing the Brigade to focus resources on higher risk premises.

- 2.8 These initiatives are in-line with the direction being taken at a national level and the Brigade is working closely with the NFCC to ensure we remain on track. The Brigade is also helping the NFCC to devise a new approach for reinspection to identify the highest risks and prioritise them for reinspection.
- 2.9 Initial follow up to a previous intervention could become virtual, by phone or email, to assess the need for further action. The result of the assessment could range from no further action required, to a desktop audit or even a full inspection. The aim is to have a blended approach for each premises to provide the most suitable intervention and re inspection frequency. An example of how this could work is illustrated in Appendix A.
- 2.10 Existing higher risk properties would continue to be part of the re-inspection programme. However, where no issues have arisen since the previous inspection and the premises have already demonstrated effective fire safety management, it would be possible to adjust the re-inspection frequency or even move the premises to the category of premises that receive only sampled inspections.
- 2.11 The benefits of this approach would mean that inspection resources could be better targeted on other higher risk premises, create capacity for the identification and audit of unknown risk and reward businesses for demonstrating compliance with fewer inspections.
- 1.3 The Brigade's Enforcement Statement provides further detail about the principles guiding the prioritisation of enforcement and is set out at Appendix B. The Brigade also publishes standards to which officers will work when acting under the RRO and these are available here: <http://deptsite/docs/fsr/HotwirePublic/Fire%20safety%20regulation/Fire%20safety%20regulation%20policy%20and%20guidance/Enforcement%20service%20standards.pdf>

### **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.
  -
- 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 An equality impact assessment has been undertaken to support the development of the approach described above and is included at Appendix C.

#### 4. Other Considerations

##### *Workforce comments*

- 4.1 There are no impacts on the establishment arising from this report and the Representative Bodies will be consulted once detailed implications of the new approach are identified. Fire Safety delivery staff have been given the opportunity to contribute to this work and are updated through briefings and meetings. The wider department has been kept updated through the department newsletter, Fire Safety News.

#### 5. Financial comments

- 5.1 **Finance** to add comments of report. Note: the decision maker needs to understand the financial implications and risks to the Brigade on the proposal

#### 6. Legal comments

- 6.1 **General Counsel** to add comments to the report. Note: the decision maker needs to understand the legal implications and risks to the Brigade on the proposal and confirm the governance route re any involvement of the Deputy Mayor]

## List of Appendices

Appendix	Title	Open or confidential
A.	Intervention process chart	Open
B.	Enforcement Statement	Open
C.	Equality Impact Assessment	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**

### **ORIGINATING OFFICER DECLARATION:**

#### **Drafting officer**

David George has drafted this report and confirms the following:

#### **Assistant Director/Head of Service**

Susan Ellison-Bunce has reviewed the documentation and is satisfied for it to be referred to Board for consideration.

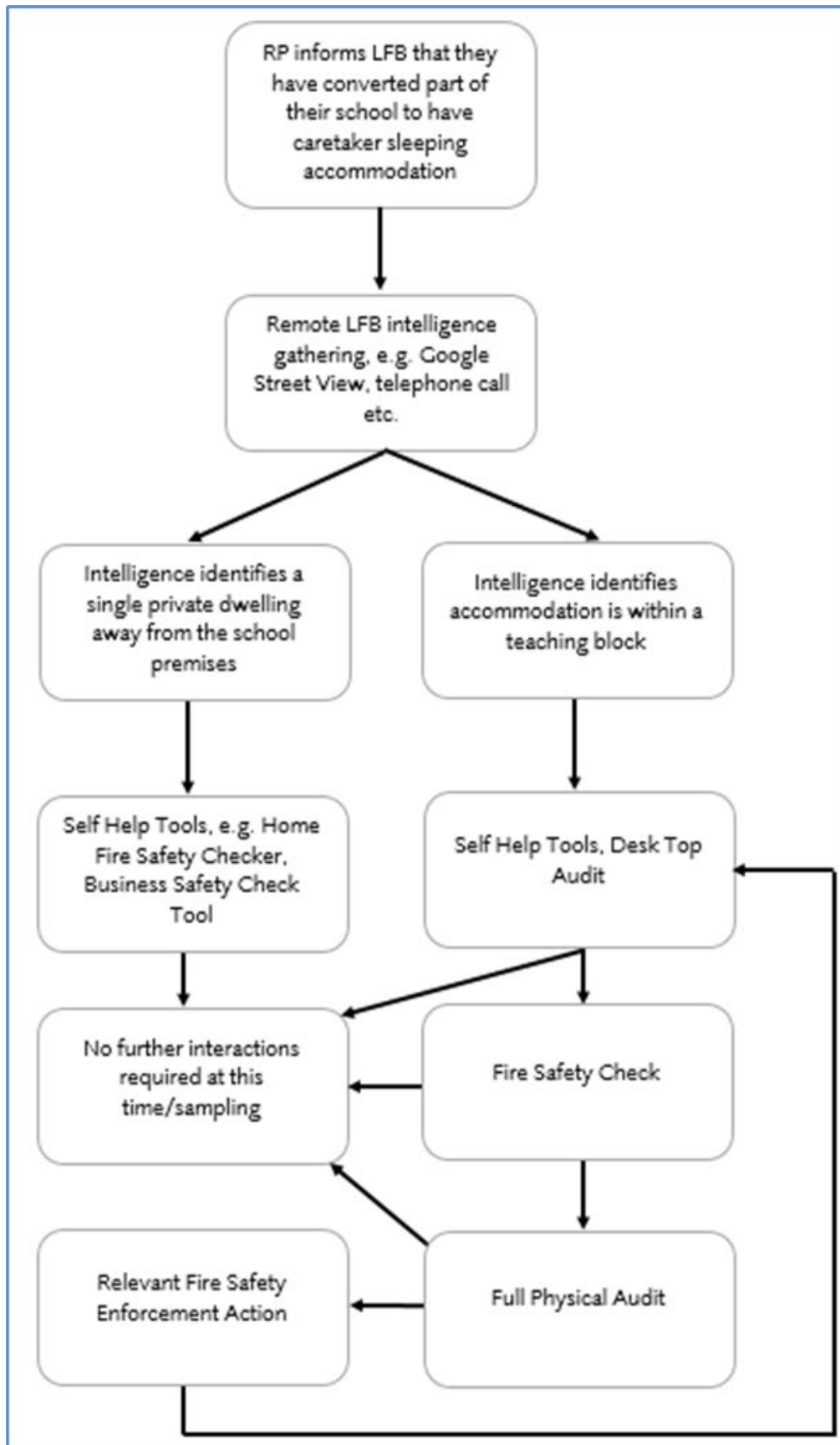
#### **Advice**

The Finance and Legal teams have commented on this proposal:

Thomas Davies Legal Advisor, on behalf of General Counsel (Head of Law and Monitoring Officer)

David O'Sullivan Financial Advisor, on behalf of the Chief Finance Officer

## Example risk-based inspection assessment



## London Fire Commissioner

### Enforcement Policy Statement

#### Introduction

1. The London Fire Commissioner ("the Commissioner") is the fire and rescue authority for London, operating as London Fire Brigade ("the Brigade"). The principal aim of the Commissioner is to make London a safer city by reducing as far as possible the risks and social and economic costs of fires and other dangers. Securing compliance with legal regulatory requirements is an important part of achieving this aim. Our vision is to 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.

2. The Brigade is committed to providing a consistently high quality service to the public including the commercial, business, housing and voluntary sectors in relation to appropriate legislation we enforce and the advice we give. In seeking to achieve this aim, including the development and ongoing review of this policy, the Brigade has regard to the requirements and recommendations of the laws and codes of practice and guidance explained in this statement.

3. This policy statement sets out the policy and principles which the Brigade will follow in carrying out its regulatory functions. It provides guidance for inspectors, businesses and members of the public. It is intended, together with the Brigade's service standards, to clearly set out the aims, standards and values that officers are expected to apply.

4. This statement is applicable to the Brigade's enforcement in Greater London of legislation including:

- The Regulatory Reform (Fire Safety) Order 2005;
- Fire Precautions (Sub-surface Railway Stations) (England) Regulations 2009.
- The Petroleum (Consolidation) Regulations 2014;
- The Dangerous Substances and Explosive Atmospheres Regulations 2002 (DSEAR); and
- The Construction (Design and Management) Regulations 2015
- The Greater London Council (General Powers) Act 1968 (as amended);
- The Public Health Act 1961.

5. This statement is also applicable to the giving of fire safety advice to regulated entities in accordance with section 6 of the Fire and Rescue Services Act 2004; the exercise of the Brigade's powers to investigate the cause and reason for spread of fire under section 44 and 45 of the Fire and Rescue Services Act 2004; and to the operation of Primary Authority Partnerships under the Regulatory Enforcement and Sanctions Act 2008.

6. This statement is supplemented by the Brigade's service standards for enforcement together with the Brigade's Equalities statement; accessibility statement; and complaints procedure. These are published on the London Fire Brigade web-site at <http://www.london-fire.gov.uk/>.

#### The Brigade's approach to enforcement

7. The Brigade believes in firm but fair enforcement of fire safety law. In carrying out enforcement functions it aims to:

- prioritise its inspection and enforcement action based on risk;
- apply the principles of proportionality in applying the law and securing compliance;
- be consistent in its approach;
- be transparent about how it operates and what can be expected by those it regulates;



- be fair and objective in its application of enforcement action and comply with all duties under the Equalities Act 2010;
- encourage and promote compliance and try to minimise the negative impact of its regulatory activities;
- use statutory powers to take formal enforcement action only where it is justified on the basis of risk or significant or repeated non-compliance with the law;
- offer the opportunity for the person against whom formal enforcement action is to be taken to discuss the circumstances of the case and, if possible, resolve points of difference (unless immediate action is needed to protect life);
- be accountable for its actions.

8. The Commissioner is committed to compliance with the law at premises we operate. It will carry out inspections of its premises to ensure it is complying with the law and report any deficiencies found through its management structure, for remedial action to be taken.

9. In the event of an incident that relates to legislation the Brigade enforces occurring at its own premises and giving rise to death or injury we will appoint another authority (which may include the Health and Safety Executive) to investigate.

### **Our officers**

10. All officers exercising enforcement functions will carry official identification provided by the Brigade and produce it upon request.

11. All officers undertaking enforcement activities will be competent for the role. The Brigade will provide initial and ongoing training and professional development appropriate to each officer's role and will keep officers' competence under review.

12. Brigade officers will:

- act in accordance with this statement, our service standards and other relevant policies and statements;
- seek to constantly improve the effectiveness of our service;
- seek to work with officers from other authorities where our enforcement responsibilities overlap in order to minimise the burdens of our activities on those we regulate;
- treat those we regulate in a polite and respectful way;
- work to increase trust and confidence with all stakeholder groups we engage with.

13. When carrying out enforcement functions, Brigade officers have the legal power to pursue all reasonable and necessary lines of enquiry utilising all and any data and information sources that are lawfully available to:

- ascertain whether the law applies in any particular circumstances;
- identify and locate people with responsibilities under the law;
- ascertain whether the law is being complied with.

14. Brigade officers have the right not to be subject to assault, abuse or intimidation and we will investigate any instances where this occurs and where appropriate refer the matter to the police.

### **Attendance at premises**

15. Attendance at premises for regulatory purposes will be made on the basis of assessment of risk in accordance with the policies, objectives and methodologies of the Brigade. That may include:

- Historic regulatory compliance data for the premises and/or the premises operator/owner;
- Assessment of compliance data for that business sector as a whole;
- Ongoing fire data on a local and national basis;
- Local intelligence;
- Intelligence supplied by other regulatory bodies.

16. Brigade officers will attend premises in relation to the Brigade's statutory functions. Reactive visits include:

- In response to / following a fire or other emergency;
- In response to an allegation of fire risk received by the Brigade;
- In consequence of a statutory consultation request;
- At the request of another regulatory body;
- Following receipt of notification of changes as required by an 'alterations notice';
- Following repeated false alarms of fire; or
- similar circumstances;

17. The Brigade will act in accordance with any inspection programme determined and notified by a Primary Authority Partner for a regulated entity.

18. Where other enforcing authorities have a regulatory interest in a particular premises, details will be forwarded to the appropriate agency (for example, if apparently dangerous conditions or practices not related to fire are noted in a workplace). The Brigade may share data and intelligence gained from its regulatory fire safety and other activities with other regulators to the full extent allowed by law. Referral to another agency may be in addition to action taken by the Brigade.

19. Where another regulator has responsibilities or power in respect of the same matters as the Brigade (particularly if those powers extend to parts of the premises the Brigade does not regulate) the matter may be referred to that regulator to take appropriate action. The Brigade's findings will be passed to that regulator to assist them.

### **Requesting information from businesses and other undertakings**

20. The Brigade will continue to work with other enforcing authorities, regulated entities and others in order to avoid duplication of collection of information from regulated entities and to seek and implement ways of:

- Varying data requests according to risk;
- Limiting collection to specific regulated entities sectors/sub-sectors;
- Reducing the frequency of data collection;
- Obtaining data from other sources and sharing data with other authorities;
- Allowing electronic submission; and
- Only requesting data which is justified by risk assessment

21. When determining data that may be required from regulated entities the Brigade will consider the costs and benefits of such requests to regulated entities in order to avoid, so far as is reasonably practicable, requesting data that is not required to demonstrate compliance with the law or the person who is responsible under the law.

### **Determining the level of Enforcement**

22. The Brigade believes in firm but fair enforcement of the law. In determining the level of enforcement action to take, it will use recognised risk assessment methodology and will consider the following:

- The nature and seriousness of any alleged breaches; breaches that are deliberate, persistent, discriminatory or for financial gain are likely to be regarded as more serious;
- The degree and likelihood of harm risked, and any harm actually caused The views of any person (or the family of any person) who has been harmed as a result of or in connection with the breaches might be relevant to this factor;
- Previous experience and record of compliance of the responsible persons with fire safety and other health and safety requirements;
- Action taken to prevent any recurrence;
- Any explanation offered and the circumstances and attitude of the responsible person towards fire safety;
- Any statutory defence available.
- The likely effectiveness of the enforcement options in securing ongoing compliance with fire safety requirements;
- The advice or views (where applicable) of other regulatory bodies with responsibilities in respect of the premises;
- Any action being taken by other regulatory bodies;
- Where applicable, the views of any Primary Authority Partner for the business.

23. Where LFC is the Primary Authority the Brigade will deal with enforcement actions from other enforcing authorities in accordance with timescales laid down in the Regulatory and Enforcement Sanctions Act 2008.

24. The Brigade may take multiple enforcement actions for the same premises e.g. serve an Enforcement Notice to require positive remedial steps, serve a Prohibition Notice to prevent uses creating the most serious risks and to prosecute for the underlying breaches of the law where the evidential and public interest tests are satisfied. Additionally, the Brigade may take different approaches to different breaches at the same premises/undertaking where that reflects the different risks associated with those different breaches.

25. The Brigade does not accept voluntary undertakings in any case where the level of risk to life is sufficient to justify service of an enforcement, improvement or prohibition notice.

26. Where remedial action is required and that action requires the approval of another regulatory body, the Brigade will consult with that body unless in the circumstances of the case it is impractical to do so. Any consultation the Brigade undertakes will not remove any requirement for the responsible person for the premises to obtain any necessary permissions or approvals from the relevant bodies. Any failure on the part of the Brigade to consult will not invalidate a notice.

27. To assist with consistency of enforcement Primary Authorities can give Primary advice which cannot be challenged by another Enforcing Authority.

