

# LFB digital strategy 'LFB in a digital world' 2022-2023 – update

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**Report to:**

Portfolio Board .....  
Commissioner's Board .....  
London Fire Commissioner .....

**Date:**

18 July 2022  
3 August 2022

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**Report by:**

Chief Information Officer

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**Report classification:**

For decision

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**For publication**

I agree the recommended decision below.



**Andy Roe**  
London Fire Commissioner

Date **This decision was remotely  
signed on 07 September 2022**

# PART ONE

## Non-confidential facts and advice to the decision-maker

### Executive Summary

The Brigade's three-year information and technology strategy – *LFB in a digital world* – was originally approved by the London Fire Commissioner (LFC) in December 2018 (LFC-0094-D). This original version covered the period 2019/20 – 2021/22 and was updated in 2020 and 2021. This report presents a new strategy covering the same period as the recently agreed Delivery Plan 2022-2023 for approval by the LFC and includes an updated ICT work plan to accompany the new strategy. The intention would be to refresh the strategy once the Community Risk Management Plan is agreed in early 2023. This report also reviews progress in delivering the current strategy agreed in 2018

#### Recommended decision

That the London Fire Commissioner approves the updated information and technology strategy – *LFB in a digital world, 2022 - 2023* – set out in appendix 1.

### 1. Introduction and background

- 1.1 The Commissioner approved a high-level digital strategy – *LFB in a Digital World* - covering 2019/20 to 2021/22 in December 2018 (LFC-0094-D). There were annual updates to this strategy in March 2020 and March 2021.
- 1.2 This paper presents a full revision of the strategy to cover the period April 2022 to September 2023 (Appendix 1) to align with the recently agreed Delivery Plan (LFC-0675), together with an updated ICT work plan to accompany the new strategy as Appendix 2 to this paper.
- 1.3 Appendix 3 to this paper shows the progress in delivering key information and technology projects/changes since 2019.

### 2. Objectives and Expected Outcomes

- 2.1 The preparation of the updated strategy has involved some 30 interviews with directors, heads of service and other managers (e.g., learning support, digital communications), to ensure it reflects the needs of all departments. These interviewees were also given an opportunity to comment on the draft strategy. The draft strategy has been shared with the IT Fire Stations Forum.
- 2.2 The Strategy has been aligned with the recently agreed Delivery Plan 2022-2023 and will run for 18 months. The aim is to review the strategy once the Brigade's Community Risk Management Plan (CRMP) has been agreed – by early 2023 – and to ensure that the strategy is aligned with the delivery plan supporting the CRMP.
- 2.3 The new strategy presents a high-level view of the information technology and information management priorities for the Brigade over the next few years. The strategy emphasises the enabling nature of technology to support the delivery of transformational change within the Brigade. The strategy sets an overall direction of things that we want to achieve:

- **Improving how technology is used in the workplace –**  
Creating confident users of Microsoft products, supporting innovation in hybrid working, enabling the Brigade's front-line response, developing technology rich fire stations, and modernising the Control room.
- **Focussing on the user experience –**  
Developing an improved relationship with users, providing accessible technology for all users, and adopting user-centred governance.
- **Innovating our technology offer –**  
Adopting a devolved approach to enable users, a continued commitment to data privacy, compliance with national Fire Standards, and working with the London Office of Technology and Innovation (LOTI).
- **Strengthening our approach to using data –**  
Responsive to changing risk, enhanced security, and resilience, and curious about new technologies.

2.4 The strategy document reviews the challenges faced in delivering the ambitions of the strategy and the projects which underpin it, including procurement, funding, governance, engagement and security. The approach we will take to deliver the strategy will be:

- **Enabling** – contributing to continuous improvement using technology as an enabler of change, putting assurance at the heart of our technology offer, ensuring that our separate systems continue to talk to each other, look and plan ahead for the unexpected, and leading from the front.
- **User-focussed** – ensuring staff don't get overwhelmed by too much technology change, pilot changes, taking a blended approach to our support offer, and ensuring that ICT staff can review technology changes that could benefit the brigade.
- **Assertive** – ensuring that ICT is represented in governance structures and is more influential, proposals for change are more fully articulated, adopt a business partner approach to allow ICT to be more assertive and develop links with departments, and help staff to make the most of the technology we provide, using best practice approaches
- **Collaborative** - being a strong partner with other departments to deliver change, continue to engage with staff to listen to what is needed, assist work taking place to promote community engagement, work with other FRSs through the NFCC to share our work, influence and inform wider technology developments, strengthen our relationship with the LAS and MPS so that our Control rooms can seamlessly exchange incident data, build on our existing pan-London relationships including working with the LOTI and the GLA.