28. Potential enforcement options are addressed below.

### **Educate and inform**

29. When a breach of the law is found but the level of risk is not high, oral or written advice about the nature of the non-compliance and the actions needed to remedy it may be given. The Brigade will be clear whether the remedial actions are required for regulatory compliance or constitute good practice beyond minimum regulated standards.

### **Non-Statutory Notification of deficiencies**

30. The Brigade will write formally to the person responsible for the premises or any person with duties in respect of the premises to explain fire safety deficiencies that have been found and what needs to be done to address those deficiencies. The Notification does not have legal force and is not binding. The Brigade will expect the responsible person to act on the advice given. However, if the risk score calculated following an audit was close to that where an enforcement notice would have been served or officers have doubts that the responsible person will act on the letter, they have discretion to revisit to check what has been done. If the recipient of the Notification of Deficiencies does not take action, this will be taken into account as evidence of that persons attitude to safety and regulatory compliance when considering the level of enforcement action that will be taken if fire safety deficiencies are found on a future visit.

### **Statutory Notices Requiring Remedial Action**

31. Formal notices calling for corrective action are generally be used where there is a clear breach of the law; where the degree of risk or harm from the situation is significant; and where a remedy needs to be identified and secured within a set period of time. Examples include Enforcement Notices under Article 30 of the Regulatory Reform (Fire Safet) Order 2005 and Improvement Notices under regulations made under th Health &Safety at Work Act 1974 such as the petroleum regulations. Notices specify the problem and will either require a remedy as determined by officers or (if the legislation allows) may allow for other action with an equivalent remedial effect. These notices are legally binding on the recipient and non-compliance can result in further enforcement action including prosecution. In most cases there is a right of appeal against a notice. Where there is a right of appeal, advice on the appeal mechanism will be set out in writing to the person on whom the notice is served.

32. Where a notice requires changes to a premises in which another enforcing body has a statutory interest, the Brigade will, so far as is reasonably practicable, consult with such bodies as can reasonably be identified before serving the notice. Any such consultation will not release the person on whom the notice is served from their statutory obligation to consult relevant bodies in respect of works they will undertake as a result of a notice. Any failure by the Brigade to consult with any particular body or person will not invalidate any notice served under the Regulatory Reform (Fire Safety) Order 2005.

### **Alterations notice**

33. Alterations notices are used where by the nature of the use of premises person are at risk of death or serious injury (i.e. the premises use is high risk and this is normal for the type of activity carried on there); or a change to premises, their use, furniture, fittings or equipment; an increase in quantities of dangerous substances could result in persons being placed at risk of death or serious injury.

34. The notice is legally binding and requires that the fire risk assessment for the premises and fire safety records must be recorded. The notice may require that before any changes are made a copy of that fire risk assessment together with details of the proposed changes must be submitted to the Brigade. There are rights of appeal against the notice and these will clearly set out in writing at the time the notice is served.

### **Prohibition notices**

35. The Brigade has powers under Article 31 of the Regulatory Reform (Fire Safety) Order 2005 and Sections 21 and 22 of the Health and Safety at Work etc. Act 1974 to prohibit the use of the whole or part of premises or to restrict the use of premises. Such action will be considered where conditions are found that constitute a serious risk to life or injury to persons in the event of fire. Where immediate action is necessary an explanation of why such action is required will be given at

the time and confirmed in writing. Where there are rights of appeal these will be clearly set out in writing at the time the action is taken.

### **Simple caution (often known as a formal caution)**

36. The Brigade will consider accepting a simple caution in circumstances where one or more criminal offences have been committed and:

- there is sufficient evidence to prove the case; and
- the offender has admitted the offence; and
- the offender has agreed to be cautioned; and
- the offence has not been committed by the offender before and

37. The Brigade will have regard to the factors in paragraph 22 when considering whether a simple caution is appropriate.

38. Where a caution is considered, the offender will be given a full explanation in writing of the significance of the caution before being allowed to accept it as a formal caution is an admission of guilt to a criminal offence and is recorded as such. It may be cited if the offender is later prosecuted for an offence. If a caution were to be offered and refused by the offender then a prosecution would be considered.

### **Prosecution**

39. The decision to prosecute is a serious step. Fair and effective prosecution forms a legitimate element of the Brigade's strategy to reduce the risk of death and injury by enforcing fire safety law. Any prosecution has serious implications for all involved – including the person prosecuted, casualties, witnesses and the Brigade's officers. The Brigade will apply the guidance set out below so that fair and consistent decisions about prosecutions can be made.

40. The Brigade will use its discretion in deciding whether to bring a prosecution.

41. The decision to prosecute (including the giving of a simple caution) will be taken by the General Counsel to the London Fire Commissioner, or a senior legal colleague, in consultation with the Assistant Commissioner (Fire Safety) or a senior colleague.

### **Who can be prosecuted**

42. The Brigade will ensure that the correct individual and/or organisation is prosecuted for the correct offence/s. Where a company is involved, usually the Company will be prosecuted where the offence resulted from the company's activities. However, the Commissioner will consider any part played in the offence by the officers of the company: including Directors, Managers and the Company Secretary. Action may be considered against staff, contractors or any other person with fire safety duties (as well as or instead of the company) where it can be shown that the offence was attributable to neglect or other failings or actions on their part.

### **The test for prosecution**

43. The decision whether or not to prosecute will be made in accordance with the Director of Public Prosecution's Code for Crown Prosecutors. Therefore no prosecution may go ahead unless the Brigade finds there is sufficient evidence to provide a realistic prospect of conviction and decides that prosecution would be in the public interest. When considering whether prosecution is in the public interest the Brigade will consider any relevant factors set down by the Director of Public Prosecutions in the Code for Crown Prosecutors and in particular the factors in paragraph 22 above noting that these factors are not exhaustive and those which apply will depend on the

particular circumstances of each case. Deciding on the public interest is not simply a matter of adding up the number of factors for and against prosecution. Each applicable factor must be considered and given appropriate weight according to the circumstances of the case. The Brigade will decide how important each factor is in the circumstances of each case before making an overall assessment.

44. The Brigade may also prosecute, whatever level of enforcement action is taken in the substantive enforcement case, where there is sufficient evidence and it is in the public interest and there has been either:

- Failure to supply information without reasonable excuse or knowingly or recklessly supplying false or misleading information. It is essential that lawful requests for information by Brigade officers are complied with and that accurate information is always supplied to enable informed regulation to be exercised;
- Obstruction of officers in carrying out their powers. The Brigade regards the obstruction of, or assaults on, its officers while lawfully carrying out their duties as a serious matter.

### **Consequential Orders**

45. The Brigade will always seek to recover its costs of investigation and court proceedings. The Brigade will also encourage the criminal courts to use their full range of sentencing powers as appropriate to the case e.g. confiscation and/or compensation orders.

### **Making decisions of the level of enforcement action to be applied**

46. Officers will apply a level of enforcement (including consideration of timescale within which compliance should be achieved) that is proportionate to the circumstances of the case taking into account the nature and size of the undertaking concerned.

47. All staff that take enforcement decisions will be required to follow the principles and guidance in the 'Enforcement Management Model' (EMM) issued by the Health and Safety Commission as adjusted for use by Fire and Rescue Authorities by the National Fire Chiefs' Council.

48. Officers will be fair, independent and objective when considering enforcement action.

49. We will identify the persons responsible for compliance and direct our enforcement action to them. The taking of all formal enforcement action and proposals to vary levels of enforcement action will be reviewed and authorised by a senior officer to ensure, so far as reasonably practicable, that all actions are proportionate to the risk to life and impose the minimum burden necessary to secure reasonable compliance with the law. Preservation of life and avoidance of injury will however always be the Brigade's principal objective.

50. In each case where advice, guidance or instruction is given the officer doing so will explain (orally or in the written documents as appropriate) what the non-compliance is; why in the opinion of the Brigade there is non-compliance; and what needs to be done to remedy the non-compliance.

51. Where those we regulate approach us for advice about non-compliance in their premises and in doing so show willingness to rectify that non-compliance in a timescale proportionate to the level of risk we will generally not take formal enforcement action unless in the professional judgement of the Brigade's fire safety officers it is necessary to do so to protect life.

52. In the interests of certainty, normally if the Brigade decides not to bring a prosecution in a case then that decision will be final. However there are circumstances where in accordance with the Code for Crown Prosecutors that decision will be reviewed and a prosecution started or continued. The CPS Victims' Right to Review Scheme does not apply to the Brigade's prosecution

decisions. However the Brigade will arrange a review of any decision not to prosecute if one is requested by any person (or if appropriate the family of any person) who has suffered harm as a result of or in connection with the contraventions. This may result in the decision not to prosecute being overturned.

53. The Commissioner is a Public Authority for the purposes of the Human Rights Act 1998; it will apply the principles of the European Convention on Human Rights in accordance with the Act, as it does in all of its enforcement activity.

### **Investigation of offences**

54. All investigations will be carried out under the following legislation or such other legislation as will from time to time replace or supplement it and with due regard to any associated guidance or codes of practice, in so far as they relate to the Commissioner:

- the Police and Criminal Evidence Act 1984
- the Criminal Procedure and Investigations Act 1996
- the Regulation of Investigatory Powers Act 2000
- the Human Rights Act 1998
- the current Criminal Procedure Rules.

55. These Acts and associated guidance control how evidence is collected and used and give a range of protections to citizens and potential defendants.

56. Our authorised officers will also comply with the requirements of the particular legislation under which they are acting, and with any associated guidance or codes of practice.

### **Our powers**

57. Fire Safety Officers exercise their powers as inspectors to obtain relevant information under Article 27 of the Regulatory Reform (Fire Safety) Order;

58. Petroleum Inspectors will exercise their powers to obtain relevant information under and sections 20 and 21 of the Health and Safety at Work etc. Act 1974.

59. Fire investigators will exercise their powers under sections 44 and 45 of the Fire and Rescue Services Act 2004.

60. Where other information gathering powers are relied on this will be made clear to the person from who information is requested.

61. Fire safety officers, petroleum inspectors and fire investigators (the latter when exercising our powers to investigate the causes and /or spread of fire) may:

- enter premises (without use of force)
- require fire safety records to be produced and to inspect them
- examine, measure, test and where necessary dismantle articles items, equipment machinery and plant (where relevant to safety);
- take samples;
- seize and destroy any substance identified as hazardous;
- require people to respond to reasonable enquiries.

62. In addition fire investigators may:

- Apply for a warrant from a Justice of the Peace to enter premises by force
- take possession of an article or substance found on the premises and detain it for as long as is necessary for any of these purposes:

(i) to examine, measure or test it (including to dismantle it for that purpose) ;  
(ii) to ensure that it is not tampered with before examination of it is completed;  
(iii) to ensure that it is available for use as evidence in proceedings for an offence relevant to the investigation;

- require a person present on the premises to provide him/her with any facilities, information, documents or records, or other assistance, that he/she may reasonably request.

63. Petroleum inspectors may require a written statement from a person (but any such statement cannot be used in criminal proceedings against that person).

64. Obstructing a duly appointed fire inspector or petroleum inspector in the course of their duties is a criminal offence under Article 32 of the Regulatory Reform (Fire Safety) Order 2005 and section 33 of the Health and Safety at Work etc. Act 1974. Failure to comply with the reasonable request of an inspector is also an offence under this legislation and may lead to prosecution.

### **Conduct of investigations**

65. Decisions on the need to conduct an investigation will be taken in discussion with the Head of Regulatory Enforcement (or nominated deputy) and an investigator assigned to the case.

66. Where investigations are conducted, the Commissioner will prioritise use of resources in favour of cases where fatalities or serious physical injuries have occurred.

67. Officers will utilise all sources lawfully available to explore reasonable lines of enquiry relating to the premises, persons or entities under investigation. This may include ( but is not limited to) obtaining or conducting:

- company documents from national registries;
- property documents from the Land Registry ;
- internet based research ( including social media) into companies and individuals;
- information from credit reference agencies and similar bodies;
- information from other regulatory or law enforcement bodies including the police, Her Majesty's Revenue and Customs, the Border Force, the Health and Safety Executive, local authorities
- Information from other third parties.

68. All individuals and organisations that are under investigation by the Brigade will be notified in writing that they are under investigation unless, in the opinion of the Brigade to do so may prejudice the investigation or otherwise compromise the conduct of the Brigade's enforcement functions. Such circumstances may include avoiding:

- intimidation of witnesses;
- evidence being destroyed or tampered with prior to examination;
- interference with the carrying out of wider investigations into other premises;
- disclosing the means of undertaking investigations in a way that would assist people avoid detection of offences or the persons(s) responsible.

69. Persons that have been notified that they are under investigation, witnesses and the victims of fire incidents (or their surviving family) will be kept informed of the progress of the investigation unless to do so may, in the opinion of the Brigade prejudice the investigation or otherwise compromise the conduct of the Brigade's enforcement functions.

70. Where substances or articles are to be removed from premises by an officer in the exercise of their



power, the officers will do so in accordance with Code B to the Police and Criminal Evidence Act 1984 (PACE).

71. Statements from witnesses will be taken in accordance with the Criminal Justice Act 1967 and the Criminal Procedure Rules.

72. People under investigation (including companies and other undertakings) will usually be offered the opportunity to attend an interview under caution to give their version of events and to offer any explanation that they may wish to. However, for some offences investigated this may not be necessary if the Brigade is satisfied it already holds enough evidence to take a decision on prosecution and that an interview would not be a reasonable line of enquiry.

73. Other than where a person makes admissions about involvement in possible offences, is cautioned on site and a record is made of the subsequent conversation or questioning (in accordance with PACE Code B). Interviews under caution will be conducted at London Fire Brigade premises and will be recorded unless the circumstances of the case make this impractical. Interviews will be conducted in accordance with PACE Code C.

74. Persons attending interviews under caution at Brigade premises will not be under arrest and will be entitled to legal representation at their own cost. This will not apply in joint investigations where the police or similar bodies may have exercised power of arrest, in which case the provisions applicable to that body's conduct of interviews will apply. People attending interviews will be informed of their rights in the letter inviting them to attend and again at interview if they attend.

75. Offences that the Brigade investigates are divided into two categories:

- Summary offences (which are heard in magistrates courts); and
- 'Either way' offences (which may be heard in either magistrates or Crown Court).

76. For summary offences, investigations must be concluded and, where a decision to prosecute is taken, proceedings must be started within six months of the commission of the offence. This does not apply to 'either way' offences for which there is no time limit.

77. Progress on cases will be monitored by the Area Fire Safety Manager and the Head of Regulatory Fire Safety Enforcement. Cases will be monitored throughout their lifetime and may be discontinued by the Head of Regulatory Head of Enforcement or the Assistant Commissioner where there is insufficient evidence to proceed or it is not in the Public Interest to proceed. A sample of cases will be subject to review by the Head of Regulatory Fire Safety Enforcement (or an appointed officer) and a legal officer, regardless of whether a decision is taken to prosecute. The lessons learned from any such review will be used to inform the conduct of future investigations.

### **Publicity about enforcement action taken**

78. Details of all notices served under the Regulatory Reform (Fire Safety) Order 2005, and the Health and Safety at Work etc. Act 1974 will be placed on the Brigade's public register, in accordance with the Environment and Safety Information Act 1988, 28 days after issue service of the notice. The register will be updated to show whether a notice has been complied with or an extension of time to comply has been granted.

79. The Brigade's public register can be viewed on the London Fire Brigade web-site. Details of notices will also be placed on any national database maintained by the National Fire Chiefs Council.

80. The person on whom a notice has been served may apply to have elements of the public register

entry removed or redacted where the entry may allow other to identify trade secrets.

81. The Brigade will seek to publicise the results of successful prosecutions as a deterrent to others and to encourage compliance with the law. In doing so we may use photographs and similar material taken at the premises by our officers or which have been supplied to us, whether or not they were presented in evidence.

82. The Brigade will make available to the Greater London Authority (GLA) details of notices served and prosecutions taken in respect of private landlords or their agents for inclusion on that Authority's rogue landlord checker to such extent as is agreed between the Brigade and the GLA from time to time. The Brigade may also make details of prosecutions taken and notices served available to government departments, agencies and bodies appointed by them for the purpose of any public register they may choose to publish or for statistical or research purposes. Specific policy in regard to this has been issued and is available on the London Fire Brigade website.

### **Appeals**

83. Following service of any kind of enforcement action our officers will, on request, consider any representations that the person the notice was served on may wish to make. The Brigade regards such representations as an informal internal appeal. Such representations will usually be considered by the local Team Leader (for fire safety) or the Petroleum Team Leader. It nevertheless remains the responsibility of the person on whom a notice has been served to make any legal appeal within any statutory timescale.

### **Complaints**

84. Regulators are accountable to the public for their actions. This means that enforcing authorities must have policies and standards against which they can be judged (such as those outlined in this Policy Statement), and an effective and easily accessible mechanism for dealing with comments and handling complaints. The Brigade's "Compliments and Complaints procedure" is explained fully on our website <http://www.london-fire.gov.uk>. Having a published and publicised procedure helps demonstrate to the public that the Brigade takes their comments seriously. These comments can help highlight potential problems and help the Brigade to build on the things that it does well.

### **Review of this Enforcement Policy Statement**

85. The Brigade's officers will review this policy after 4 years and on earlier occasions where circumstances suggest review might be appropriate.

APPROVED DATE: 15 October 2020 by Andy Roe, London Fire Commissioner

## Equality Impact Assessment (EIA) Form

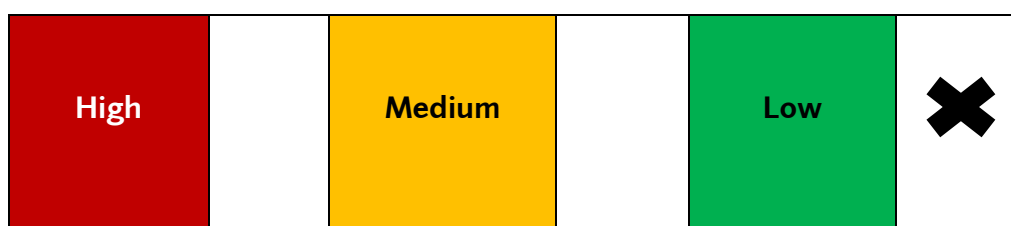
The **purpose** of an EIA is to give **as much information as possible** about potential equality impacts, to demonstrate we meet our **legal duties** under the Equality Act 2010.

Please read the EIA Guidance [on Hotwire](#) before completing this form.

### 1. What is the name of the policy, project, decision or activity?

Review of the Risk Based Inspection Programme

Overall Equality Impact of this policy, project, decision or activity (*see instructions at end of EIA to complete*):



### 2. Contact details

Name of EIA author	GC Mark Reed
Department and Team	FSR Delivery
Date of EIA	12/05/2021
Last Review Date	29/03/2022

### 3. Aim and Purpose

What is the aim and purpose of the policy, project, decision or activity?	To carry out a full review of the Fire Safety Risk Based Inspection Programme to see if it is still fit for purpose and to see where it can be adapted to support a larger number of risk based inspections to higher risk premises.
Who is affected by this work (all staff, specific	<u>Regulatory Fire Safety staff.</u>

<p>department, wider communities?)</p>	<p>This will be predominantly staff based in Fire Safety Delivery however staff from across the department may need to reference and use the findings.</p> <p><u>Our communities who live and work in higher risk premises.</u></p> <p>If the Risk Based Inspection Programme changes, some premises may no longer be part of our re-inspection schedule, or the frequency of inspection will be decreased. These premises may be used by our communities with protective characteristics. However, this review will be looking at ways we can target and audit higher risk premises more effectively so more higher risk premises, and those premises identified by borough based colleagues and other agencies, can be audited.</p>
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**4. Equality considerations:** the EIA must be based on evidence and information.

<p>What consultation has taken place to support you to predict the equality impacts of this work?</p>	<p>Support has been provided in this EIA by Shilla Patel.</p> <p>This EIA is a working document and will be reviewed regularly throughout the project. Shilla Patel, along with colleagues in the Inclusion Team, have asked to be kept updated as the project progresses so they can provide the relevant guidance, advice and support with the EIA for this project.</p>
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## 5. Assessing Equality Impacts

**Use this section to record the impact this policy, project, decision or activity might have on people who have characteristics which are protected by the Equality Act.**

Protected Characteristic	Impact: positive, neutral or adverse	Reason for the impact	What information have you used to come to this conclusion?
<b>Age</b> (younger, older or particular age group)	Neutral	Due to the nature and content of this project the information may be quite complex and challenging. The content needs to be reviewed to ensure that the content is understandable by the end reader.	GC Reed, whilst carrying out initial pre project work found supporting documentation 'heavy going' and it needs dedicated time to read, assimilate and understand.
<b>Disability</b> (physical, sensory, mental health, learning disability, long term illness, hidden)	Positive	Linked with the reason above all communications and documentation need to be in a format to be understood.  Once communications and documentation are ready to be released they will be proof read by a third party to see if any adjustments, formatting, colours etc. need to be included. Advice and support with this will be requested from the Learning Support Team.	This is based on normal working practices.

		All electronic communications and documentation will be provided in a format that provides the reader to 'zoom' in and out.	
<p><b>Gender reassignment</b> (someone proposing to/undergoing/ undergone a transition from one gender to another)</p>	Neutral	<p>This is a gender neutral project and gender neutral language will be used in all communications and documentation, where required.</p> <p>If any legal documentation is used or quoted then the legal gender definition will be used, if required.</p>	This is based on normal working practices.
<p><b>Marriage / Civil Partnership</b> (married as well as same-sex couples)</p>	Neutral	This project should not impact this protected characteristic.	This is based on the Project Manager's experience of this area of Fire Safety. If staff with this protected characteristic are impacted then this will be factored in when regularly reviewing this EIA as the project progresses.
<p><b>Pregnancy and Maternity</b></p>	Neutral	This project should not impact this protected characteristic.	This is based on the Project Manager's experience of this area of Fire Safety. If staff with this protected characteristic are impacted then this will be factored in when regularly reviewing this EIA as the project progresses.
<p><b>Race</b> (including nationality, colour, national and/or ethnic origins)</p>	Neutral	This project should not impact this protected characteristic.	This is based on the Project Manager's experience of this area of Fire Safety. If staff with this protected characteristic are impacted then this will be factored in when regularly reviewing this EIA as the project progresses.
<p><b>Religion or Belief</b> (people of any religion, or no religion, or people who</p>	Neutral	This project should not impact this protected characteristic.	This is based on the Project Manager's experience of this area of Fire Safety. If staff with this protected characteristic are impacted

follow a particular belief (not political)			then this will be factored in when regularly reviewing this EIA as the project progresses.
<b>Sex</b> (men and women)	Neutral	<p>This is a gender neutral project and gender neutral language will used in all communications and documentation, where required.</p> <p>If any legal documentation is used or quoted then the legal gender definition will be used, if required.</p>	This is based on normal working practices.
<b>Sexual Orientation</b> (straight, bi, gay and lesbian people)	Neutral	<p>This is a gender neutral project and gender neutral language will used in all communications and documentation, where required.</p> <p>If any legal documentation is used or quoted then the legal gender definition will be used, if required.</p>	This is based on normal working practices.

**6. Impacts outside the Equality Act 2010**

**What other groups might be affected by this policy, project, decision or activity?**

Consider the impact on: carers, non-binary people, people with learning difficulties, neurodiverse people, people with dyslexia, autism, care leavers, ex-offenders, people living in areas of disadvantage, homeless people, people on low income / in poverty.

This project will have a positive impact for LFB staff as it aims to provide a more user friendly Policy and Procedure by reducing and removing any difficult to understand fire safety specific language.

If the Risk Based Inspection Programme changes, some premises may no longer be part of our re-inspection schedule, or the frequency of inspection will be decreased. These premises may be used by our communities with protective characteristics. However, this review will be looking at ways we can target and audit higher risk premises more effectively so more higher risk premises, and those premises identified by borough based colleagues and other agencies, can be audited.

<b>7. Legal duties under the Public Sector Equality Duty (s149 Equality Act 2010)</b>	
How does this work help LFB to:	
<b>Eliminate discrimination?</b>	Ensuring all staff understand the progress and results of this project will ensure all staff have the same opportunities to understand and use the findings so no group will be discriminated against.
<b>Advance equality of opportunity between different groups?</b>	As the communications and documentation will be a standardised accessible to all format, all groups will have the same information provided in the same way so there will be no barriers to equality of opportunity.
<b>Foster good relations between different groups?</b>	As all groups will be able to understand and implement the findings and be provided with the same information there will be no barriers between groups.



<b>8. Mitigating and justifying impacts</b>		
Where an <b>adverse</b> impact has been identified, what steps are being taken to <b>mitigate</b> it? If you're unable to mitigate it, is it <b>justified</b> ?		
<b>Characteristic with potential adverse impact (e.g. age, disability)</b>	<b>Action being taken to mitigate or justify</b>	<b>Lead person responsible for action</b>
Disability	<p>The content needs to be reviewed to ensure that the content is understandable by the end reader.</p> <p>Once communications and documentation are ready to be released they will be proof read by a third party to see if any adjustments, formatting, colours etc. need to be included.</p> <p>All electronic communications and documentation will be provided in a format that provides the reader to 'zoom' in and out.</p>	GC Reed
Gender reassignment	<p>All communications and documentation will be gender neutral, where required.</p> <p>If any legal documentation is used or quoted then the legal gender definition will be used, if required.</p>	GC Reed

**Now complete the RAG rating at the top of page 1:**

**High:** as a result of this EIA there is evidence of significant adverse impact. This activity should be stopped until further work is done to mitigate the impact.

**Medium:** as a result of this EIA there is potential adverse impact against one or more groups. The risk of impact may be removed or reduced by implementing the actions identified in box 8 above.

**Low:** as a result of this EIA there are no adverse impacts predicted. No further actions are recommended at this stage.

## Prevention Strategy 2023-2026

This Prevention Strategy overview has been devised to complement the CRMP and outlines the strategic direction for the London Fire Brigade for 2023-2026.

The scope of Prevention work includes Fire, Road and Water Safety.

Prevention activity encompasses engagement and intervention work, and includes risk reduction and mitigation methods which include:

<p><b>ENGAGING WITH YOU</b></p> <ul style="list-style-type: none"> <li>• Community Engagement</li> <li>• Raising awareness through education</li> </ul>	<p><b>PROTECTING YOU</b></p> <ul style="list-style-type: none"> <li>• Encouraging safe behaviours</li> <li>• Mitigating the effects of incidents using technology</li> <li>• Identifying all of your risk factors and collaborating with other organisations to mitigate them</li> </ul>
<p><b>LEARNING FROM YOU</b></p> <ul style="list-style-type: none"> <li>• Listening to your safety concerns</li> <li>• Analysing trends to forecast external influential factors that may lead to an increased risk</li> <li>• Organisational Learning from every incident</li> </ul>	<p><b>REPRESENTING YOU</b></p> <ul style="list-style-type: none"> <li>• Lobbying for changes in legislation, policies, and standards to reduce risk</li> <li>• Ensuring legislation, policies and standards are applied correctly and consistently</li> </ul>

Data from internal and external sources are used to influence the allocation of prevention resources and is overlaid with community feedback to ensure that we are responding to the current and future needs of Londoners. Any prevention activity will align with the Assessment of Risk.

Accurate recording of data will continue to be a focus, to ensure that quality reporting, accurate analysis of trends, and good quality evaluation can take place. We will continue to horizon scan to be prepared to adapt to external factors such as the rising cost of living, with particular focus on the rising costs of energy and fuel, and an ageing population as well as any future health and care consequences arising from the Covid-19 pandemic.

In order to provide the most efficient service, tailored to the people that reside, work in and visit London, the majority of LFB's resources that support prevention work will focus on people that are most at risk from death or serious injury, and identified high risk locations, with risk-based prioritisation methods adopted. In particular, Home Fire Safety Visits are an extremely effective intervention in the reduction of risk from fire and smoke and therefore will continue to be carried out in person for those the Brigade deem most vulnerable.

The Covid-19 pandemic presented many challenges for the LFB, but also presented opportunities for working in new and different ways. Methods that were adopted during lockdown to engage with communities such as the online Home Fire Safety Checker, and telephone Home Fire Safety Visits will continue to be developed to provide alternative options for the delivery of Home Fire Safety Visits, offering person-centred advice and support to reduce risk. This will include the adoption of a robust risk prioritisation approach, signposting the public towards the relevant intervention based on their individual circumstances. This will be supported by a new service measure to ensure that high risk individuals are seen as an urgent priority. Our wider prevention service will also adapt to be more accessible through digital self-service and the facility of a non-emergency telephone service.

The Central Prevention Teams will continue to set the strategic direction for prevention activity, which will support Area and Borough-based community safety plans produced by Borough Commanders, ensuring local risk is identified through data and local community engagement, with supporting action plans put into place to provide localised services that meet local needs.

We will ensure that staff are trained in prevention work to offer the best service for the people of London, adopting a person-centred, holistic approach to find the best solutions to reduce risk for each individual, and ensure quality assurance is taking place across all prevention activity.

Evaluation is crucial to understanding the impact of prevention work. All prevention activity is subject to an evaluation process, with new key performance indicators implemented to assess our output and impact.

We will continue to collaborate with other Fire and Rescue Services and partner organisations including Local Authorities, Blue Light Services, and Third Sector organisations to share best practice, provide the best value for money through collaborative projects, and to provide assurance and support to keep Londoners safe and well.

OFFICIAL  
26 May 2022 2022  
CRMP

## **Equality Impact Assessment**

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# Purpose

1. The analysis of the impact of any policy, provision, or service, or change thereto, must be in compliance with s.149 of the Equality Act 2010, known as the Public Sector Equality Duty (PSED). The PSED sets out that a public authority, in the exercise of its functions, must also have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between persons who share a relevant protected characteristic and those who do not share it.

2. The following characteristics are protected characteristics:

- age
- disability
- gender identity and reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

3. It is implicit in having 'due regard' that we consider any impact on people who share relevant protected characteristics. This may in some cases require evidence gathering, engagement or consultation with those affected by the proposed policy or change. The ultimate purpose of any analysis is to provide those making the decision with the information to make an informed decision, so that where possible potential differential impact is eliminated, and where it is not possible, that it is mitigated against.

4. The concept of due regard requires that there has been a proper and conscientious focus on what the duty requires. The decision cannot then be interfered with judicially simply because a judge would have given greater weight to the equality implications of the decision than did the decision maker. The decision maker must be clear what the equality implications are when they put them into the balance with other considerations, and they must recognise the desirability of achieving them, but ultimately it is for the decision maker to decide what weight they should be given considering all relevant factors.

5. The Equality and Human Rights Commission has also provided guidance stating that organisations subject to the PSED must ensure that the impact financial proposals could have on the performance of the general equality duty is properly considered as part of the decision-making process.

6. This equality analysis considers the anticipated impact on people who share protected characteristics of the draft Community Risk Management Plan, dated 27 May 2022. It will then be subject to public consultation after which the equality analysis will be re-assessed for the final report before publication.