2.5 The key projects and work plan represent a small proportion of the work that the ICT Department does to provide a resilient and up-to-date digital infrastructure, and one capable of enabling and supporting change in the Brigade. In terms of using our resources – to deliver both core service and business transformation - we will adopt a priority approach ensuring that our data, digital and technology services are:

- **Fixed** – we will use our resources to fix things that break, providing continuity of services.
- **Secured** – we will use our resources to ensure that services are compliant with the law and recognised standards, and secure and resilient to cyber and physical attack.
- **Supported** – we will use our resources to make sure our services are licensed, patched and operating the latest long-term supported release (LTS). This includes an evergreen approach to Microsoft products and ensuring our adopted platforms interact with each other, sharing data where required.
- **Transformed** – we will use our resources to support the transformation of the Brigade, delivering new services and initiatives.

- 2.6 The Strategy is supported by an ICT work plan (current version in appendix 3), normally covering three years, which sets out the projects in the Delivery Plan that require ICT support, as well as other projects needed to maintain the Brigade's ICT infrastructure and software. The work plan is updated regularly to take account of completed and new projects. A list of selected key project is included in the Strategy itself (as appendix B).

### 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 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 to the need to:
- tackle prejudice
  - promote understanding.
- 3.8 An Equality Impact Assessment (appendix 4) has been undertaken on the updated high level strategy document. Whilst the strategy itself references future ICT projects, Equality Impact Assessments (EIAs) for individual technology and information products/projects will be undertaken as they are formulated and will be submitted with any reports seeking governance approvals. This EIA is for the strategy itself, and the themes set out in the strategy, and is not for any specific deliverable. The overall equality impact of the strategy is rated as "low".

## 4 Other considerations

### Workforce comments

- 4.1 The impact on Brigade users of technology and information is referenced in the strategy. There is no plan to undertake workforce consultation on the Strategy itself.

### Sustainability comments

- 4.2 There are no specific sustainable development implications arising from the strategy. A sustainability impact assessment checklist has been completed and submitted to the environment team for review. Overall, this strategy is expected to have a positive impact in terms of sustainability, but further impact assessments will need to be carried out on any projects or initiatives that are progressed as a result of the strategy.

### Procurement comments

- 4.3 There are no direct procurement implications arising from the strategy. Specific projects in the ICT work plan will require governance approvals and procurement actions will be covered as part of this individual reports.

### Communications comments

- 4.4 Once approved the new Strategy will be communicated to staff via the established internal communication channels, including Hotwire and Yammer. External communication will be via the Chief Information Officer sharing the document with heads of IT within the fire and rescue service and the GLA group.

## 5. Financial comments

- 5.1 This report sets out an updated information and technology strategy (LFB in a digital world) covering 2022 – 2023.
- 5.2 The report sets out a range of priorities over the life of the strategy.
- 5.3 Where possible these priorities will be contained within existing resources. However, some will require additional funding (capital and revenue) that will need to be reported on as part of the budget process for future years, or in separate reports - in line with the governance process – as appropriate.

## 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 Any data which is subject to data protection legislation must be treated in accordance with that legislation, and any proposed procurement planned under the digital strategy must be in compliance with the Public Contracts Regulations 2015.
- 6.3 The strategy proposed which relates to the provision of information technology and information management is consistent with the Commissioner's power under section 5A of the Fire and Rescue Services Act 2004 (FRSA 2004), to do anything they consider appropriate for purposes incidental to their functional purposes. The provision of information technology and information management are clearly incidental to the core functions of the Commissioner as set out in sections 6 to 9 of the FRSA 2004.
- 6.4 The Commissioner's Scheme of Governance reserves to the Commissioner personally authority to, "agree and decide major amendments to corporate strategies and the Corporate Plan".

## List of appendices

<b>Appendix</b>	<b>Title</b>	<b>Open or confidential</b>
1.	LFB in a digital world 2022 - 2023 (updated strategy document).	Open
2.	Three-year work information and technology work plan 2022/23 – 2024/25	Open
3.	Information and technology projects completed during the life of the previous strategy (2019/20 to 2021/22).	Open
4.	Equality Impact Assessment	Open

## Part two confidentiality

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

Is there a Part Two form: NO

## Originating officer declaration

Drafting officer to confirm the following by using 'x' in the box:

<p><b>Drafting officer</b></p> <p>David Wyatt (Head of Information Management) has drafted this report and confirms the following:</p> <p><b>Assistant Director/Head of Service</b></p> <p>Julian Martin (Chief Information Officer) has reviewed the documentation and is satisfied for it to be referred to Board for consideration.</p> <p><b>Advice</b></p> <p>The Finance and Legal teams have commented on this proposal:</p> <p>Tom Davies, Legal Advisor, on behalf of General Counsel (Head of Law and Monitoring Officer)</p> <p>Kat Kosa, Financial Advisor, on behalf of the Chief Finance Officer</p>	<p style="text-align: center;">✓</p> <p style="text-align: center;">✓</p> <p style="text-align: center;">✓</p>
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Draft Strategy document



## ICT work plan 2022 - 2023

**Key:**  
 t/ = technology item  
 i/ = information item  
 c/ = cross cutting

Theme	Project/deliverable	Delivery Plan	2022/23				2023/24				2024/25						
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
t/Corp	c001: Technology Impact Assessment/Work request process		●	●													
c/Corp	c013: Update and agree applications strategy		●	●													
c/Corp	c015: Write new three-year I&T strategy 'LFB in a digital world'		●	●													
c/Security	c054: Wireless LAN - penetration testing		●	●													
c/Security	c055-1: Cyber Essentials re-test (remediation work)		●	●													
c/Security	c055-2: Cyber Essentials accreditation			●	●	●	●	●	●	●	●	●	●	●	●	●	●
c/Security	c057: Finalise 'Bring Your Own Device' (BYOD) policy (M365 posture)		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
c/Security	c061: External penetration testing - remediation		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
c/Security	c062: Security posture on SaaS and IoT			●	●	●	●	●	●	●	●	●	●	●	●	●	●
c/Security	c063: Draft and agree a network security strategy (IA rec)		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
i/BI	i101a: Business intelligence solution (BIS) - PET		●	●													
i/BI	i101b: Business Intelligence Solution - Data platform		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
i/BI	i102: Central repository for performance data, plus dashboard using Power BI	Yes				●	●	●	●	●	●	●	●	●	●	●	●
i/BI	i103: Data Management Strategy and governance framework (Fire Standards)			●	●	●	●	●	●	●	●	●	●	●	●	●	●
i/DocM	i108a: MWP - implement email retention rules	Yes	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
i/DocM	i109: MWP - Improve SharePoint searching (part of Hotwire upgrade)	Yes	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
i/InfoA	i111: Deliver updated DP impact assessment (DPIA)		●	●													
i/InfoA	i113b: Deliver data protection manager training (awaiting TCAP approval) (IA rec)		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
i/InfoA	i114: Creation of an Information Process Register (IA rec) 2022 delivery		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
t/Apps	t201: Business intelligence solution (BIS) - data platform		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
t/Apps	t202: Finance/purchasing systems replacement	Yes	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
t/Apps	t204: LFB OneRisk solution, incl fire safety system (Farynor, ORD, HFSV, etc replacement)	Yes	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
t/Apps	t205: HR/payroll systems replacement	Yes	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
t/Apps	t206: InPhase performance management solution (replaces PMF) [ON HOLD]																
t/Apps	t208: Community use of fire stations - ICT inputs [ON HOLD]																
t/Apps	t210: Incident reports - online requests [and payment]		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
t/Apps	t214: BA replacement/telemetry data (part of RPE replacement project)		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
t/Apps	t217: Photo-streaming app (from Brigade phones to DIMS)		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
t/Apps	t218: NUMS (Supply of uniforms) DHL [ON HOLD]																
t/Apps	t221: MWP - Hotwire/BWDL - migration to SharePoint Online	Yes	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
t/Apps	t223: LOC Incident Command Training Suite / Babcock ???		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
t/Apps	t227: LSAS (SOG) upgrade to Cloud		to be programmed														
t/Apps	t229: (OSU/PEG Review of Systems)   Inventory Management System	Yes	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
t/Apps	t230: Command Unit and incident command unit replacement	Yes	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
t/Apps	t231: Protection digital service solution - self-service for advice and guidance	Yes		●	●	●	●	●	●	●	●	●	●	●	●	●	●
t/Apps	t232: Extend use of body-worn video	Yes		●	●	●	●	●	●	●	●	●	●	●	●	●	●
t/Apps	t233: Expansion of provision of drones at incidents	Yes			●	●	●	●	●	●	●	●	●	●	●	●	●
t/Apps	t234: ICT outcomes from Culture Review [AWAIT OUTCOME OF REVIEW 11/2022]	Yes															
t/Apps	t235: New occupational health IT systems (integrated with LFB)	Yes		●	●	●	●	●	●	●	●	●	●	●	●	●	●
t/Apps	t236: Streamlining/automating high volume, transactional activities ('document' phase)	Yes	await more detail														