7. The London Fire Commissioner (LFC) must produce a Community Risk Management Plan (CRMP) – this time in London it is called *Your London Fire Brigade* – in accordance with the government's Fire and Rescue Service National Framework 2018. The Fire and Rescue Services Act 2004 (FRSA)

requires the Secretary of State to publish a national framework for the fire and rescue service, and to review and update that framework regularly. The national framework sets out the government's expectation for the service and the LFC must *'have regard'* to its contents when planning and delivering its services.

8. This equality analysis has been prepared by the Head of Strategic Planning. This document considers which proposed actions have the potential to have some equality impact, and how equality analysis may be undertaken for those actions.

## Anticipated Impact

9. The Community Risk Management Plan four new pillars and eight commitments, which will transform the way the Brigade delivers its services over the life of the Plan.

10. **Commitment 1. Community focussed.** Our first commitment will make sure that all communities in London will have a voice and we will act as a voice for fire and rescue related risks for those communities that find it hard to be heard. This will mean that we will work towards providing equity of service across London's diverse communities, so that service can be tailored at a local level to meet the needs of local communities who share protected characteristics especially ethnically diverse communities.

11. **Commitment 2. Service-led.** Our communities will feel this commitment in the way they access our services. Our services will be made accessible for all. This may mean that we increase the number of services which are available online, however in doing this we want to free up capacity to ensure that those who are most vulnerable from fire and other risks access our services in a way that suits them. This will mean that those communities who share certain protected characteristics such as people with disabilities or older people will have services tailored to their needs.

12. **Commitment 3. Adapting to change.** We will adapt our services as London's needs change and risks evolve. This will mean continuing to adopt the most modern fire and rescue service technology, training, and tactics. We will update our understanding of risk in London annual and review our plan if there are any significant changes to London's risk profile. As such if there is a change in socio economic landscape which includes changes in protected characteristics then we will be able to adapt our services to ensure that these changes are considered in how we respond to changing risks.

13. **Commitment 4. Driven by outcomes.** Our will enhance our services both before and after we are called to an incident to ensure that everyone receives the help, they need to mitigate risk and reduce future harm. This means that those who are most vulnerable in our society to fire and other emergencies, such as older people or people with disabilities receive the care that they need to keep them safe and help make them feel safe in their homes, at work or in public places.

14. **Commitment 5. Best People.** We know that it is important to Londoners that LFB reflects the communities they serve. As part of this plan, we will work to ensure that our staff are reflective of their local communities and that we represent London. We will introduce measures of how ethnically diverse our workforce is and set targets for them to represent their communities. We will take positive action to recruit and promote underrepresented groups across all protected characteristics.



15. **Commitment 6. Working Together.** We will work together as one team to deliver this plan and its projects. We will ensure that each project contains a detailed EIA to identify the impacts of each change on the communities we serve and to ensure that everyone has a voice. We know we need to learn from you as much as you need us to deliver the best services we can. We will continue to learn from you throughout the life of this plan to ensure that we build a safer London together.

16. **Commitment 7. Delivering value.** We know that the money we receive comes from the taxes that Londoners and London's businesses pay. We want to deliver the most valuable service we can and ensure that every penny we have is put towards making Londoners safer. This is important for all Londoners and especially those with particular protected characteristics who may not have access to the financial support needed to make themselves safer and therefore more likely to need our direct support.

17. **Commitment 8. Safer Future.** By working for a safer future, we are committed to reducing our carbon footprint and making London's air cleaner for those who live in our communities. This commitment is especially important for those who have difficulty breathing or live in areas of high population density. We will work with all London's communities through our enhanced community engagement to ensure that we continue to represent the things that matter to them the most and set up wider groups to represent all protected characteristics.

18. As part of our commitments we will be exploring flexible resourcing models to increase productivity and free up staff to deliver more prevention and protection activity and undertake professional training. We also review our resource allocation in relation to risk on an annual basis and will continue to review the locations of some of our specialist appliances. Any review that considers the location and use of operational resources will be considered for its impact both on staff and on service users affected by any proposal.

19. We will look at the available space that we have on some of our station estate to explore what we can do to help tackle the housing challenges facing London. Consideration will need to be given to the affordability of any proposals for average Londoners.

## Evidence

### **What we know about our staff**

22. The LFC holds data on staff regarding sex, race, disability, age, sexual orientation, and religion. Specific data is not collected on the remaining protected characteristics of gender reassignment, marital/civil partnership status and maternity. The data held is supplied both at recruitment and on employment, and staff are periodically reminded to review and update the information held on them according to the requirements of the Data Protection Act.

### **What we know about the people impacted by our services**

23. We hold a wide range of data about the incidents (including fires that happen in London and the casualties that result). We also hold data about the services we provide – the time it takes for appliances to respond to emergency incidents and the community safety work, like home fire safety visits, we carry out.

24. The following conclusions can be drawn from the data:

- **Total incidents attended:** There is a downward trend in the number of incidents LFB has attended, with a lower number in 2021/22 compared to five years earlier. We expect the number of incidents we attend will remain at this lower level over the life of the Plan, or that some types of incident may rise slightly in line with the rising population in different boroughs.
- **Total fires attended:** The number of fires attended by the LFB over the last five years has fallen. We expect the number of fires to remain at this lower level over the life of the Plan, or to increase only slightly in line with the rising population.
- **Fire casualties (deaths and serious injuries):** The LFB has not been able to identify any pattern to the numbers of fire deaths or injuries in different areas, and the fires that give rise to casualties are relatively random events. We do know that that older people, particularly men who are smokers, are more at risk of being a fire casualty. We will continue to develop our understanding of what increases people's vulnerability to fire and other emergencies and work to integrate the outcomes of the National Fire Chief's Council (NFCC) Definition of Risk project.
- **Home fire safety visits (HFSVs) carried out:** HFSVs are one of the main ways in which the Brigade seeks to prevent fires in home, and to reduce casualties, if a fire does break out. We intend to deliver more of these services online through our Home Fire Safety Visit Checker, allowing us to spend more time targeting the most vulnerable people in London, working with partners to deliver additional support when there are particular needs.

### **What we know about local risk**

25. In June 2021, the LFC agreed a new approach to the Assessment of Risk (AoR). This new approach considers risk in London from a range of perspectives. At the centre of the risk assessment are concerns that people locally think impact on their safety, particularly in respect of fire which relate to people and the places they live. The AoR also combines likelihood and consequences of the actual incidents LFB attends and the casualties (fatal and non-fatal) that arise (based on historic data). Additionally extraordinary risks and future risks are considered so that we can ensure that we have a full picture of risk in London, now and in the future.

26. In September 2021, we engaged within internal and external stakeholders to refine this AoR through a public consultation. This has resulted in the inclusion of more 'concerns' identified by stakeholders, together with a fuller explanation of consequences.

27. A further academic and profession review was undertaken of the AoR by an independent panel to test its robustness and defensibility. This resulted in some minor changes to clarify meaning but no changes were made to the overall risk assessment.

### **People who share protected characteristics**

28. Operational response services are not provided based on a person's protected characteristic; however, it is important that this data is presented to consider whether there is any indirect differential impact on people who share protected characteristics. The Brigade uses data obtained from the 2011 census however, it should be noted that the census did not collect information on all protected characteristics.

29. The 2011 census shows that London-wide, this will be updated with data from the 2021 census as soon as this is available:

- 12 per cent of the population is **aged 65**;
- 43 per cent of the population have an **ethnically diverse** background;
- 14 per cent of the population have a **disability**;
- 74 per cent of the population have a **faith**;
- 3.2 per cent of the population are **estimated to be lesbian, gay, or bisexual** according to the integrated household survey 2013 release. This information was not collected in the 2011 census.

30. The Brigade targets its fire safety work on lifestyles or risk factors of individuals rather than groups of people who share protected characteristics. This is because information about incidents collected by the Brigade indicates that the behaviour and lifestyles of individuals remains one of the primary factors in the number of fires that LFB attends. Whilst it is true that certain lifestyles identified as being at higher risk will also contain people who share protected characteristics, belonging to a protected characteristic group in the first place does not necessarily place individuals at risk. However certain protected characteristics can mean that individuals from certain groups of protected characteristics may be more vulnerable from fires and other emergencies. An example would be older people or people with disability who may not be able to react and escape from a fire as easily as someone who did not share these protected characteristics. Similarly, people who come from ethnically diverse backgrounds, especially those whose second language is English, may not be able to access certain services as easily as people who are born in London.

31. In determining the most vulnerable people in the community, the Brigade uses a suite of statistical analysis techniques to better understand where incidents occur and who is affected by them. Our developing *Assessment of Risk* is one of those tools. A further layer of information is added using Acorn lifestyle profile data to see which types of people are at greatest risk from accidental fires in the home. Acorn is a commercial product that describes households by different lifestyles. We use this information to arrive at priority postcodes so that we can target our preventative work in areas that are overrepresented in terms of their combined fire/casualty risk. This enables the Brigade to use its resources in the areas where they will have most impact. We are currently working with the NFCC's to integrate their national work on the Definition of Risk into our analysis to further enhance our targeting of the most vulnerable people in London.

## Consultation

32. In September 2021 we completed a consultation on our Four new pillars and eight commitments, along with the AoR. A covering report detailing the questionnaire responses as well as the consultation analysis was produced by Tonic in response to this consultation.

33. Additionally, we undertook a range of community engagement sessions and two YouGov surveys between January 2021 and March 2022 to understand communities needs, wants and expectations of LFB and our proposals.

34. We also undertook a range of face-to-face engagement with our staff at Fire Stations, in Area teams and in our Control centre.

35. The feedback gathered from these sessions was fed into the development of our Target Operating Model and the updating of our AoR.

36. Awe will now undertake an eight-week consultation process, running from Monday 30 May 2022 to Monday 25 July 2022. The Consultation Plan includes a consultation questionnaire using the Talk London portal.

37. To ensure accessibility, people will be able to contact the Brigade to request hard copies. Where requests for translations of the document and in easy read format will also be taken. Consultation responses in the form of letters and emails will also be accepted.

38. Details on the proposals and how to respond will be sent directly to key stakeholders, including London MPs and MEPs, Assembly Members who are not members of LFEPA, central government officials and ministers, leaders of the political groups at London boroughs, chief executives of London boroughs, chief executives of other emergency services in London and neighbouring fire and rescue services, public bodies, equalities bodies and other stakeholder organisations.

39. At the borough level, Borough Commanders will hold local community consultation session in their boroughs and hold engagement session with key local partners to ensure they understand the proposals and are available to attend scrutiny meetings.

40. Staff will be kept informed of the consultation process and will be encouraged to take part using our usual internal communication channels, and discussion and engagement will be encouraged on Hotwire. Staff could also raise questions through their line management chain, via the consultation mailbox.

41. At the midpoint of the consultation period, officers will review the responses received (in terms of origin of responses, not content), to identify where particular groups may be underrepresented. Digital marketing will be used to encourage responses from those groups and direct contact will be made with organisations representing or already communicating with these groups, asking them to publicise the consultation to encourage people to respond.

## Proposed actions

46. **Staff we employ.** There are no firm proposals that would result in the loss of staff. The impact on any staff affected by any of the proposals regarding changes to working patterns, role or location will be analysed and any measures to mitigate that impact will be considered when the impact is known.

47. **The services we provide.** The LFC publishes a wide range of data about the services it provides. Raw data about incidents attended (since 2009), and the pumping appliances attending those incidents, is published on the London Datastore. Alongside this, the LFC publishes a wide range of data, at borough and ward level, to support its Statement of Assurance about the incidents we attend, attendance times for pumping and some special appliances, and the community and regulatory fire safety work carried out.

## Appendix 1. Equalities Impact Assessment

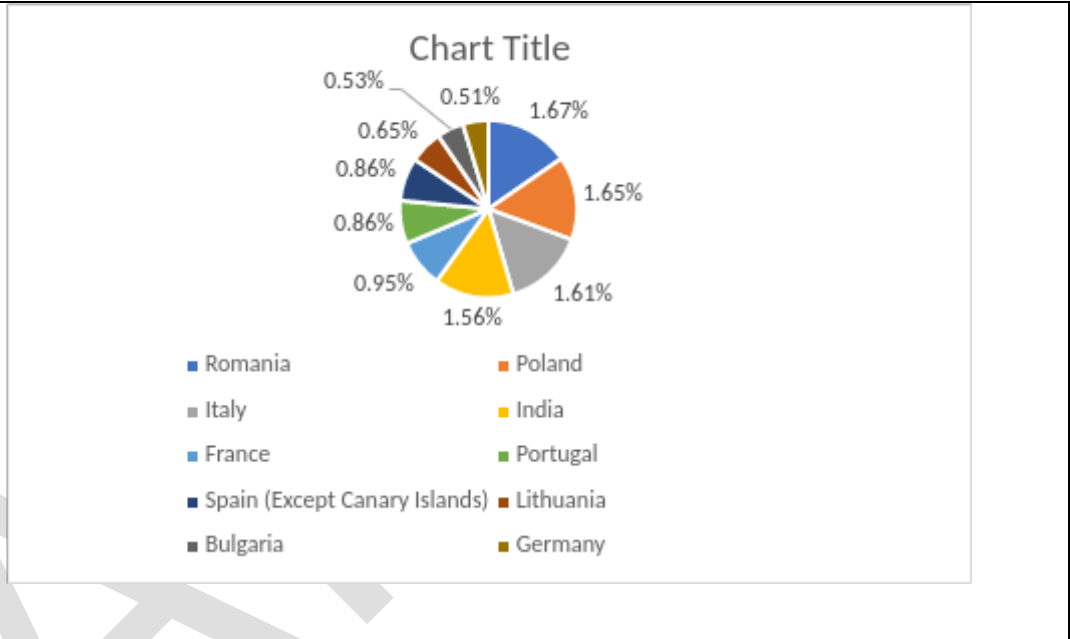
Protected Characteristic	Impact: positive, neutral, or adverse	Reason for the impact	What information have you used to come to this conclusion?
<i>Example: Age</i>	<i>Adverse</i>	<i>Moving this service online will adversely affect older people, who are least likely to have access to a computer or smart phone and may not be able to use the new service.</i>	<i>GLA Datastore: X% of the London community are aged 70 or over. GLA data shows that only 10% of those over the age of 70 have regular access to a computer or smart phone.</i>
Age (younger, older, or age group)	Positive	Though the use of online mediums will increase to broaden access to services, there will be no reduction in face-to-face services for those who are most vulnerable or have specific needs (e.g., at risk of digital exclusion). By making services more people centred and flexible to need, the Brigade will ensure that the most vulnerable in society and those who have specific needs can access services in a way that best suits them and release capacity to help support those who are at most risk of being a victim of fire or other risk.	<p>LFB data shows that older people are more likely to be victims of fire and rescue service incidents and are particularly vulnerable to fires, with 85 per cent of fatal fires involving someone over the age of 50 and 65 per cent of fatal fires involving someone over the age of 65. Figure 7. in appendix 1. shows that those aged over 65 are evenly distributed across London. Table 1. confirms this with 49 per cent of over 65s living in urban areas which make up 30 per cent of London's area and 46 per cent of over 65s living in suburban areas.</p> <p>London's population, the number of Londoners aged 65 or over is projected to increase by 86 per cent between 2019 and 2050, faster than younger age groups. Therefore, there will be a growing need for infrastructure that supports an ageing population, including accessible.</p> <p>London Data Store 2019:</p> <ul style="list-style-type: none"> <li>• 12% of Londoners are 65+.</li> <li>• 68% are 16-64 and</li> <li>• 20% are 0-15.</li> <li>• 45% of fires deaths are in the over 40 years bracket. (LFB FIRE FACTS Fire deaths in Greater London 2019).</li> </ul>

			<p>The LFB have profiled the next fire death victim as;          “This is an older person aged 65 or over who lives alone. Where they live, or the type of property, does not matter. However, their home will be unsafe from the risks of fire and without adequate fire detection” (LFB FIRE FACTS - Fire deaths in greater London 2019)</p>
<p><b>Disability</b>          (physical, sensory, mental health, learning disability, long term illness, hidden)</p>	Positive	<p>This strategy will aid the Brigade to work better with partners at a local and pan-London level to help identify and tailor services for specific needs. This will mean a move from a one size fits all service to tailored services which a centred around individuals specific needs, that adapt as their needs change and are flexible to the different needs of individuals in society.</p>	<p>LFB’s data shows that disability and poor mental health and mobility issues and taking prescription drugs increase your vulnerability to fire. Figure 4. in appendix 1. shows that disability is distributed across London with a great proportion in east London and the extreme west of London. Characteristics associated with disability are often found in older people who are found all over London and are proportional to the population density in each of the four neighbourhood impact zones. People with disability are also likely to be more economically deprived and as such have risk factors associated with deprivation. LFB’s data shows that if you are economically deprived you are more likely to have a fire. There are several related reasons for this. Figure 3. shows that there are patches of deprivation across London with a bias towards the eastern side of London as well as some areas in Northwest London.</p>
<p><b>Gender reassignment</b>          (someone proposing to/undergoing/ undergone a transition from one gender to another)</p>	Positive	<p>By enhancing the way, the Brigade delivers its services so that they are flexible to a persons need and centred on the person the Brigade will be able to deliver a service that is tailored to the individual. This will be done through more localised service provision and greater use of online services to identify how an individual wants to receive a service. Additionally post service feedback will allow the Brigade to understand more about how to deliver its services to particular groups in the</p>	<p>There is no detailed data held by the Brigade in relation to gender reassignment and their vulnerability to incidents which the fire and rescue service would be expected to attend and therefore no assessment has been made.</p> <p>Research carried out in 2012 on the acceptability of gender identity questions in surveys provided an indicative estimate that 1 per cent of the UK population identify as trans.</p> <p>LGBT in Britain – Home and Communities' Report shows that:</p> <p>Half of Ethnically Diverse LGBT people (51 per cent) face discrimination within the LGBT community.</p> <p>More than a third of trans people (36 per cent), one in eight LGBT disabled people whose activities are ‘limited a lot’ (13 per cent), and one in five LGBT</p>

		<p>future and what more individuals need to feel safe as well as be safe.</p>	<p>people of non-Christian faith (21 per cent) say they have experienced discrimination from within the community because of different parts of their identities.</p> <p>Only half of lesbian, gay and bi people (46 per cent) and trans people (47 per cent) feel able to be open about their sexual orientation and/or gender identity to their whole family.</p> <p>A third of bi people (32 per cent) say they cannot be open about their sexual orientation with anyone in their family.</p>
<p><b>Marriage / Civil Partnership</b> (married as well as same-sex couples)</p>	Positive	<p>All LFB services will be enhanced as part of the CRMP and as such the impact on married couples or people in civil partnerships will be positive. The Brigade will also be able tailor and target its services to people who live alone to help them take steps to be safer in their homes, their work and in public spaces.</p>	<p>LFB's data shows that being in a marriage or civil partnership generally decreases your risk from fire. As such those people who live alone and especially older people who live alone often have more risk factors making them more vulnerable to fire.</p>
<p><b>Pregnancy and Maternity</b></p>	Positive	<p>Enhancements to the way the Brigade uses its data and shares information with partners will help the Brigade to continually update its understanding or risk. This will mean that though someone who is pregnant or in a period of maternity is not going to always be at risk it is important for the Brigade to be able to provide services which help those within this group to feel and be safer. By making our services people centred and flexible to need and changing needs the Brigade will be</p>	<p>Though no LFB data specifically relates to pregnancy or maternity risk factors associated with pregnancy and maternity such as reduced mobility and prescription drugs are known to increase an individual's risk to fire.</p> <p>Some mobility risks are borne from the hormone, which relaxes ligaments. Movement of organs to accommodate a growing baby can result in pressure on nerves and hips which in turn result in issues with mobility.</p> <p>Additional risks presented in relation to the unborn child.</p> <p>Removing the assumption that only heterosexual people will be categorised within this characteristic</p>

		able to provide improved measures to support this group.	
<b>Race</b> (including nationality, colour, national and/or ethnic origins)	Positive	<p>The Brigade knows that some races have lower trust levels for LFB than others and as such may be less likely to engage with its services. This can have an adverse impact on safety for these groups. As such by using this information and working across services to improve engagement with all of London's diverse communities the Brigade can improve service outcomes for this group. By putting people at the centre of its services it will mean that the Brigade can allow groups to access its services in a way that suits them. Therefore, if a particular group does not openly engage with uniformed services it can tailor its service at a local level to enable groups to access the services they need in a most appropriate way.</p>	<p>57 per cent of Londoners are white British, white Irish or other white ethnicity, with the remaining 43 per cent having a black, Asian or minority ethnicity (BAME).</p> <p>LFB's data shows that race does not have an impact on an individual's vulnerability to fire. The proportion of each category of race is relative to the size of that category's population in London. Though other risk factors such as economic deprivation and employment may be present in specific ethnic groups.</p> <p>The 2011 census show that 1 in 10 London residents had migrated to the UK within the previous 5 years.</p> <p>78% of London's population is made up people from the United Kingdom. Therefore, up to 22% may not speak English as a second language if at all.</p> <p>Top 10 represented nationalities (Other than UK non-English speaking) in order in London and main dispersion areas:</p> <ol style="list-style-type: none"> <li>1. Romania – Northwest and Northeast</li> <li>2. Poland – Northwest and Southeast</li> <li>3. Italy – All, particularly Westminster, Kensington &amp; Chelsea, Hammersmith &amp; Fulham</li> <li>4. India – West and Northwest, Hounslow. Northeast – Redbridge</li> <li>5. France – All</li> <li>6. Portugal – Outer London, Brent, and Lambeth</li> <li>7. Spain – All</li> <li>8. Lithuania – Outer, Greenwich</li> <li>9. Bulgaria – Haringey and Newham</li> <li>10. Germany – All</li> </ol>





**Religion or Belief**  
(people of any religion, or no religion, or people who follow a particular belief (not political))

Positive

As part of the service enhancements and new engagement services LFB will continue to develop community engagement groups with all diverse communities including faith groups. With services which are flexible to needs of different groups the Brigade will be able to respond to groups needs and target those which may not openly engage with the Brigade's services.

It is known that the lighting of candles, which can be related to religious activity can increase someone's risk to fire.

Additionally, large gatherings can increase someone's risk to certain incident types the likelihood of such incidents is relatively low.

The risk matrix shows that incidents in places of worship occur on average about once a month and result in one casualty every 10-25 incidents.

It is noted that some areas of London hold higher numbers of a particular religious group, for example Barnet has the highest Jewish community numbers and New Malden the highest Korean population. The views of each person are equally valued and that for proportion of views purposes it may be necessary to direct engagement in highest populated areas, this is not to suggest that the views are of lesser or more value. Nearly half of London's residents, 48 per cent, give their religion as Christian.

Muslims account for 14 per cent and all other religions total 12 per cent. People stating no religion make up the remaining 26 per cent. The proportion of

			Londoners who are Muslims or who have no religion has increased in recent years, while the proportion who are Christian has declined.
<b>Sex</b> (men and women)	Positive	The quality of all services will be enhanced through the combined projects which will be delivered through the CRMP and as such all Londoners will benefit from service enhancements. The LFB will continue to embed its togetherness strategy and ensure that any form of bias is not tolerated within the organisation.	<p>LFB's data shows that men are 16 per cent more likely to be victims of fire than women with men making up 58 per cent of fire victims over the last 20 years. Men and women are relatively evenly distributed across London.</p> <p>In 2019, the GLA projects that 4.55 million Londoners are female and 4.55 million are male. Women face particular issues around gender-based violence and low pay. As most lone parents (90 per cent) are women, recent reforms to welfare that have affected lone parents have had a disproportionate impact on women. Women sharing other characteristics women often face additional challenges, such as higher gender pay gaps among older and BAME women. Young women report issues around financial pressures and mental health issues.</p> <p>Men face issues around lower educational attainment and are at higher risk of suicide and therefore may be more at risk to fire and other emergencies. Additionally, there is evidence that if men become single in later life, they may find it harder to care for themselves and more likely to undertake riskier behaviours.</p>
<b>Sexual Orientation</b> (straight, bi, gay, and lesbian people)	Positive	Services will be flexible to the needs of all communities and local areas will be empowered to target their services at those who are most vulnerable within their communities. This will mean that areas where there is a high LGBYQ+ community will continue to receive high quality services and services will be able to adapt to their changing needs.	<p>Two per cent of adult Londoners identify as gay or lesbian, higher than the UK rate of 1.3 per cent. A further 0.6 per cent identify as bisexual and 0.6 per cent as other sexual identities.<sup>15</sup> A recent survey of the UK's LGBT population found that 40 per cent had experienced an incident such as verbal harassment or physical violence because they were LGBT, and that they had lower levels of life satisfaction than the general UK population.</p> <p>Only half of lesbian, gay and bi people (46 per cent) and trans people (47 per cent) feel able to be open about their sexual orientation and/or gender identity to their whole family.</p> <p>A third of bi people (32 per cent) say they cannot be open about their sexual orientation with anyone in their family.</p>

Goals for Reducing Straight Bias in Language:

Reducing straight bias and increasing visibility of lesbians, gay men, and bisexual persons. Lesbians, gay men, and bisexual men and women often feel ignored by the general media, which take the straight orientation of their readers for granted. Unless an author is referring specifically to straight people, writing should be free of straight bias. Ways to increase the visibility of lesbians, gay men, and bisexual persons include the following:

- a. Using examples of lesbians, gay men, and bisexual persons when referring to activities (e.g., parenting, athletic ability) that are erroneously associated only with straight people by many readers.
- b. Referring to lesbians, gay men, and bisexual persons in situations other than sexual relationships. Historically, the term same-sex attraction has connoted sexual activity rather than a general way of relating and living.
- c. Omitting discussion of marital status unless legal marital relationships are the subject of the writing. Marital status per se is not a good indicator of cohabitation (married couples may be separated, unmarried couples may live together), sexual activity, or sexual orientation (a person who is married may be in a gay or lesbian relationship with a partner). Furthermore, describing people as either married or single renders lesbians, gay men, and bisexual persons as well as straight people in cohabiting relationships invisible.
- d. Referring to sexual and intimate emotional partners with both male and female terms (e.g., "the adolescent males were asked about the age at which they first had a male or female sexual partner").
- e. Using sexual terminology that is relevant to lesbians and gay men as well as bisexual and straight people (e.g., "when did you first engage in sexual activity" rather than "when did you first have sexual intercourse").

			f. Avoiding the assumption that pregnancy may result from sexual activity (e.g., "it is recommended that women attending the clinic who currently are engaging in sexual activity with men be given oral contraceptives," instead of "it is recommended that women who attend the clinic be given oral contraceptives").
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LONDON FIRE BRIGADE

Report title

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## **Community Risk Management Plan – Assessment of Compliance with Fire Standard**

Report to

Date

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

19 April 2022  
11 May 2022  
24 May 2022

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Report classification

**For Information**

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This report sets out an assessment of compliance of the development of the Community Risk Management Plan (CRMP) against the Fire Standard. The draft CRMP 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**

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Report number – [LFC-0000] – COMPLETED BY GOVERNANCE TEAM

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For Publication

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### **Executive Summary**

This report sets out an assessment of compliance of the Community Risk Management Plan against the Fire Standard. The London Fire Commissioner is assessed as being fully compliant.

## Recommended decision

That the London Fire Commissioner notes this report, that the development and production of the Community Risk Management Plan meets the Fire Standard and that it will be published as part of the supporting documentation for the Community Risk Management Plan.

### 1. Background

1.1 The Fire Standards Board issued a Fire Standard for Community Risk Management Planning (CRMP) on 18 May 2021. The National Fire Chiefs' Council (NFCC) has subsequently produced a tool to support assessments of compliance with that Standard.

1.2 The Standard can be seen here: <https://www.firestandards.org/approved-standards/community-risk-management-planning-fss-rmp01/>.

1.3 The desired outcome of the Standard is:

*"A fire and rescue service that assesses foreseeable community related risks and uses this knowledge to decide how those risks will be mitigated. A service carrying out community risk management planning will:*

- a. Be able to demonstrate how protection, prevention and response activities have and will be used collectively to prevent and/or mitigate fires and other incidents to reduce the impact on its communities (including Business), firefighters and to promote economic wellbeing;*
- b. Effectively consult and engage (in line with its governance arrangements) with communities, FRS staff and stakeholders at appropriate stages of the community risk management planning process;*
- c. Use a robust risk analysis process (giving due regard to existing and emerging local, regional and national hazards) to support evidenced, transparent and inclusive decision-making regarding resource deployment;*
- d. Ensure resource deployment decisions are balanced against an assessment of internal and external resource availability (including collaborative and cross-border working opportunities and via national resilience) and other key organisational influences that inform the overall strategic planning process; and*
- e. Create, and be able to evidence, its community risk management plan in line with a nationally approved structure which involves the key components detailed within this standard.*

1.4 Whilst compliance with the Standard is not a legal requirement, the Standard and supporting guidance identify good practice as defined by the sector. Officers recommend that the London Fire Commissioner should seek to achieve compliance and have sought to do so in the development of the draft CRMP.

### 2. The Requirements of the Fire Standard

2.1 The Standard lists eleven criteria that a Fire Service should meet in the development of its CRMP. Each service is expected to determine the actions it will take to achieve compliance. The gap-analysis tool produced by the NFCC can be used to record the actions taken to

achieve compliance against each of the criteria and produces a dashboard which provides a summary view of the state of compliance (Appendix A).

- 2.2 Officers have identified the actions necessary for compliance. Compliance is determined to have been achieved if the actions are complete, or if they will be complete by the time that the CRMP is published, as some actions can only be completed in the future. The full gap analysis is included at Appendix B. A brief explanation of what has been done to achieve compliance is below.

#### Criteria 1

- 2.3 Utilise and share accurate data and business intelligence (from both internal and external sources) to support key activities such as evidenced-based decision making, horizon scanning, cross border risk identification and organisational learning.

#### *LFB compliance statement*

*Officers have drawn on these data sources to produce an Assessment of Risk which clearly demonstrates an evidence-based approach to managing risk.*

#### Criteria 2

- 2.4 Ensure transparency in the community risk management planning process through either implementing and/or supporting ongoing engagement and formal consultation processes, ensuring these are accessible and publicly available.

#### *LFB compliance statement*

*A programme of engagement and consultation, both internal and external has been carried out through the development of the CRMP and is scheduled to continue throughout 2022. This includes engaging with communities through questionnaires and public meetings, holding staff engagement workshops and bi-weekly meetings with all representative bodies.*

#### Criteria 3

Ensure that organisational decisions and the measures implemented support equality, diversity, inclusivity, are non-discriminatory and are people impact assessed.

#### *LFB compliance statement*

*Equality impact assessments have been carried out for the CRMP itself and supporting documentation wherever relevant.*

#### Criteria 4

- 2.5 Meet its legislative, framework and governance requirements linked to Community Risk Management.