**Key:**  
t/ = technology item  
i/ = information item  
c/ = cross cutting

Theme	Project/deliverable	Delivery Plan	2022/23				2023/24				2024/25				
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
t/Desktop	t303: MWP - Brigade templates - further work	Yes	●	●	●	●									
t/Desktop	t305: MWP - Migrate content to SharePoint Online (departments)	Yes	●	●	●	●									
t/Desktop	t307: MWP - Implement records management (AvePoint) for M365	Yes	●	●	●	●									
t/Desktop	t310: Transition to new 'telephony as a service' arrangements		●	●	●	●									
t/Desktop	t311: Replace laptops ANNUAL		●	●	●	●	●	●	●						
t/Desktop	t312: Replace 'thin client' terminals (at Stations?)		●	●	●	●	●	●	●						
t/Desktop	t314: MWP - Deliver accessibility tools in Windows 2019/M365		●												
t/Desktop	t315: Enabling flex working staff (e.g. tablet, hub, screen) / replace hubs		●												
t/Desktop	t315b: Flex working - remove/replace 10Zigs/screens at HQ		●	●	●	●									
t/Desktop	t316: Generic account removal (linked to Cyber Essentials)		●	●											
t/Infrastr	t401: Windows Server 2008/2008r2 upgrade		●	●	●	●									
t/Infrastr	t402: Windows Server 2003 upgrade		●	●	●	●	●	●	●						
t/Infrastr	t405: Upgrade to SQL pre-2012 server to v2016/2019		●	●	●	●									
t/Infrastr	t406: Implement backup to cloud		●	●	●	●	●	●	●						
t/Infrastr	t407: Replacing Microsoft Direct Access (OMVPM) (Fire Safety devices)		●	●	●	●									
t/Infrastr	t408: Replacement of AV equipment for fire stations		●	●	●	●									
t/Infrastr	t409: Enhancement of AV equipment at fire stations (Polycomms)		●	●	●	●									
t/Infrastr	t410: Upgrade of AV equipment at Union Street		●												
t/Infrastr	t412: Cisco ISE (security solution) implemented		●	●	●	●									
t/Infrastr	t414: DMZ redesign in Capita zone		●	●											
t/Infrastr	t415: Implement MS Teams calls to support flexible working (linked to t41)		●	●											
t/Infrastr	t424: TomTom replacements (on appliances)		●	●	●	●	●	●	●						
t/Infrastr	t425: Remove personal data from P: drive, and implement alternative solution		●	●											
t/Infrastr	t427: Determine appropriate period to hold backups		●	●	●	●									
t/Infrastr	t428: Windows Server 2012 upgrade (to 2019)			●	●	●	●	●	●						
t/Infrastr	t429: CCTV Project (property)   Update security across estate	Yes	to be programmed												
t/Infrastr	t430: Incident ground radios - replacement	Yes	●	●	●	●									
t/Infrastr	t431: Extending GovWiFi to fire stations		●												
t/Mobile	t502: Replace appliance MDT (CFD1) hardware		●	●	●	●	●	●	●						
t/Mobile	t504: Pagers on mobile phones		●	●	●	●									
t/Mobilising	t600: Multi Agency Information Transfer (MAIT) - go-live other blue lights		●	●	●	●									
t/Mobilising	t601: Implement emergency services (radio) network (ESN)		●	●	●	●	●	●	●	●	●	●	●	●	●
t/Mobilising	t604: Mobilising system (Vision) replacement	Yes	●	●	●	●	●	●	●	●	●	●	●	●	●
t/Appsupp	t718: Learning Support System / 'reasonable adjustments' passport	Yes	●	●	●	●									
t/Appsupp	t730: ICOS Hardware procurement		●	●											
t/Appsupp	t731: ICOS Hardware installation and setup		●	●											
t/Appsupp	t734: Vision .47 release			●											
t/Appsupp	t735: Vision DCS Upgrade		●												
t/Appsupp	t738: CSS replacement/Command Unit - training facility at Merton		●	●	●	●	●	●	●						
t/Appsupp	t739: Vision - station end equipment replacement		●	●											
t/Appsupp	t740: CSS/Biztalk environment decommission		●	●	●	●									
t/Appsupp	t757: Pre-arranged overtime (PAO) app for StARS		●												
t/Appsupp	t758: Data sharing with neighbouring brigades		●	●	●	●									

# Progress delivering key projects in strategy for 2019/20 to 2021/22

### Key

Started, but not due for completion by 2021/22; roll forward to new Strategy
Completed
Delayed