#### *LFB compliance statement*

*The Fire and Rescue National Framework for England sets out seven requirements for the CRMP:*

*Each plan must:*

- reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority;*
- demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources;*
- outline required service delivery outcomes including the allocation of resources for the mitigation of risks;*

- set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat;
- cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework;
- reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
- be easily accessible and publicly available.

*Most of the actions to achieve compliance against this criterion have been achieved through the work that has resulted in production of the supporting documents for the CRMP. Accessibility of the document itself can only be completed once the CRMP is finalised.*

#### Criteria 5

- 2.6 Be able to evidence its external and internal operating environment and the strategic objectives the community risk management plan is seeking to achieve.

##### *LFB compliance statement*

*This criterion has largely been met through the work to develop the Target Operating Model that sets out the changes that the Brigade will need to make if it is to achieve its strategic ambition. In addition, stakeholder and third party peer review has been carried out, including an academic review. Legal and Equalities specialist from within LFB have been consulted throughout the drafting process and the Mayor's Office have been regularly updated and engaged.*

#### Criteria 6

- 2.7 Identify and describe the existing and emerging local, regional and national hazards it faces, the hazardous events that could arise and the risk groups (People, Place, Environment and Economy) that could be harmed.

##### *LFB compliance statement*

*A bespoke Assessment of Risk has been created to support the CRMP, this has addressed the hazards and risks identified in the criteria.*

#### Criteria 7

- 2.8 Analyse risk, consider its risk appetite, determine the risk levels and prioritise risk accordingly.

##### *LFB compliance statement*

*The Assessment of Risk document has an associated Assessment of Risk Response. Together these both demonstrate compliance against this criterion.*

#### Criteria 8

- 2.9 Make decisions about the deployment of resources based on the prioritised risk levels and planning assumptions involved. This should be carried out with consideration to internal and external resource availability (people, financial and physical) including collaborative, cross-border and national resilience assistance. Consideration should also be given to other strategic influences such as consultation feedback, stakeholder engagement and political objectives.

##### *LFB compliance statement*

*This criterion has largely been met through the work to create the Assessment of Risk Response and the Target Operating Model.*



#### Criteria 9

- 2.10 Continually evaluate the effectiveness, efficiency and delivery of the community risk management plan and the organisational impact of risk management decisions.

#### *LFB compliance statement*

*The CRMP has been designed so that we can continually evaluate its effectiveness, efficiency and delivery through a set of high-level KPIs that relate to key areas of risk..*

#### Criteria 10

- 2.11 Be able to clearly define who has overall accountability for the community risk management plan and responsibility for the various components contained within it.

#### *LFB compliance statement*

*The Gap Analysis Tool details who is responsible for overall delivery and for each constituent part. The list includes the Commissioner and Directors as well as the Strategy and Risk Department.*

#### Criteria 11

- 2.12 Provide training and/or support (where required) to all who are involved in the development, management and implementation of the community risk management plan.

#### *LFB compliance statement*

*External subject matter experts have been involved through the development of the CRMP and have supported the Strategy and Risk department. Current team members have a range of level 7 academic qualifications in Risk, Crisis and Resilience Management and Crisis and Disaster Management.*

*Project management training will be provided to all staff in roles involved in the production of the CRMP and who are identified as needing those skillsets. These roles will be identified through Job Evaluation and Training Needs Analysis processes.*

*The NFCC has published draft CRMP Planning Competency Frameworks. When final versions are published it will be confirmed that team member competencies are fully compliant with these frameworks. Whilst awaiting final publication, LFB will work towards compliance with the draft frameworks and will be responsive to any changes made in the final published guidance.*

- 2.2 The dashboard at Appendix 1 shows that the LFC is compliant with the Standard.

### **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.
  -
- 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 Support from the Brigade's Inclusion Team has been sought and provided at all stages of CRMP development, in addition to engagement with staff, representative bodies and communities. The Gap Analysis in Appendix 2 details the documents against which compliance in this area has been recorded. Equality impact assessments exist for the overall CRMP, the Assessment of Risk, The Assessment of Risk Response, and for initial consultation work.

#### **4. Other Considerations**

##### *Workforce comments*

- 4.1 There are no workforce issues related to this gap analysis

##### *Sustainability comments*

4.2 There are no sustainability comments related to this gap analysis.

*Procurement comments*

4.3 There are no procurement comments related to this gap analysis

**5.0 Financial comments**

5.1 The Chief Finance Officer has read this report and has no comments.

**6. Legal comments**

6.1 Under section 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. Under section 327D of the GLA Act 1999, 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.

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

6.3 There is no legislative requirement for the Community Risk Management Plan (CRMP) to comply with the Fire Standards Board's 'Fire Standard for Community Risk Management Planning'. Notwithstanding this it is likely that compliance with this standard would allow the Commissioner to demonstrate best practice in the development and assurance of the CRMP if required to do so.

**List of Appendices**

Appendix	Title	Open or confidential
A.	Dashboard summary of compliance	Open
B.	CRMP Gap Analysis Tool	Open

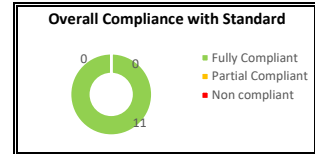
**Part 2 Confidentiality:** Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

**Is there a part 2 form – NO**



## CRMP FIRE STANDARD IMPLEMENTATION TOOL

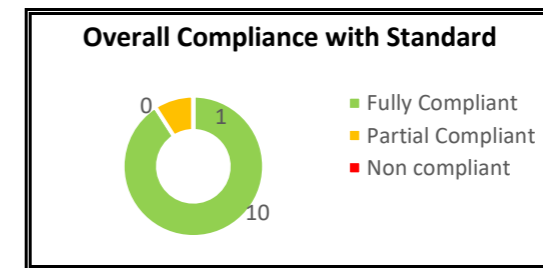
Fire and Rescue Service	London Fire Brigade
Contact Name	Tom Ronan
Contact Email Address	<a href="mailto:thomas.ronan@london-fire.gov.uk">thomas.ronan@london-fire.gov.uk</a>
Contact Phone Number	020 8555 1200



Criteria	Description	Priority			Impact			Compliance			Chart
		Low	Medium	High	Low	Medium	High	Fully Compliant	Partially Compliant	Non Compliant	
1	Utilise and share accurate data and business intelligence (from both internal and external sources) to support key activities such as evidenced-based decision making, horizon scanning, cross border risk identification and organisational learning.	0	8	0	0	1	7	8	0	0	
2	Ensure transparency in the community risk management planning process through either implementing and/or supporting ongoing engagement and formal consultation processes, ensuring these are accessible and publicly available.	0	2	5	0	3	4	7	0	0	
3	Ensure that organisational decisions and the measures implemented support equality, diversity, inclusivity, are non-discriminatory and are people impact assessed.	0	2	2	0	0	4	4	0	0	
4	Meet its legislative, framework and governance requirements linked to Community Risk Management.	0	0	13	0	0	13	13	0	0	
5	Be able to evidence its external and internal operating environment and the strategic objectives the community risk management plan is seeking to achieve.	0	5	5	0	3	7	10	0	0	
6	Identify and describe the existing and emerging local, regional and national hazards it faces, the hazardous events that could arise and the risk groups (People, Place, Environment and Economy) that could be harmed.	0	0	1	0	0	1	1	0	0	
7	Analyse risk, consider its risk appetite, determine the risk levels and prioritise risk accordingly.	0	2	2	0	2	2	2	0	0	
8	Make decisions about the deployment of resources based on the prioritised risk levels and planning assumptions involved. This should be carried out with consideration to internal and external resource availability (people, financial and physical) including collaborative, cross-border and national resilience assistance. Consideration should also be given to other strategic influences such as consultation feedback, stakeholder engagement and political objectives.	0	0	2	0	0	2	2	0	0	
9	Continually evaluate the effectiveness, efficiency and delivery of the community risk management plan and the organisational impact of risk management decisions.	0	0	5	0	0	5	5	0	0	
10	Be able to clearly define who has overall accountability for the community risk management plan and responsibility for the various components contained within it.	0	7	7	0	4	10	14	0	0	
11	Provide training and/or support (where required) to all who are involved in the development, management and implementation of the community risk management plan.	2	1	0	2	1	0	3	0	0	
<b>Total</b>		<b>2</b>	<b>27</b>	<b>42</b>	<b>2</b>	<b>14</b>	<b>55</b>	<b>69</b>	<b>0</b>	<b>0</b>	

## CRMP FIRE STANDARD IMPLEMENTATION TOOL

Fire and Rescue Service	London Fire Brigade
Contact Name	Tom Ronan
Contact Email Address	<a href="mailto:thomas.ronan@london-fire.gov.uk">thomas.ronan@london-fire.gov.uk</a>
Contact Phone Number	020 8555 1200



Criteria	Description	Priority			Impact			Compliance			Chart
		Low	Medium	High	Low	Medium	High	Fully Compliant	Partially Compliant	Non Compliant	
1	Utilise and share accurate data and business intelligence (from both internal and external sources) to support key activities such as evidenced-based decision making, horizon scanning, cross border risk identification and organisational learning.	0	8	0	0	1	7	8	0	0	
2	Ensure transparency in the community risk management planning process through either implementing and/or supporting ongoing engagement and formal consultation processes, ensuring these are accessible and publicly available.	0	2	5	0	3	4	7	0	0	
3	Ensure that organisational decisions and the measures implemented support equality, diversity, inclusivity, are non-discriminatory and are people impact assessed.	0	2	2	0	0	4	4	0	0	
4	Meet its legislative, framework and governance requirements linked to Community Risk Management.	0	0	13	0	0	13	13	0	0	
5	Be able to evidence its external and internal operating environment and the strategic objectives the community risk management plan is seeking to achieve.	0	5	5	0	3	7	10	0	0	
6	Identify and describe the existing and emerging local, regional and national hazards it faces, the hazardous events that could arise and the risk groups (People, Place, Environment and Economy) that could be harmed.	0	0	1	0	0	1	1	0	0	
7	Analyse risk, consider its risk appetite, determine the risk levels and prioritise risk accordingly.	0	2	2	0	2	2	2	0	0	
8	Make decisions about the deployment of resources based on the prioritised risk levels and planning assumptions involved. This should be carried out with consideration to internal and external resource availability (people, financial and physical) including collaborative, cross-border and national resilience assistance. Consideration should also be given to other strategic influences such as consultation feedback, stakeholder engagement and political objectives.	0	0	2	0	0	2	2	0	0	
9	Continually evaluate the effectiveness, efficiency and delivery of the community risk management plan and the organisational impact of risk management decisions.	0	0	5	0	0	5	5	0	0	
10	Be able to clearly define who has overall accountability for the community risk management plan and responsibility for the various components contained within it.	0	7	7	0	4	10	14	0	0	
11	Provide training and/or support (where required) to all who are involved in the development, management and implementation of the community risk management plan.	2	3	0	2	3	0	3	2	0	
<b>Total</b>		<b>2</b>	<b>29</b>	<b>42</b>	<b>2</b>	<b>16</b>	<b>55</b>	<b>69</b>	<b>2</b>	<b>0</b>	

### **Introduction**

This spreadsheet has been created to assist FRS when planning the implementation of this Fire Standard. It provides a facility to record actions that have been taken, or need to be taken, to move toward achieving the Fire Standard. When first completed, it will provide a benchmark from which progress over time can be measured. The spreadsheet is intended to be used to assist FRS with their planning and implementation, but it will also provide useful evidence for HMICFRS inspections. Time-stamped versions of this spreadsheet will show progress being made with individual action points over time. The Dashboard provides a pictorial overview of the level of alignment.

The spreadsheet is intended as a tool to assist FRS and they are therefore free to make any changes they wish to it if it aids their planning and implementation of this Standard.

### **Instructions for Use**

The spreadsheet has been set-up to record actions for each Criteria listed in the 'To Achieve...' section of the Fire Standard.

### **Criteria Tabs**

1. Move to the Tab for Criteria 1. In column A, define the work that needs to be done to achieve compliance with the criteria (tasks). The template provides for up to 10 actions/tasks to be added, but further rows can be added to the table as required (down to row 50, after which some formulas on the Dashboard will stop working). Overtyping 'Task 1/1' with an actual action/task. Even work that has already been completed can be recorded here to show the extent of the work that was carried-out.

2. In Column B, set the Priority for the action. Select high, medium or low from the drop-down list. Some tasks will be considered to be a higher priority than others, and this information will allow FRS to plan work to address high priority matters first. Lower priority matters can be addressed later.

3. In Column C, record the Impact that the Action will have on compliance. Select high, medium or low from the drop-down list. To progress an action plan in a timely manner, FRS may choose to address tasks likely to have the greatest impact first, although this information must also be considered in conjunction with the Priority (Column B).

4. In Column D, the level of compliance for each task should be recorded in the drop-down list. If the task requires new work and no progress has yet been made, then the task should be recorded as Non-compliant. If some work has been completed but the task is incomplete, then the task should be recorded as Partially Compliant. And if all work is complete, the task should be recorded as Fully Compliant.

5. The cell in D2 will automatically update to reflect the lowest level of compliance that exists in the task below. This information is then used to populate the 'Overall Compliance' graph at the top of the Dashboard.

6. Repeat the process for each Criteria tab.

### **Dashboard**

1. The Dashboard sheet has been locked (protected) to prevent accidental changes being made to formula. However, competent users can unprotect the sheet and make changes as required.

2. Only cells C4 to C7 allow data to be entered on the Dashboard, without unprotecting the sheet.

3. The Dashboard provides a summary view of the state of compliance against the standard. If versions are recorded over time, they will illustrate the progress being made. Early versions are likely to show high levels of non-compliance, with much work to be done. But later versions should show more tasks complete, with fewer outstanding. The doughnut graphs should change from Red, to Amber to Green over time.

4. The most significant graph on the Dashboard is the 'Overall Compliance' graph at the top. It provides an 'at a glance' overview of the state of compliance with the standard. It provides a summary of data in cell D2 on each criteria tab. For senior managers, this single graph provides the simplest indication of the state of play.

### **Hidden Lists Tab**

There is one hidden tab on the spreadsheet which can be revealed if necessary by 'Unhiding' (right click on the tabs). It contains the data used in drop-down lists and is also used to collate some data used for graphs. The information on this sheet should not normally need to be altered, which is why the tab is normally hidden from view.



Ensure transparency in the community risk management planning process through either implementing and/or supporting ongoing engagement and formal consultation processes, ensuring these are accessible and publicly available.	Priority	Impact	Compliance	Work assigned to	Projected date for completion	Description of work needing to be done	Evidence of Compliance
Is FRS fully compliant with this Criteria?			Fully Compliant				
Plan internal/staff engagement with set deadlines and outcome objectives.	High	High	Fully Compliant	Tom Howe	01/10/21	Stakeholder spreadsheet / Staff Engagement A	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=Meaxwr">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=Meaxwr</a>
Plan external/partner engagement with set deadlines and outcome objectives.	High	High	Fully Compliant	Donna Peters	01/10/21	Community Engagement Programme	<a href="#">Tonic Report</a>
Prepare question set prior to engagement to drive data and allow efficient analysis.	Medium	Medium	Fully Compliant	Richard Abbot	01/03/21	YouGov Survey	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=Meaxwr">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=Meaxwr</a>
Develop a plan to inform consultation from engagement outcomes.	High	High	Fully Compliant	Donna Peters	01/10/21	Consultation report	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=Meaxwr">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=Meaxwr</a>
Develop and deliver a consultation plan, the outcomes of which will inform the TOM and CRMP.	High	High	Fully Compliant	Susan Ellison-Bunce	01/10/21	Consultation plan	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=Meaxwr">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=Meaxwr</a>
Develop and deliver a communication strategy for the representative bodies.	Medium	Medium	Fully Compliant	Rainna Saunders	01/03/21	Bi-weekly RB meeting attendance data	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=Meaxwr">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=Meaxwr</a>
Engage with equality support groups to inform development of CRMP	High	Medium	Fully Compliant	Tom Howe	01/03/22	Stakeholder spreadsheet	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=Meaxwr">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=Meaxwr</a>



Ensure that organisational decisions and the measures implemented support equality, diversity, inclusivity, are non-discriminatory and are people impact assessed.	Priority	Impact	Compliance	Work assigned to	Projected date for completion	Description of work needing to be done	Evidence of Compliance
Is FRS fully compliant with this Criteria?			Fully Compliant				
Complete an Equality Impact Assessment for CRMP	High	High	Fully Compliant	Tom Howe/ Tiffany Oarton	01/03/22	CRMP EIA	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=Meaxwr">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=Meaxwr</a>
Complete an Equality Impact Assessment for Assessment of Risk	High	High	Fully Compliant	Tom Howe / Tiffany Oarton	01/03/22	Assessment of Risk EIA	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=Meaxwr">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=Meaxwr</a>
Complete an Equality Impact Assessment for Assessment of Risk Response	Medium	High	Fully Compliant	Tom Howe / Tiffany Oarton	01/09/21	Assessment of Risk Response EIA	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=Meaxwr">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=Meaxwr</a>
Complete an Equality Impact Assessment for consultation	Medium	High	Fully Compliant	Tiff Oarton	01/03/22	Consultation report	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=Meaxwr">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=Meaxwr</a>

Meet its legislative, framework and governance requirements linked to Community Risk Management.	Priority	Impact	Compliance	Work assigned to	Projected date for completion	Description of work needing to be done	Evidence of Compliance	Evidence of Compliance
<b>Is FRS fully compliant with this Criteria?</b>			Fully Compliant					
Map CRMP outcomes against statutory FRS duties.	High	High	Fully Compliant	Susan Ellison Bunce	04/08/22	Risk Register	<a href="#">Risk Register</a>	
<b>Assess FRS duties as laid down the Fire and Rescue National Framework and ensure CRMP outcomes meet requirements. Detail Below</b>	High	High	Fully Compliant	Thomas Ronan	04/08/22	CRMP Gap Analysis (Criteria 4)		
National Framework 1: reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority;	High	High	Fully Compliant	Richard Abbot	04/08/22	Assessment of Risk	<a href="#">Updated Assessment of Risk following consultation</a>	
National Framework 2: demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities wor	High	High	Fully Compliant		04/08/22	Assessment of risk response	<a href="#">Assessment of risk response v1.2</a>	
National Framework 3: outline required service delivery outcomes including the allocation of resources for the mitigation of risks;	High	High	Fully Compliant	Clare Dunn/Thomas Ronan/Rich	04/08/22	CRMP document supported by Assessment of risk response.	<a href="#">Assessment of risk response v1.2</a>	
National Framework 4: set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in th	High	High	Fully Compliant	Dave George	04/08/22	CRMP will have a summary of Protection services and link to protection and RRO strategy document	<a href="#">Criteria 4 RRO gap v2.docx</a>	
National Framework 5: cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework;	High	High	Fully Compliant	Susan Ellison Bunce	04/08/22	CRMP document		
National Framework 6: reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and	High	High	Fully Compliant	Donna Peters	04/08/22	Public Consultation: Independent Analysis Report	<a href="#">Tonic Report</a>	
National Framework 7: be easily accessible and publicly available.	High	High	Fully Compliant	Clare Dunn	04/08/22	Publication of CRMP and signposted on website - will require publication to be compliant		
<b>Ensure CRMP complies with appropriate legislative requirements.</b>	High	High	Fully Compliant	Tom Davies	04/08/22	CRMP standard gap analysis	<a href="https://londonfire.sharepoint.com/f:/i/sites/Commun">https://londonfire.sharepoint.com/f:/i/sites/Commun</a>	<a href="https://londonfire.sharepoint.com/f:/i/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents/7c3cf1&amp;web=1&amp;">https://londonfire.sharepoint.com/f:/i/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents/7c3cf1&amp;web=1&amp;</a>
EIA and HSWIA to be developed, visited and updated regularly	High	High	Fully Compliant	Tom Howe	04/08/22	EIA and HSWIA - HSWIA sections 1, 2, 3 complete. Section 4 to be completed by Val Bhalia who has been sent doc 22/02/2022	<a href="https://londonfire.sharepoint.com/f:/i/sites/Commun">https://londonfire.sharepoint.com/f:/i/sites/Commun</a>	<a href="https://londonfire.sharepoint.com/f:/i/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents/7c3cf1&amp;web=1&amp;">https://londonfire.sharepoint.com/f:/i/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents/7c3cf1&amp;web=1&amp;</a>
Liaison with General Counsel at team and oversight level	High	High	Fully Compliant	Susan Ellison Bunce	04/08/22	CRMP team meeting attendance data	<a href="https://londonfire.sharepoint.com/f:/i/sites/Commun">https://londonfire.sharepoint.com/f:/i/sites/Commun</a>	<a href="https://londonfire.sharepoint.com/f:/i/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents/7c3cf1&amp;web=1&amp;">https://londonfire.sharepoint.com/f:/i/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents/7c3cf1&amp;web=1&amp;</a>
Share CRMP standard document with LFB legal to establish compliance with legal requirements and mandatory duties of CRMP	High	High	Fully Compliant	Tom Davies	04/08/22	CRMP standard gap analysis	<a href="https://londonfire.sharepoint.com/f:/i/sites/Commun">https://londonfire.sharepoint.com/f:/i/sites/Commun</a>	<a href="https://londonfire.sharepoint.com/f:/i/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents/7c3cf1&amp;web=1&amp;">https://londonfire.sharepoint.com/f:/i/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents/7c3cf1&amp;web=1&amp;</a>

Be able to evidence its external and internal operating environment and the strategic objectives the community risk management plan is seeking to achieve.	Priority	Impact	Compliance	Work assigned to	Projected date for completion	Description of work needing to be done	Evidence of Compliance
Is FRS fully compliant with this Criteria?			Fully Compliant				
Legal team to provide legal advice throughout project to manage legal expectations.	Medium	High	Fully Compliant	Tom Davies	01/03/22	CRMP Team meeting attendance data	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Internal stakeholder 'sense check' process throughout lifetime of project to provide robust challenge.	Medium	Medium	Fully Compliant	Susan Ellison Bunce	01/03/22	CRMP Team meeting attendance data	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Equalities team to advise on all equality issues and drive the project	Medium	High	Fully Compliant	Tiff Oarton	01/03/22	EIA	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Engage with RBs throughout project to provide evidence of consultation in case of judicial review.	Medium	Medium	Fully Compliant	Gary Stanford	01/03/22	Bi-weekly RB meeting attendance data	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Develop Target Operating Model including as-is analysis, service blueprint, associated transformation projects, consolidated change portfolio, detailed implementation plans to feed CRMP	High	Medium	Fully Compliant	Richard Abbot	01/03/22	TOM final slide deck	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Engagement and consultation outcomes feed TOM options to provide evidence of a thorough and robust process to collect data.	Medium	High	Fully Compliant	Richard Abbot	01/07/21	TOM final slide deck	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Engage with Mayor's office regularly throughout the project to provide updates and attempt match needs against expectations	High	High	Fully Compliant	Susan Ellison Bunce	01/03/22	Attendnace data from GLA meetings	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Develop and maintain an Assessment of Risk.	High	High	Fully Compliant	Richard Abbott	01/08/21	Assessment of Risk	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Develop and deliver an engagment and consultation process to support decision making.	High	High	Fully Compliant	Heena Bagia	01/09/21	Stakeholder spreadsheet	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=Meaxwr">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=Meaxwr</a>
With the assistance of external consultants, develop a high level target operating model to fully assess both internal and external operating environments.	High	High	Fully Compliant	Richard Abbott	01/06/21	TOM final slide deck	

Identify and describe the existing and emerging local, regional and national hazards it faces, the hazardous events that could arise and the risk groups (People, Place, Environment and Economy)that could be harmed.	Priority	Impact	Compliance	Work assigned to	Projected date for completion	Description of work needing to be done	Evidence of Compliance
Is FRS fully compliant with this Criteria?			Fully Compliant				
Develop the Assessment of Risk	High	High	Fully Compliant	Richard Abbott/Andy Mobbs	01/07/21	Assessment of Risk	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Task 6/2							
Task 6/3							
Task 6/4							
Task 6/5							
Task 6/6							
Task 6/7							
Task 6/8							
Task 6/9							
Task 6/10							

Analyse risk, consider its risk appetite, determine the risk levels and prioritise risk accordingly.	Priority	Impact	Compliance	Work assigned to	Projected date for completion	Description of work needing to be done	Evidence of Compliance
Is FRS fully compliant with this Criteria?			Fully Compliant				
Explore assessment of risk methodologies.	Medium	Medium	Fully Compliant	Richard Abbot	01/07/21	Assessment of Risk	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Use appropriate data sets to inform assessment of risk	High	High	Fully Compliant	Richard Abbot	01/07/21	Assessment of Risk	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Highlight, assess and mitigate risks as part of CRMP.	High	High	Fully Compliant	Richard Abbot	04/08/22	Assessment of Risk Response	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Assessment of Risk response to identify LFB's risk appetite.	Medium	Medium	Fully Compliant	Richard Abbot	04/08/22	Assessment of Risk Response	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Task 7/7							
Task 7/8							
Task 7/9							
Task 7/10							

Make decisions about the deployment of resources based on the prioritised risk levels and planning assumptions involved. This should be carried out with consideration to internal and external resource availability (people, financial and physical) including collaborative, cross-border and national resilience assistance. Consideration should also be given to other strategic influences such as consultation feedback, stakeholder engagement and	Priority	Impact	Compliance	Work assigned to	Projected date for completion	Description of work needing to be done	Evidence of Compliance
Is FRS fully compliant with this Criteria?			Fully Compliant				
Assessment of Risk Response	High	High	Fully Compliant	Richard Abbot	04/08/22	Assessment of Risk Response	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Service Led TOM	High	High	Fully Compliant	Richard Abbot	04/08/22	Service Led TOM slides	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Task 8/4							
Task 8/5							
Task 8/6							
Task 8/7							
Task 8/8							
Task 8/9							
Task 8/10							



Be able to clearly define who has overall accountability for the community risk management plan and responsibility for the various components contained within it.	Priority	Impact	Compliance	Work assigned to	Projected date for completion	Description of work needing to be done	Evidence of Compliance
Is FRS fully compliant with this Criteria?			Fully Compliant				
Overall Plan	High	High	Fully Compliant	Andy Roe	04/08/22	CRMP	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Development of CRMP	High	High	Fully Compliant	Fiona Dolman	04/08/22	CRMP	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Delivery of CRMP	High	High	Fully Compliant	Susan Ellison-Bunce	04/08/22	CRMP	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Management of project	Medium	Medium	Fully Compliant	Susan Ellison-Bunce	04/08/22	Project plan	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Assessment of Risk	Medium	High	Fully Compliant	Ricahrd Abbot	04/08/22	Assessment of Risk	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Planning	Medium	High	Fully Compliant	Rainna Saunders	04/08/22	Trello plan	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Assessment of Risk Response	Medium	Medium	Fully Compliant	Richard Abbot	04/08/22	Assessment of Risk Response	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Equality Impact assessment	Medium	High	Fully Compliant	Tom Howe	04/08/22	EIA	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Sustainability Impact assessment	Medium	Medium	Fully Compliant	Tom Howe	04/08/22	SIA - partially complete, awating meeting with Jennifer Porter	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Risk register	High	High	Fully Compliant	Rainna Saunders	04/08/22	Risk Register	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Communications and Engagement	High	High	Fully Compliant	Heena Bagia	04/08/22	Stakeholder spreadsheet	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Target Operating Model	High	High	Fully Compliant	Richard Abbot	04/08/22	TOM slides	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Implementation plans	High	High	Fully Compliant	Richard Abbot	04/08/22	TOM slides	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Performance Metrics	Medium	Medium	Fully Compliant	Senita Robinson	04/08/22	Draft Performance Metrics	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>



Provide training and/or support (where required) to all who are involved in the development, management and implementation of the community risk management plan.	Priority	Impact	Compliance	Work assigned to	Projected date for completion	Description of work needing to be done	Evidence of Compliance
Is FRS fully compliant with this Criteria?			Partially Compliant				
TOM developed by external consultants with knowledge transfer to Strategic Planning team	Low	Low	Fully Compliant	Richard Abbot	31/03/22	TOM slides	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Current team members have a range of level 7 academic qualifications in Risk, Crisis and Resilience Management and Crisis and Disaster Management	Low	Low	Fully Compliant	Richard Abbot/Tom Ronan	09/02/22	Evidence certificates	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Plan in place to recruit specialists in Service Design and Business Analysis	Medium	Medium	Fully Compliant	Susan Ellison-Bunce	31/02/2022	Recruitment of new roles	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Project Management training required for team members. Until these qualifications are attained the project has access to a fully qualified project support officer through the PMO.	Medium	Medium	Partially Compliant	Denis Melia	31/12/22	Job Evaluations to identify staff requiring training and provision of PM training.	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Confirm team member competencies are fully compliant with yet to be published NFCC CRMP Planning Competency Frameworks. Team is currently working towards compliance with draft versions of these frameworks and will be responsive to any changes in final published guidance.	Medium	Medium	Partially Compliant	Denis Melia	31/12/22	Continue to map competencies to draft frameworks, confirm compliance with final versions when published or be able to explain reasons for differences.	<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>
Task 11/6							
Task 11/7							
Task 11/8							
Task 11/9							
Task 11/10							

## Criteria 1

Utilise and share accurate data and business intelligence (from both internal and external sources) to support key activities such as evidenced-based decision making, horizon scanning, cross border risk identification and organisational learning.	Priority	Impact	Compliance	Work assigned to	Projected date for completion	Description of work needing to be done
Is FRS fully compliant with this Criteria?			Fully Compliant			
Provide accurate data to inform engagement.	Medium	High	Fully Compliant	Andy Mobbs	01/09/2021	Assessment of risk
Use information and data collected from community, staff and RBs engagement and consultation to assess and mitigate risk	Medium	High	Fully Compliant	Andy Mobbs	01/09/2021	Assessment of risk
Provide guidance on how prevention, protection and response activities could be used to prevent incidents and mitigate the risk on communities.	Medium	High	Fully Compliant	Andy Mobbs	01/09/2021	Assessment of risk
Review make up of London communities to highlight at risk areas to inform mitigation measures.	Medium	High	Fully Compliant	Andy Mobbs	01/09/2021	Assessment of risk
Work with GLA and using their data to assist in the shaping of the assessment of risk.	Medium	High	Fully Compliant	Richard Abbott	01/09/2021	Assessment of risk
Evaluate foreseeable risk to inform CRMP, using previous incident data.	Medium	High	Fully Compliant	Andy Mobbs	01/09/2021	Assessment of risk
Assess and plan for developing risks as London and the risk climate changes.	Medium	High	Fully Compliant	Andy Mobbs	01/09/2021	Assessment of risk
Use organisational learning data to inform CRMP.	Medium	Medium	Fully Compliant	Tom Ronan	01/02/2022	report for OIPOP and OPB, departmental representation at meetings.