### OPERATIONAL/FRONTLINE

- Complete updates to the system that manages our Home Fire Safety Visits. [COMPLETED 12/2020]
- Complete the roll-out, for appliances, of new Mobile Data Terminals (MDT), with SatNavs and tablets. [COMPLETED 12/2019]
- Replace operational officer pagers with a pager 'app' for Android phones, **by 10/2022**.
- Support the move for operational staff from 'Role to Rank' (R2R) by changes to systems / policies. [COMPLETED – 11/2019]
- Implementation of FRS national operational guidance, including a new system (LFB Hub) to manage/access for operational (and other) policies. [COMPLETED – 11/2021]
- Deliver new incident ground radios for our firefighters as part of Replacement Protective Equipment project, **by 08/2022**.
- Deliver (subject to national project) the Emergency Services Network (ESN) to replace Airwave radio, **by 2025**.
- Replace fire safety system with a premises risk management system (LFB OneRisk Solution), including operational risks, **by 2025**.
- Replace our 999-mobilising system, **by 2024**.
- Introduce 999 Eye smartphone solution to allow 999 callers to securely send live footage or images of incidents to emergency service control rooms. [COMPLETED 03/2021]
- Deploy a 'fire survival guidance' solution to ensure that information on activity at incidents is shared between Control and incident commanders. [COMPLETED 03/2022]
- Collate/present data to inform the Brigade's Assessment of Risk for the updated Community Risk Management Plan (by 2022). [COMPLETED 05/2022]
- Command Unit system replacement, **by 01/2023**.
- Complete work to allow transfer of mobilising data between blue-light partners (MAIT), **by 12/2022**.
- Support the community use of our fire stations. [ON HOLD]
- Extended GovWifi to fire stations and control [COMPLETED 05/2022]

### SUPPORT SERVICES

- Roll-out Android mobile phones to replace Windows phones. [COMPLETED July 2019]
- Complete LFB website security assurance. [COMPLETED MARCH 2022]
- Implement a cyber defence system. [COMPLETED 09/2019]
- Launch the LFB Data portal – a new data platform, as part of our Business Intelligence Solution (BIS) [COMPLETED 09/2019].
- Roll-out new Windows 10 desktop with Microsoft 365 for office-based, and at fire stations (including SharePoint Online). [COMPLETED 04/2022]
- Complete work to improve personal information retention to be more GDPR compliant, in response to the 2019 internal audit review. [COMPLETED]
- Relocate our secondary data centre to Brigade premises. [COMPLETED 09/2019]
- Improve our management of images and video (e.g. from drones, body worn cameras), including better GDPR compliance. [COMPLETED 06/2021]
- Complete LFB inputs to the GLA/LOTI Information Sharing project to better share data between partners in London. [COMPLETED]
- Work toward 'Cyber Essentials' security accreditation. Date TBA.
- Replace our finance/purchasing system(s), **by 12/2023**.
- Replace human resources/payroll system(s), **by 04/2022**.
- Reconfigure and upgrade wide and metropolitan area networks (WAN/MAN) and internet services. [COMPLETED 07/2021]
- Launch new information security online awareness package. [COMPLETED 08/2021]
- Provide equipment to support staff flexible working (tablets, screens, docking hubs, etc.). [COMPLETED 01/2022]
- Support the delivery of a new performance administration management (planning) system (InPhase solution). ON HOLD

## 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.

### 1. What is the name of the policy, project, decision or activity?

**Updated information and technology strategy – LFB in a digital world – covering period 2022 - 2023**

*Overall Equality Impact of this policy, project, decision or activity:*

High		Medium		Low	X
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### 2. Contact details

Name of EIA author	David Wyatt
Department and Team	ICT
Date of EIA	13 July 2022

### 3. Aim and Purpose

What is the aim and purpose of the policy, project, decision or activity?	The activity is revision and updating of the Brigade's information and technology strategy <i>LFB in a digital world</i> (the digital strategy). The current strategy was approved in late 2018 running for three years between 2019/20 to 2021/22. The 2018 strategy was subject to two annual (light touch) updates in 2020 and 2021. The opportunity has been taken to completely revise the strategy to run for the three years 2022/23 to 2024/25. Again, this new strategy will be subject to annual revisions. Equality Impact Assessments (EIAs) for individual technology and information products/projects will be undertaken as they are formulated and will be submitted with any reports seeking governance approvals. This EIA is for the strategy itself, and the themes set out in the strategy, and is not for any specific deliverable. The Covid-19 pandemic has accelerated staff digital skills with remote working and the use of technology, supported by the roll-out of Microsoft 365.
Who is affected by this work (all staff, specific department, wider communities?)	All Brigade staff use systems and technology and will be impacted by changes in hardware and software solutions that might be introduced by the new information and technology strategy ( <i>LFB in a digital world 2022-2025</i> ). In addition, members of the public may also be impacted to the extent that they may need to engage with any new solutions to be introduced by the Strategy. Depending on the specific solutions, they could provide different ways for the public to engage with the Brigade (e.g. digital self-service capabilities, new digital or online communication channels).