**Evidence of Compliance**

<https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&web=1&e=Meaxwr>

<https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&web=1&e=Meaxwr>

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## Criteria 2

Ensure transparency in the community risk management planning process through either implementing and/or supporting ongoing engagement and formal consultation processes, ensuring these are accessible and publicly available.	Priority	Impact	Compliance	Work assigned to	Projected date for completion	Description of work needing to be done
Is FRS fully compliant with this Criteria?			Fully Compliant			
Plan internal/staff engagement with set deadlines and outcome objectives.	High	High	Fully Compliant	Tom Howe	01/10/2021	Stakeholder spreadsheet / Staff Engagement An
Plan external/partner engagement with set deadlines and outcome objectives.	High	High	Fully Compliant	Donna Peters	01/10/2021	Community Engagement Programme
Prepare question set prior to engagement to drive data and allow efficient analysis.	Medium	Medium	Fully Compliant	Richard Abbot	01/03/2021	YouGov Survey
Develop a plan to inform consultation from engagement outcomes.	High	High	Fully Compliant	Donna Peters	01/10/2021	Consultation report
Develop and deliver a consultation plan, the outcomes of which will inform the TOM and CRMP.	High	High	Fully Compliant	Susan Ellison-Bunce	01/10/2021	Consultation plan
Develop and deliver a communication strategy for the representative bodies.	Medium	Medium	Fully Compliant	Rainna Saunders	01/03/2021	Bi-weekly RB meeting attendance data
Engage with equality support groups to inform development of CRMP	High	Medium	Fully Compliant	Tom Howe	01/03/2022	Stakeholder spreadsheet

**Evidence of Compliance**

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[Tonic Report](#)

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## Criteria 3

Ensure that organisational decisions and the measures implemented support equality, diversity, inclusivity, are non-discriminatory and are people impact assessed.	Priority	Impact	Compliance	Work assigned to	Projected date for completion	Description of work needing to be done
Is FRS fully compliant with this Criteria?			Fully Compliant			
Complete an Equality Impact Assessment for CRMP	High	High	Fully Compliant	Tom Howe/ Tiffany Oarton	01/03/2022	CRMP EIA
Complete an Equality Impact Assessment for Assessment of Risk	High	High	Fully Compliant	Tom Howe / Tiffany Oarton	01/03/2022	Assessment of Risk EIA
Complete an Equality Impact Assessment for Assessment of Risk Response	Medium	High	Fully Compliant	Tom Howe / Tiffany Oarton	01/09/2021	Assessment of Risk Response EIA
Complete an Equality Impact Assessment for consultation	Medium	High	Fully Compliant	Tiff Oarton	01/03/2022	Consultation report

**Evidence of Compliance**

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Meet its legislative, framework and governance requirements linked to Community Risk Management.	Priority	Impact	Compliance	Work assigned to	Projected date for completion	Description of work needing to be done
Is FRS fully compliant with this Criteria?			Fully Compliant			
Map CRMP outcomes against statutory FRS duties.	High	High	Fully Compliant	Susan Ellison Bunce	04/08/2022	Risk Register
<b>Assess FRS duties as laid down the Fire and Rescue National Framework and ensure CRMP outcomes meet requirements. Detail Below</b>	High	High	Fully Compliant	Thomas Ronan	04/08/2022	CRMP Gap Analysis (Criteria 4)
National Framework 1: reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority;	High	High	Fully Compliant	Richard Abbot	04/08/2022	Assessment of Risk
National Framework 2: demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through	High	High	Fully Compliant		04/08/2022	Assessment of risk response
National Framework 3:outline required service delivery outcomes including the allocation of resources for the mitigation of risks;	High	High	Fully Compliant	Clare Dunn/Thomas Ronan/Ric	04/08/2022	CRMP documnet supported by Assessment of risk response.
National Framework 4:set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set	High	High	Fully Compliant	Dave George	04/08/2022	CRMP will have a summary of Protection services and link to protection and RRO stratagy document
National Framework 5:cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework;	High	High	Fully Compliant	Susan Ellison Bunce	04/08/2022	CRMP document
National Framework 6:reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and	High	High	Fully Compliant	Donna Peters	04/08/2022	Public Consultation: Independent Analysis Report
National Framework 7: be easily accessible and publicly available.	High	High	Fully Compliant	Clare Dunn	04/08/2022	Publication of CRMP and signposted on website - wil lrequire publication to be compliant
<b>Ensure CRMP complies with appropriate legislative requirements.</b>	High	High	Fully Compliant	Tom Davies	04/08/2022	CRMP standard gap analysis
EIA and HSWIA to be developed, visited and updated regularly	High	High	Fully Compliant	Tom Howe	04/08/2022	EIA and HSWIA - HSWIA sections 1,2,3 complete. Section 4 to be completed by Val Bhalla who has been sent doc 22/02/2022
Liaison with General Counsel at team and oversight level	High	High	Fully Compliant	Susan Ellison Bunce	04/08/2022	CRMP team meeting attendnace data
Share CRMP standard document with LFB legal to establish compliance with legal requirements and mandatory duties of CRMP	High	High	Fully Compliant	Tom Davies	04/08/2022	CRMP standard gap analysis



Evidence of Compliance	Evidence of Compliance
<a href="#">Risk Register</a>	
<a href="#">Updated Assessment of Risk following consultation</a>	
<a href="#">Assessment of risk response v12</a>	
<a href="#">Assessment of risk response v12</a>	
<a href="#">Criteria 4 RRO gap v2.docx</a>	
<a href="#">Tonic Report</a>	
<a href="https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi">https://londonfire.sharepoint.com/:f:/r/sites/CommunityRiskManagementPlan/Shared%20Documents/General/CRMP%20standard%20documents?csf=1&amp;web=1&amp;e=qNumUi</a>	
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## Criteria 5

Be able to evidence its external and internal operating environment and the strategic objectives the community risk management plan is seeking to achieve.	Priority	Impact	Compliance	Work assigned to	Projected date for completion	Description of work needing to be done
Is FRS fully compliant with this Criteria?			Fully Compliant			
Legal team to provide legal advice throughout project to manage legal expectations.	Medium	High	Fully Compliant	Tom Davies	01/03/2022	CRMP Team meeting attendance data
Internal stakeholder 'sense check' process throughout lifetime of project to provide robust challenge.	Medium	Medium	Fully Compliant	Susan Ellison Bunce	01/03/2022	CRMP Team meeting attendance data
Equalities team to advise on all equality issues and drive the project	Medium	High	Fully Compliant	Tiff Oarton	01/03/2022	EIA
Engage with RBs throughout project to provide evidence of consultation in case of judicial review.	Medium	Medium	Fully Compliant	Gary Stanford	01/03/2022	Bi-weekly RB meeting attendance data
Develop Target Operating Model including as-is analysis, service blueprint, associated transformation projects, consolidated change portfolio, detailed implementation plans to feed CRMP	High	Medium	Fully Compliant	Richard Abbot	01/03/2022	TOM final slide deck
Engagement and consultation outcomes feed TOM options to provide evidence of a thorough and robust process to collect data.	Medium	High	Fully Compliant	Richard Abbot	01/07/2021	TOM final slide deck
Engage with Mayor's office regularly throughout the project to provide updates and attempt match needs against expectations	High	High	Fully Compliant	Susan Ellison Bunce	01/03/2022	Attendnace data from GLA meetings
Develop and maintain an Assessment of Risk.	High	High	Fully Compliant	Richard Abbott	01/08/2021	Assessment of Risk
Develop and deliver an engagment and consultation process to support decision making.	High	High	Fully Compliant	Heena Bagia	01/09/2021	Stakeholder spreadsheet
With the assistance of external consultants, develop a high level target operating model to fully assess both internal and external operating environments.	High	High	Fully Compliant	Richard Abbott	01/06/2021	TOM final slide deck

**Evidence of Compliance**

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Criteria 6

Identify and describe the existing and emerging local, regional and national hazards it faces, the hazardous events that could arise and the risk groups (People, Place, Environment and Economy)that could be harmed.	Priority	Impact	Compliance	Work assigned to	Projected date for completion	Description of work needing to be done
Is FRS fully compliant with this Criteria?			Fully Compliant			
Develop the Assessment of Risk	High	High	Fully Compliant	Richard Abbott/Andy Mobbs	01/07/2021	Assessment of Risk
Task 6/2						
Task 6/3						
Task 6/4						
Task 6/5						
Task 6/6						
Task 6/7						
Task 6/8						
Task 6/9						
Task 6/10						

**Evidence of Compliance**

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Criteria 7

Analyse risk, consider its risk appetite, determine the risk levels and prioritise risk accordingly.	Priority	Impact	Compliance	Work assigned to	Projected date for completion	Description of work needing to be done
Is FRS fully compliant with this Criteria?			Fully Compliant			
Explore assessment of risk methodologies.	Medium	Medium	Fully Compliant	Richard Abbot	01/07/2021	Assessment of Risk
Use appropriate data sets to inform assessment of risk	High	High	Fully Compliant	Richard Abbot	01/07/2021	Assessment of Risk
Highlight, assess and mitigate risks as part of CRMP.	High	High	Fully Compliant	Richard Abbot	04/08/2022	Assessment of Risk Response
Assessment of Risk response to identify LFB's risk appetite.	Medium	Medium	Fully Compliant	Richard Abbot	04/08/2022	Assessment of Risk Response
Task 7/7						
Task 7/8						
Task 7/9						
Task 7/10						

**Evidence of Compliance**

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Criteria 8

<p>Make decisions about the deployment of resources based on the prioritised risk levels and planning assumptions involved. This should be carried out with consideration to internal and external resource availability (people, financial and physical) including collaborative, cross-border and national resilience assistance. Consideration should also be given to other strategic influences such as consultation feedback, stakeholder engagement and political objectives.</p>	Priority	Impact	Compliance	Work assigned to	Projected date for completion	Description of work needing to be done
<p>Is FRS fully compliant with this Criteria?</p>			<p>Fully Compliant</p>			
<p>Assessment of Risk Response</p>	<p>High</p>	<p>High</p>	<p>Fully Compliant</p>	<p>Richard Abbot</p>	<p>04/08/2022</p>	<p>Assessment of Risk Response</p>
<p>Service Led TOM</p>	<p>High</p>	<p>High</p>	<p>Fully Compliant</p>	<p>Richard Abbot</p>	<p>04/08/2022</p>	<p>Service Led TOM slides</p>
<p>Task 8/4</p>						
<p>Task 8/5</p>						
<p>Task 8/6</p>						
<p>Task 8/7</p>						
<p>Task 8/8</p>						
<p>Task 8/9</p>						
<p>Task 8/10</p>						



**Evidence of Compliance**

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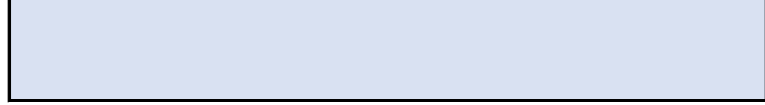
Criteria 9

Continually evaluate the effectiveness, efficiency and delivery of the community risk management plan and the organisational impact of risk management decisions.	Priority	Impact	Compliance	Work assigned to	Projected date for completion	Description of work needing to be done
Is FRS fully compliant with this Criteria?			Fully Compliant			
Agree Performanc metrics and monitor regualrly	High	High	Fully Compliant	Senita Robinson	04/08/2022	Draft Metrics drawn up for consultation
Detailed implementation plans	High	High	Fully Compliant	Richard Abbot	04/08/2022	transition states, TOM chapter 8
Portfolio management team oversight	High	High	Fully Compliant	Leah Armstrong	04/08/2022	Team approved and set up, awaiting some posts to be filled
Update deputy Mayor's office on a monthly basis.	High	High	Fully Compliant	Susan Ellison-Bunce	04/08/2022	
Consolidated transformation portfolio	High	High	Fully Compliant	Richard Abbot	04/08/2022	chapter 6 TOM

**Evidence of Compliance**



[LFB Service-led TOM Chapter 8 Implementation Plans v3.0.pptx](#)



[LFB Service-led TOM Chapter 6 Transformation Programmes v3.0.pptx](#)



## Criteria 10

Be able to clearly define who has overall accountability for the community risk management plan and responsibility for the various components contained within it.	Priority	Impact	Compliance	Work assigned to	Projected date for completion	Description of work needing to be done
Is FRS fully compliant with this Criteria?			Fully Compliant			
Overall Plan	High	High	Fully Compliant	Andy Roe	04/08/2022	CRMP
Development of CRMP	High	High	Fully Compliant	Fiona Dolman	04/08/2022	CRMP
Delivery of CRMP	High	High	Fully Compliant	Susan Ellison-Bunce	04/08/2022	CRMP
Management of project	Medium	Medium	Fully Compliant	Susan Ellison-Bunce	04/08/2022	Project plan
Assessment of Risk	Medium	High	Fully Compliant	Ricahrd Abbot	04/08/2022	Assessment of Risk
Planning	Medium	High	Fully Compliant	Rainna Saunders	04/08/2022	Trello plan
Assessment of Risk Response	Medium	Medium	Fully Compliant	Richard Abbot	04/08/2022	Assessment of Risk Response
Equality Impact assessment	Medium	High	Fully Compliant	Tom Howe	04/08/2022	EIA
Sustainability Impact assessment	Medium	Medium	Fully Compliant	Tom Howe	04/08/2022	SIA - partially complete, awaiting meeting with Jennifer Porter
Risk register	High	High	Fully Compliant	Rainna Saunders	04/08/2022	Risk Register
Communications and Engagement	High	High	Fully Compliant	Heena Bagia	04/08/2022	Stakeholder spreadsheet
Target Operating Model	High	High	Fully Compliant	Richard Abbot	04/08/2022	TOM slides
Implementation plans	High	High	Fully Compliant	Richard Abbot	04/08/2022	TOM slides
Performance Metrics	Medium	Medium	Fully Compliant	Senita Robinson	04/08/2022	Draft Performance Metrics

**Evidence of Compliance**

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Provide training and/or support (where required) to all who are involved in the development, management and implementation of the community risk management plan.	Priority	Impact	Compliance	Work assigned to	Projected date for completion	Description of work needing to be done
Is FRS fully compliant with this Criteria?			Partially Compliant			
TOM developed by external consultants with knowledge transfer to Strategic Planning team	Low	Low	Fully Compliant	Richard Abbot	31/03/2022	TOM slides
Current team members have a range of level 7 academic qualifications in Risk, Crisis and Resilience Management and Crisis and Disaster Management	Low	Low	Fully Compliant	Richard Abbot/Tom Ronan	09/02/2022	Evidence certificates
Plan in place to recruit specialists in Service Design and Business Analysis	Medium	Medium	Fully Compliant	Susan Ellison-Bunce	31/02/2022	Recruitment of new roles
Project Management training required for team members. Until these qualifications are attained the project has access to a fully qualified project support officer through the PMO.	Medium	Medium	Partially Compliant	Denis Melia	31/12/2022	Job Evaluations to identify staff requiring training and provision of PM training.
Confirm team member competencies are fully compliant with yet to be published NFCC CRMP Planning Competency Frameworks. Team is currently working towards compliance with draft versions of these frameworks and will be responsive to any changes in final published guidance.	Medium	Medium	Partially Compliant	Denis Melia	31/12/2022	Continue to map competencies to draft frameworks, confirm compliance with final versions when published or be able to explain reasons for differences.
Task 11/6						
Task 11/7						
Task 11/8						
Task 11/9						
Task 11/10						

**Evidence of Compliance**

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