### 4. Equality considerations: the EIA must be based on evidence and information.

What consultation has taken place to support you to predict the equality impacts of this work?	Consultation has taken place with directors, head of services and other senior managers, as well as with the ICT management team and staff of the <i>ICT department</i> . The draft strategy will be considered by a range of boards, including People Board, Brigade Portfolio Board, Operational Delivery Board before it is submitted to the Commissioner's Board and the London Fire Commissioner for approval.
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## 5. Assessing Equality Impacts

Protected Characteristic	Impact: positive, neutral or adverse	Reason for the impact	What information have you used to come to this conclusion?
<p><b>Age</b> (younger, older or particular age group)</p>	<p><b>Neutral</b></p>	<p>All staff, irrespective of age, will be impacted by any new software or hardware solutions introduced as part of the strategy. It is recognised there is a risk that digital systems and hardware, though beneficial to the great majority, may not be accessible by everyone. The protected characteristic of age may be impacted when this scenario occurs. The collective burden of technological change has had a greater impact on older staff. It is not just that older staff may find it harder to adapt but that the sheer volume and pace of change may be harder to manage or assimilate as well.</p> <p>The introduction of new software products or hardware may require staff to adapt working practices to fit the new solution and will impact on all staff. And, it may not just new software that staff will need to learn, but potentially new working procedures, as well, that systems/hardware will support.</p> <p>When introducing new systems or technology hardware (e.g. terminals, laptops, printers, mobile phones) there is likely to be no viable alternative other than to train/support provide guidance to staff to use any new or replacement systems/hardware, and in any new working practices (where required). Training and/or awareness inputs will be key to support staff learn to use the new software or hardware. Specific training will be something that needs to be considered when specific projects are formulated, and these inputs will need to have a range of learning styles to meet the different needs of staff.</p> <p>The volume and pace of change as a result of introducing new technologies may have an impact on staff. The increased burden may disproportionately affect older staff who may be less able to adapt.</p> <p>This strategy may also impact the people of London who use LFB services. With technology constantly evolving, the strategy will support different ways for the public to engage with the Brigade (e.g. digital self-service capabilities, new digital or online communication channels).</p>	<p>At end September 2021, 3.1 per cent of Brigade staff were over 60, and a further 2.3 percent were aged between 55-59 (total of 5.4 per cent aged 55 and over), and 40.8 per cent of staff were under the age of 40.</p> <p>There is no definitive evidence that older staff find it more difficult to learn new software, and there is some evidence to suggest that the willingness to learn and change, and the quality of the training input are more significant.</p> <p>Evidence exists to suggest that older people are less likely to use the internet and digital devices than younger people, and when they do they can sometimes be less confident meaning they don't always benefit to the same degree. However, evidence is emerging that older people have grown more familiar with some elements of technology in recent years. Internet usage in that demographic is rising with recent figures showing 66% of over 60s use the internet compared to only 29% in 2007.</p>

Protected Characteristic	Impact: positive, neutral or adverse	Reason for the impact	What information have you used to come to this conclusion?
<p><b>Disability</b> (Physical, sensory, mental health, learning disability, long term illness, hidden)</p>	<p><i>Neutral</i></p>	<p>All staff, irrespective of age, will be impacted by any new software or hardware solutions introduced as part of the strategy. It is recognised there is a risk that digital systems, though beneficial to the great majority, may not be accessible by everyone. The protected characteristic of disability may be impacted when this scenario occurs. The 'digital strategy' simply provides the high-level direction in terms of technology and data. Individual EIAs for specific software or hardware proposals, or wide policy and ways of working changes, will need to specifically address the needs of users with disabilities.</p> <p>The introduction of new software products or hardware may require staff to adapt working practices to fit the new solution and will impact on all staff. And, it may not just new software that staff will need to learn, but potentially new working procedures, as well, that systems/hardware will support.</p> <p>New hybrid working practices that see staff working together but in different physical locations may be beneficial to staff with disabilities in some ways but in others may introduce inequalities where the working experience is not deemed to be equitable. The hybrid working experience needs technology to make it the same for all staff regardless of how they access their work.</p> <p>The Brigade already has a range of accessibility tools available to staff (e.g. Dragon), but the roll-out of Microsoft 365 which has in-built accessibility features, alongside those available with Windows, go some way to meet the different needs of staff. ICT is supporting the proposal from People Services Department to introduce a 'reasonable adjustment passport' which will support what a user might need, what might inhibit its success, and how this can lead to better outcomes.</p> <p>Training and/or awareness inputs will be key to support staff learn to use the new software or hardware. Specific training will be something that needs to be considered when specific projects are formulated, and these inputs will need to have a range of learning styles to meet the different needs of staff.</p> <p>This strategy may also impact the people of London who use LFB services. With technology constantly evolving, the strategy will support different ways for the public to engage with the Brigade (e.g. digital self-service capabilities, new digital or online communication channels).</p>	<p>At end September 2021, some 7.6 per cent of Brigade staff declared a disability of some kind.</p>

Protected Characteristic	Impact: positive, neutral or adverse	Reason for the impact	What information have you used to come to this conclusion?
<b>Gender reassignment</b> (Someone proposing to/undergoing/ undergone a transition from one gender to another)	<b>Neutral</b>	<p>All Brigade staff, including any staff proposing, undergoing or complete a transition from one gender to another, will be impacted by any new software or hardware solutions introduced as part of the strategy.</p> <p>The introduction of new software products or hardware may require staff to adapt working practices to fit the new solution and will impact on all staff. And, it may not just new software that staff will need to learn, but potentially new working procedures, as well, that systems/hardware will support.</p> <p>Training – reflecting a range of learning styles - will be key to support staff learn to use the new solutions.</p> <p>There is no reason to believe that those undergoing gender reassignment will be more adversely affected by the introduction of new digital solutions, than any other Brigade staff.</p> <p>This strategy may also impact the people of London who use LFB services. With technology constantly evolving, the strategy will support different ways for the public to engage with the Brigade (e.g. digital self-service capabilities, new digital or online communication channels).</p>	<p>There is no readily available data on gender reassignment amongst Brigade staff.</p>
<b>Marriage / Civil Partnership</b> (Married as well as same-sex couples)	<b>Neutral</b>	<p>All Brigade staff, including any staff proposing, undergoing or complete a transition from one gender to another, will be impacted by any new software or hardware solutions introduced as part of the strategy.</p> <p>The introduction of new software products or hardware may require staff to adapt working practices to fit the new solution and will impact on all staff. And, it may not just new software that staff will need to learn, but potentially new working procedures, as well, that systems/hardware will support. Training – reflecting a range of learning styles - will be key to support staff learn to use the new solutions.</p> <p>There is no reason to believe that married staff or couples in a civil partnership will be more adversely affected by the introduction of new digital solutions, than any other Brigade staff.</p> <p>This strategy may also impact the people of London who use LFB services. With technology constantly evolving, the strategy will support different ways for the public to engage with the Brigade (e.g. digital self-service capabilities, new digital or online communication channels).</p>	<p>There is no readily available data on marriage and civil partnership status amongst Brigade staff.</p>

Protected Characteristic	Impact: positive, neutral or adverse	Reason for the impact	What information have you used to come to this conclusion?
<b>Pregnancy and Maternity</b>	<i>Neutral</i>	<p>All Brigade staff, including any staff proposing, undergoing or complete a transition from one gender to another, will be impacted by any new software or hardware solutions introduced as part of the strategy.</p> <p>The introduction of new software products or hardware may require staff to adapt working practices to fit the new solution and will impact on all staff. And, it may not just new software that staff will need to learn, but potentially new working procedures, as well, that systems/hardware will support.</p> <p>Training – reflecting a range of learning styles - will be key to support staff learn to use new solutions and hardware.</p> <p>There is no reason to believe that pregnant staff will be more adversely affected by the introduction of new digital solutions, than any other Brigade staff. Indeed, the technology and software provided to support flexible (and home) working will give pregnant staff choice and flexibility in how they work through the stages of their pregnancy.</p> <p>This strategy may also impact the people of London who use LFB services. With technology constantly evolving, the strategy will support different ways for the public to engage with the Brigade (e.g. digital self-service capabilities, new digital or online communication channels).</p> <p>There will be a need to ensure that any Brigade staff who are pregnant or on maternity leave during the introduction of any new digital solution, receive adequate training when they return to work so that they are not disadvantaged.</p>	There is no readily available data on pregnancy and maternity amongst Brigade staff.
<b>Race</b> (including nationality, colour, national and/or ethnic origins)	<i>Neutral</i>	<p>All Brigade staff will be impacted by any new software or hardware solutions introduced as part of the strategy.</p> <p>Any new solution that is significantly different from current solutions, would require re-training or familiarisation of staff before go-live. And, it is not just new software that staff will need to learn, but potentially new working procedures, as well.</p> <p>Training – reflecting a range of learning styles - will be key to support staff learn to use new solutions and hardware.</p> <p>This project should have a positive impact on the people of London for whom English is not their first language. Where Brigade solutions are to be used by the public, we will need to consider the needs of such users who do not speak English as a first language.</p>	At end September 2021, 81 percent of Brigade staff identified as White, with 17 per cent identifying as BAME. The largest proportion (7 per cent) of BAME staff identify as of "Black or Black British".



Protected Characteristic	Impact: positive, neutral or adverse	Reason for the impact	What information have you used to come to this conclusion?
		There is no reason to believe that BAME staff will be more adversely affected by the introduction of new systems and hardware and any new working practices, than any other Brigade staff.	
<b>Religion or Belief</b> (people of any religion, or no religion, or people who follow a particular belief (not political))	<b>Neutral</b>	<p>All Brigade staff may be impacted by any new software or hardware solutions introduced as part of the strategy.</p> <p>New systems or hardware that is significantly different from any current systems and hardware, would require re-training or familiarisation of staff before go-live. Training will be key to support staff learn to use any new solutions.</p> <p>There is no reason to believe that staff of different beliefs or religions will be more adversely affected by the introduction of new IT systems or hardware, than any other Brigade staff.</p>	There is no readily available data on religion or belief.
<b>Sex</b> (men and women)	<b>Neutral</b>	<p>All Brigade staff, regardless of sex, will be impacted by any new software or hardware solutions introduced as part of the strategy.</p> <p>New systems or hardware that is significantly different from any current systems and hardware, would require re-training or familiarisation of staff before go-live. Training will be key to support staff learn to use any new solutions.</p> <p>There is no reason to believe that staff of either sex will be more adversely affected by the introduction of new IT systems or hardware and new working practices, than any other Brigade staff.</p>	At end September 2021, 17 per cent of Brigade staff identified as female, with 83 per cent identifying as male.
<b>Sexual Orientation</b> (straight, bi, gay and lesbian people)	<b>Neutral</b>	<p>All Brigade staff, including those with a disability, will be impacted by any new software or hardware solutions introduced as part of the strategy.</p> <p>New systems or hardware that is significantly different from any current systems and hardware, would require re-training or familiarisation of staff before go-live. Training will be key to support staff learn to use any new solutions.</p> <p>There is no reason to believe that staff of different sexual orientations will be more adversely affected by the introduction of will be impacted by any new software or hardware solutions introduced as part of the strategy , than any other Brigade staff.</p>	At end September 2021, 70 percent of Brigade staff identified as 'heterosexual/straight', with six per cent identifying as lesbian, gay or bisexual (LGB). [Note: 25 per cent of staff did not provide information on sexual orientation.]

## 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.

The Brigade recognises that there are impacts for neurodiverse staff and has provided access via specialist software where appropriate. It is estimated that 30 per cent of the workforce have neurodivergent needs; some 500 are self-identified. It is recognised that these users might require headphones, specialist software and other tools.

The investment of MS 365 also provides the opportunity to take advantage of other tools to assist staff with these needs and these will be investigated and tested by the ICT Department in consultation with People Services. The ICT Department has also assisted in the creation of the Reasonable Adjustment Passport, where staff's needs are clearly described and passed on to new line managers as staff move throughout the organisation.

## 7. Legal duties under the Public Sector Equality Duty (s149 Equality Act 2010)

How does this work (i.e. digital strategy) help LFB to:

### Eliminate discrimination?

The opportunity to replace systems and hardware, as underpinned by the strategy, will allow the Brigade Senior Responsible Owners to specifically address any issues identified as part of the specific EIAs that will be produced for individual systems and hardware changes.

### Advance equality of opportunity between different groups?

Mitigation or removal of any issues identified in this EIA, will support the advancement of equality of opportunity so far as Brigade staff and (to a more limited extent) members of the public are concerned.

### Foster good relations between different groups?

As above.

## 8. Mitigating and justifying impacts

Where an **adverse** impact has been identified, what steps are being taken to **mitigate** it? If you're unable to mitigate it, is it **justified**?

### Characteristic with potential adverse impact (e.g. age, disability)

### Action being taken to mitigate or justify

### Lead person responsible for action

None identified at this stage. Individual EIAs will be produced for new systems and hardware as required.